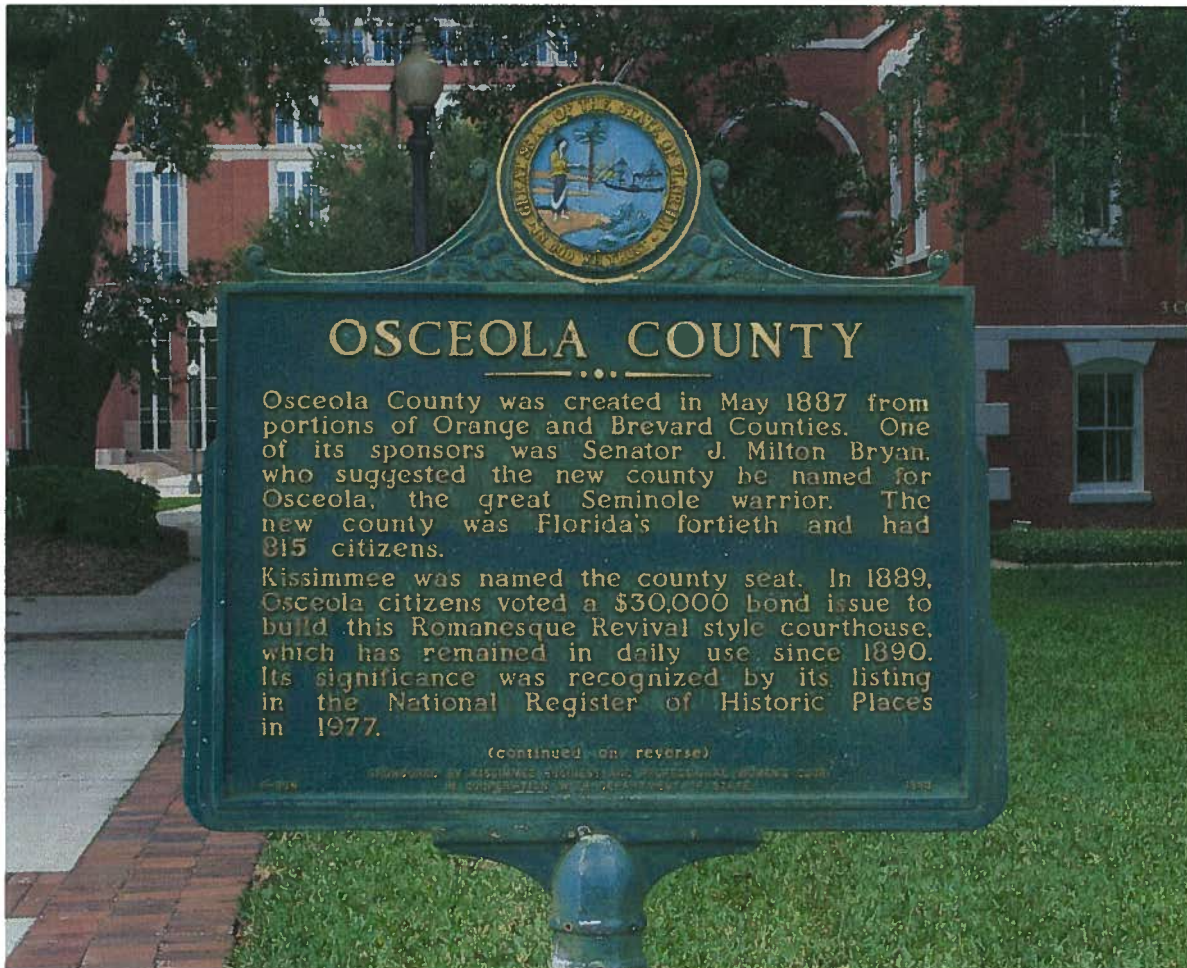


# OSCEOLA COUNTY

## Strategic Plan 2015 – 2019

This Strategic Plan is designed to guide the work of Osceola County to achieve the 2015-2019 goals.





# TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
MESSAGE FROM COMMISSIONERS.....	3
EXECUTIVE SUMMARY .....	5
STRATEGIC ACTION ITEMS .....	8
Strategic Action Item #1 – The Florida Advanced Manufacturing Research Center and The FARM .....	9
Strategic Action Item #2 – Transportation.....	12
Strategic Action Item #3 – Education & Training.....	14
Strategic Action Item #4 – Affordable Rental Housing, Transition Homeless, Sustainability Plan.....	16
Strategic Action Item #5 – Storm Water Plan.....	21
Strategic Action Item #6 – Healthcare for Citizens.....	22
Strategic Action Item #7 – Dirt Road Paving .....	23
Strategic Action Item #8 – New Administrative Bldg.....	24
Strategic Action Item #9 – Employee Pay Adjustments.....	27
Strategic Action Item #10 – Spring Training .....	29
Strategic Action Item #11 – Lake and Beach Cleanup.....	31
Strategic Action Item #12 – Joint Meetings with Gov’t.....	33
Strategic Action Item #13 – Housing to Jobs Policy (Sustainability) .....	35
Strategic Action Item #14 – Valencia / Poinciana .....	36



# MESSAGE FROM COMMISSIONERS

---

Dear Friends of Osceola County:

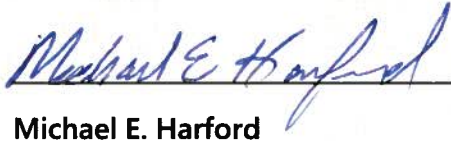
Every several years, Osceola County develops a Strategic Plan to share our goals and objectives with the residents and businesses of the County that we serve. This Strategic Plan has been designed to highlight the path that we plan to take towards accomplishing our vision for Osceola County: "It's Our Strong Local Economy, #1 Family Destination In The World, Beautiful Natural Environment, Inclusive Community, Connectivity, Great Neighborhoods, Vibrant Major Corridors, and Celebration Of Our History And Community That Makes Us Special!"

This Strategic Plan defines how we will achieve our top goals of growing and diversifying the County's economy, upgrading County infrastructure and the transportation network, creating great neighborhoods for the future, and executing a cost-effective high-performance County government. The release of this Plan marks the continuation of our commitment to utilizing strategic management practices to enhance our County's performance. The Plan builds upon great progress made by our hard-working personnel, as well as our community and business partners.

As we look ahead, there will be many challenges. As the pace of change continues, the public expects greater access to information, and business owners expect to be able to conduct a greater proportion of their business online. Our population is becoming more diverse, and our County is continuing to grow. This 2015 – 2019 Strategic Plan provides us with the bold vision needed to drive results as we focus on delivering services with high competency and skill and providing high quality services with ethics and integrity.

We thank everyone who shared their experiences and opinions to help create this Plan. We also thank Management Insights, Inc. and the Osceola County leadership team for working together to create this plan which will continue to be evaluated over time. The implementation of this plan will be monitored, and we will

be updated on its progress over the next several years. We look forward to working together to achieve the vision set forth in these pages.



Michael E. Harford  
Commissioner District 1



Viviana Janer  
BOCC Vice Chairman  
Commissioner District 2



Brandon Arrington  
BOCC Chairman  
Commissioner, District 3



Cheryl Grieb  
Commissioner, District 4

Commissioner Hawkins opposed

Fred Hawkins, Jr.  
Commissioner, District 5





# EXECUTIVE SUMMARY

This Strategic Plan builds on the significant accomplishments made under the prior strategic plans. The 2015 – 2019 Strategic Plan continues to establish the following priorities for the next several years:

1. **Grow and Diversify the County's Economy**
2. **Upgrade the County Infrastructure and Transportation Network**
3. **Create Great Neighborhoods for the Future**
4. **Ensure Cost-Effective and High-Performing County Government**

In determining the Strategic Actions that would bring results to each of these priorities, the County held two workshops and sought the views of a broad array of Osceola participants and stakeholders.

The Strategic Planning team also undertook several outreach efforts. The Commissioners, department leaders, employees, citizens and business leaders all had the opportunity to provide their opinions on the County's performance, goals, and objectives as input for this 2015 – 2019 Strategic Plan.

The results of these meetings are the Strategic Action Items listed below. Each item will be described in detail within this plan, including a complete description of these items, an estimate of the funding needed, an estimate of the staff / support / volunteers needed, an estimate of the time needed, and a list of the interim action items needed to accomplish each of these major action items.

## OSCEOLA COUNTY STRATEGIC ACTION ITEMS

<u>Action Item #</u>	<u>Title</u>	<u>Strategic Objective</u>
1	FAMRC and The FARM	Grow & Diversify Economy
2	Transportation	Upgrade Infrastructure
3	Education & Training	Grow & Diversify Economy
4	Affordable Rental Housing & Transition of Homeless	Create Great Neighborhoods
5	Storm Water Plan	Upgrade Infrastructure
6	Healthcare for Citizens	Create Great Neighborhoods
7	Dirt Road Paving	Upgrade Infrastructure
8	New Administrative Bldg.	Upgrade Infrastructure
9	Employee Pay Adjustments	Cost-Effective High Performance Gov't
10	Spring Training	Grow & Diversify Economy
11	Lake & Beach Cleanup	Create Great Neighborhoods
12	Joint Meetings w/ Gov't	Cost-Effective High Performance Gov't
13	Housing to Jobs Policy	Grow & Diversify Economy
14	Valencia / Poinciana	Grow & Diversify Economy

## OSCEOLA COUNTY VALUES

The Osceola County Values were also reviewed as part of the Strategic Planning process. The Osceola County workforce and internal work environment have continued to evolve, as has the external environment in which the County operates. The Values represent the core principles which underlie the code of expected behavior and conduct among County personnel.

These Values reflect the input of the Commissioners, the managers and staff, as well as the expectations of the public served by the County. The Values prescribe individual and organizational standards to which the County holds all members accountable, and enables the County to balance both continuity and change, as all continue to focus on the mission while remaining flexible, innovative and responsive to the changing environment. County leaders will model these Values and foster an environment where personnel can adhere to them as well. The stated Values of the Commissioners and County Leadership are:

*Ethics and Integrity* – we demonstrate the highest standards of behavior.

*High Quality Services* – we work with excellence in all that we do.

*Results Oriented* – we take responsibility for our actions to achieve desired outcomes.

*Services Delivered with High Competency and Skill* – we take responsibility for the outcomes of our conduct, actions and decisions.

*Bold Vision* – we communicate our desired outcomes clearly.





# STRATEGIC ACTION ITEMS

The County Commissioners considered a wide range of action items during the strategic planning process. Fourteen action items were selected for the County Staff to work on and develop specific action plans. The following section provides an overview of these fourteen strategic priorities.





# Strategic Action Item #1 – The Florida Advanced Manufacturing Research Center (FAMRC) and The FARM

## Part A) FAMRC Sensor Facility

### An Estimate Of The Funding Needed To Achieve This Task

Staff continues to work on the construction of the FAMRC sensor facility for ICAMR – International Consortium for Advanced Manufacturing Research.

- Funding secured
- Osceola County has committed \$10M in cash and \$66M in bond proceeds
- UCF has transferred \$9M to the County's construction account
- Staff continues to pursue State and Regional funding

### Project Budget

#### Total Capital Commitment for Design & Construction

Source	Purpose	Amount
Osceola County	Design & Construction	\$75,000,000
	Initial Tool Purchase	\$11,000,000
UCF	Construction, Tools, Operations	\$ 9,000,000
TWA	RO/AWN Plant	\$ TBD

### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

Adequate staffing is in place, supplemented through contracts.

### An Estimate Of The Time Needed To Achieve This Task

Estimated substantial completion date is April 2017.

### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

Action Item	Completion
<b>FAMRC</b>	
Funding	May 2015
BOCC Approval Bond Sales	Feb 2015
TWA Funding RO & Waste Treatment Plant	March 2015
State Legislative Funding	May 2015
Capital Commitment	July 2015
D/B Design Phase	March 2015
D/B Early Work Package	June 2015
D/B GMP Final	July 2015
Tool Order	June 2015
FAMRC Site Work	June 2015
Mass Grading/Building Pad	March 2015
Bill Beck Extension - Sub Grade	June 2015
FAMRC Utilities	July 2016

Action Item	Completion
TWA/KUA Utility Easement	June 2015
TWA/KUA Utility Service Water, Sewer & Electric	June 2016
TWA RO & Waste Treatment Plant	July 2016
<b>Design &amp; Construction</b>	<b>March 2017</b>
Design	November 2015
Early Work Package	April 2016
Construction	February 2017
Substantial Completion	February 2017
Tool Install	March 2017



## Part B) The FARM

Staff continues to work on the site development of The Farm including making the FAMRC site pad-ready to build facilities for new companies. Note that the dates below reflect the entire site. The site for FAMRC will be developed in accordance with its schedule.

### An Estimate Of The Funding Needed To Achieve This Task

Osceola County has committed \$29.5M in cash for the development of the site (this includes \$1M from the State and \$4.3M from TWA).

### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

Adequate staffing is in place supplemented through contracts if needed.

### An Estimate Of The Time Needed To Achieve This Task

Estimated substantial completion date is April 2017 for occupancy of the building for ICAMR.

### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

(Schedules assume general acceptance of conceptual drawings by agencies involved; if the concept changes, the schedules below may require modification.)

Action Item	Completion
<b>FAMRC Pad &amp; Road</b>	
• Design Completion	Completed
• Contractor Selection	Completed
• Permitting	January 2016
• Substantial Completion	February 2016
<b>The Farm (remaining site development)</b>	
• Design Completion	December 2015
• Contractor Selection	Completed
• Permitting	April 2016
• Substantial Completion	April 2017
<b>Master Planning for site and adjacent properties</b>	
• RFLOI Selection for Master Planning services	November 2015
• Site planning with Master Planner Consultant	March 2016
<b>Creation of Dependent Development Authority</b>	April 2017

## Strategic Action Item #2 – Transportation

### An Estimate Of The Funding Needed To Achieve This Task

According to the transportation funding study, it would cost approximately \$11.9 billion to create a balanced transportation system by 2040. The existing transportation revenues (including the Dedicated Ad Valorem – DAT – and assuming that the cities and toll projects are covered) would generate approximately \$10 billion, leaving a \$1.9 billion deficit by 2040.

Road resurfacing requires an annual budget of \$12M to meet the needs of the County. However, the average annual expenditure for road resurfacing over the last three years has been \$1.5M. The FY15 adopted budget allocated \$7,250,000, of which \$3M is specifically for Thacker Avenue.

- Funding to support road resurfacing at this level has come from one-time transfers from the General Fund, Host Fees, and temporarily relief of the debt service obligation in the Constitutional Gas Tax Fund.
- It will take approximately 10 years for funds generated by the DAT to cover these costs. (DAT= increment of revenue received from General Fund millage rate)

The current Infrastructure Sales Surtax sunsets in 2025.

### Additional County Costs:

- A consulting firm has been under contract since June 2014 to prepare a mobility fee study. This contract is \$350,000, and the Mobility Fee Ordinance was adopted March 16, 2015 to commit this funding source.

### Funding Options:

The Board could vote to increase the General Fund's Millage Rate

- With current valuation, 1 mil = ~\$18M
- Could not exceed Aggregate Cap of 10 mils; current is 7.8836
- Depending on proposed increase, may require Super-Majority or Unanimous Vote

Funding estimates from new revenue streams:

- Mobility fee: annually \$11M – \$14M
- Second local option fuel tax: annually \$8M
- Transportation sales tax: annually \$30.7M (Board decided not to move forward with this source)

### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

With the adoption of the DAT, second Local Option Fuel Tax, and Mobility Fee ordinance, Transportation Planning staff is working on the implementation guidelines and will review any alternative mobility studies needed to implement the mobility fee. They are supported by staff from Public Works, Development Review, Customer Service, OMB, the Attorney's Office, and the Comptroller's office.

Future needs: It is anticipated that one additional staff member would be needed to review alternative Mobility Fee studies. In addition, support from existing employees would be needed for assessments,

approvals, and reports. However, there is an administrative fee included in the Mobility Fee to cover these costs.

Staff from the Office of Management and Budget, Community Development and Public Works will be needed to establish the revised Transportation Trust Fund.

**An Estimate Of The Time and Action Items Needed To Achieve This Task**

Action Item	Completion
Mobility Fee Implementation	October 2015
Mobility Fee Administrative Manual Completion	October 2015
Second Local Option Fuel Tax Implementation	January 2016
Amend Transportation Trust Fund	October 2016

Note: Mobility indicators have been adopted with the Comprehensive Plan to guide expenditures, with the annual CIP process intended to monitor progress. The Trust Fund, once established, will allow the funds to be tracked more accurately for transportation.

## Strategic Action Item #3 – Education & Training

In addition to Action Item #9 (Valencia-Poinciana Campus), there are a number of other education-related initiatives being addressed. TECO locations in St. Cloud and Poinciana are already open. In addition, the County has an agreement with the School Board to provide funding to provide STEM in Middle Schools.

### Part A) Valencia – Manufacturing Training in Colt Building

#### An Estimate Of The Funding Needed To Achieve This Task

Not to exceed \$150,000, representing Colt's obligation to the State. The County elected to pay that cost to end the lease. However, it should be noted that Colt invested more than \$180,000 into the building.

#### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

Existing staff.

#### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

Action Item	Completion
Negotiate forgiveness of the funds with Enterprise Florida	April 2015
Terminate lease with Colt	April 2015
MOU with Valencia	May 2015
Contract with Valencia	July 2015

### Part B) Finding Space for Unions & Trades

Staff have been asked to identify potential space that the County could utilize for partnerships with various union/trade organizations for providing specialized workforce training for County residents. The goal is to utilize space that is currently owned by the County. Here are the potential sites that have been identified thus far:

- 320 Beaumont – 10,525 sq.ft. – Vacant other than some youth athletics activities in the evening
- 330 Beaumont – 9,450 sq.ft. – Human Services
- 340 Beaumont – 2,128 sq.ft. – Public Restrooms and Security Storage
- 7,100 sq.ft. – “Band” Building, Maintenance/Facilities Storage (furniture, supplies)
- 344 Beaumont – 3,456 sq.ft. – ½ is Human Services (training room), ½ is cubical storage for Asset Management
- 350 Beaumont – 14,196 sq.ft. – Probation (13,396 sq. ft) and Pre-Trial Release (800 sq.ft.)
- 360 Beaumont – 13,300 sq.ft. – Record Storage (COC, Corrections, HR, Pub Def, States Atty, Building Dept and Planning Dept)
- 366 Beaumont – 5,040 – Parks Admin
- 370 Beaumont – 5,000 – (current Maintenance Shop)

Once these potential locations have been prioritized, staff will prepare an RFLOI to solicit potential union/trade organizations that might be interested in partnering with Osceola County.

**An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task**

This action can be completed using existing staff.

**A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task**

Action Item	Completion
Identify potential locations	May 2015–August 2015
Develop an RFOI to identify potential partners	August 2015–November 2015
Negotiate agreements	November 2015–December 2015

**Part C) General**

**An Estimate Of The Funding Needed To Achieve This Task**

Approximately \$75,000 for consultants to complete a study that would identify academic programs and industry partnerships needed in order to increase the pipeline of workers for Hi-tech and other industry partnerships. Estimating the costs for implementing the study’s recommendations would be included as part of the study design.

**An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task**

Consultant activities would be supported by County Economic Development staff and through coordinating with outside agencies such as: Osceola County School Board; Valencia College; UCF; Stetson University; Career Source Central Florida; Education Foundation; Technical Education Center of Osceola (TECO); GOPEP; City of Kissimmee; and the City of St. Cloud.

**A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task**

Action Item	Completion
Develop Project Scope	July 2015
Secure Consultant	July–September 2015
Draft Plan Recommendations	October–January 2016
Partner Outreach	February–April 2016
Prepare Final Draft of the Plan	May–August 2016
Present Plan to BOCC for Adoption	September 2016

# Strategic Action Item #4 – Affordable Rental Housing, Transition Homeless, Sustainability Plan

## Part A) Increase Affordable Rental Housing

The County needs to complete an affordable rental unit housing inventory and assess potential incentives for affordable rental housing. Affordable housing as it relates to the rental market is defined as an available rental unit that is at market rate, subsidized, or public housing unit, for which a household below a certain income level would not apply more than 30-40% of their gross income towards rent. This includes apartments, condominiums, or single family homes.

According to the statewide affordable rental market study completed by the Shimberg Center for Housing studies, Florida has only 31 affordable and available rental units for every 100 households with an income of 0-30% of the area median income. This causes a deficit of more than 315,000 units statewide. This market study is completed every three years with the most recent one being completed in 2013.

The number of families transitioning from homeowners to renters is increasing annually. Most of the increase is due to the large number of foreclosures that occurred beginning in 2008. Osceola County has more than 12,501 families who earn less than 60% of area median income, meaning they are considered low income but spend more than 40% of their income on housing. These families are considered cost burden renters. Of these, the majority (5,332 families) are 1-2 person households. Most of the cost burden renters are between ages 15-54.

Osceola County is a part of the Orlando Metropolitan Statistical Area (MSA), for which there are approximately 12 affordable and available housing units per 100 renter households that are considered low income. The deficit identified for the Orlando MSA in the Shimberg study was approximately 20,000 units. The current apartment inventory in Osceola County is 6,245 units, most of which are within the City of Kissimmee. The following apartment complexes currently have Osceola County liens requiring long term affordability for the next 20 years:

- **Tierre Pointe**
- **Vista Del Sol**
- **Fountains at San Remo**
- **St. Anthony Garden Court**

Listed below are several options that have been presented to the County to increase the affordable housing inventory:

- **Council on Aging (Rapid Rehousing Facility Proposal)**  
Additional 189 units to house handicapped individuals, very low income, precariously housed and hotel families.  
Cost approximately \$1.5 million for land.  
Case Management supportive services will be provided by the Council on Aging and other providers.
- **Habitat for Humanity**  
6-10 homes (one year)



6-10 low income families that contribute sweat equity.  
 \$240,000-Community Service Grant with a \$1 for \$1 match (Florida Mortgage Settlement Fund).  
 There are no case management services proposed for this initiative which targets families.

- H.O.M.E. (Transitional Housing up to 1 year)  
 Additional 16 units  
 Building 1: 6300 square feet \$616,100  
 Building 2: 6800 square feet \$656,100  
 Operational cost approximately \$300,000  
 Staff cost \$100,000  
 This effort's targeted population is women and children.

- 1650 Yates Road, Kissimmee, Florida 34746  
 9 Acres Low Density Residential Development  
 Cost approximately \$525,000 for land.  
 Mix use development to include 32+ single family detached homes

All of these proposals could assist in providing rapid re-housing solutions to the homeless and precariously housed families in Osceola County through the Housing First Model.

**An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task**

The housing inventory and assessment would be done with existing Planning and Human Services staff.

**An Estimate Of The Funding Needed To Achieve This Task**

Completion of a rental housing inventory and assessment of strategies for incentivizing affordable rental housing could be done in-house.

**A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task**

Rental housing inventory and assessment:

Action Item	Completion
Inventory existing affordable rental housing – cost, location	April–June 2015
Inventory existing incentives	April–May 2015
Assess potential for new incentives	May–June 2015
Report to BOCC	July 2015

**Part B) Transition Homeless**

Osceola County has a high rate of homelessness that has had a significant economic impact on the region, and that must be addressed. Through grant funding, the County is currently providing assistance to both of the primary segments of homeless – chronic and families.

Chronic Homeless. The County's current funding for chronic homeless provides assistance for approximately 20 to 25 chronic homeless over a five-year period. Estimates of the chronic homeless population indicate approximately 200 chronic homeless live in Osceola County, a decrease of about 33% over last year. In the

effort to assist this population, it must be noted that assistance for permanent supportive housing is sometimes rejected, and there is not a mechanism to prevent additional chronic homeless from moving into the area.

Staff recommends continued funding for the approximately 20 to 25 chronic homeless at the same rate, using existing funding. This program has been in place for approximately three years, and the County has begun to see a decrease in chronic homeless. Staff recommends a continuation of this course, to be re-evaluated for 2016/17 strategic plan.

Family Homeless. For family homeless, current funding provides assistance to approximately 58 of the approximately 1,700 homeless families in Osceola County. A great number of these families reside in extended stay motels along the tourism corridor. Additional funds are necessary to provide housing and case management to this significant population. Along with housing challenges, homeless families also face other barriers, including the high cost of child care and limited means of transportation.

**An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task**

Using our current model at the rate of 100 clients per staff member, which provides for moderate case management services for one year, three additional case managers would need to be hired for FY16 and two additional case managers for FY17.

**An Estimate Of The Funding Needed To Achieve This Task**

Case Management staff:

Year	Staff	Cost
FY16	Three case managers with salary (\$34,091) and benefits at the total rate of \$49,424 annually	\$148,272
FY17	Two case managers with salary (\$35,114) and benefits at the total rate of \$52,579 annually	\$105,158
<b>Total</b>		<b>\$253,430</b>

Housing assistance:

Year	Activity	Cost*
FY16	Housing for approximately 425 families additionally (425 x \$3,000)	\$1,275,000
FY17	Housing for approximately 425 families (425 x \$3,090)	\$1,313,250
FY18	Housing for approximately 425 families (425 x \$3,182)	\$1,352,350
FY19	Housing for approximately 425 families (425 x \$3,283)	\$1,395,275
*This is new, annual reoccurring funding (Not cumulative)		

**A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task**

Action Item	Completion
Secure additional funding for homeless families	October 2015
Hire additional staff for case management	October 2015
Continue existing program funding for chronic homeless	Ongoing

**Part C) Sustainability Plan**

In order to develop a plan that will effectively address the County's needs regarding affordable rental housing, there needs to be an understanding of these issues in relation to the County's broader economic, social and ecological systems. A Sustainability Plan would focus on making the connections among these systems, recognizing their interdependence and their potential impact on a number of quality-of-life issues in the County, including availability of affordable housing, the transportation system, and the environment.

One of the current challenges related to increasing affordable housing is that the West 192 corridor contains a large number of hotels and motels that are serving as long-term residences for low income families. Most of these facilities were not designed to serve in this capacity and are out of compliance with County Code ordinances. An analysis of these hotels and motels, along with a strategy for resolving this issue needs to be completed.

**An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task**

The Sustainability Plan could be drafted using existing staff to coordinate with the consultants, other departments, and outside agencies as appropriate. Existing staff could also complete an analysis of the hotels and motels in the West 192 corridor. It is also anticipated that two additional code enforcement staff would be needed to address violations at the hotels along this corridor as the County works with the owners in an effort to bring them into compliance.

**An Estimate Of The Funding Needed To Achieve This Task**

Sustainability Plan: approximately \$40,000 for consultants to complete specified research, as well as for other project costs. (Note that these costs are included in the proposed expenses included for Strategic Item #13 – Live to Work Policy.) The costs of implementing the Plan would be included in the Plan's recommendations. Costs for the additional code enforcement staff are:

Year	Staff	Cost
FY16	Two Code Enforcement Officers with salary (\$41,454) and benefits at the total rate of \$57,754 annually	\$115,508
FY16	Equipment for new Code Enforcement Officers (including vehicles, training, computers, radios, and uniforms) – one-time cost of \$41,515 each	\$83,030
Total FY 16		\$198,538
Total recurring		\$115,508

**An Estimate Of The Time Needed To Achieve This Task**

Analysis and recommendations for the W192 hotels can be completed by December 2015. The Sustainability Plan could be developed within 18 to 24 months.

**A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task**

**W192 Analysis**

<b>Action Item</b>	<b>Completion</b>
Situational analysis of facilities on the corridor	November 2015
Develop strategies based on hotel analysis	December 2015
Hire additional code enforcement staff	October 2015
Continue Flexible Assistance Program (Rosen)	Ongoing

**Sustainability Plan**

<b>Action Item</b>	<b>Completion</b>
Draft background information	March 2015–September 2015
Summarize accomplishments	April – September 2015
Analyze key issues	August 2015 – June 2016
Draft recommendations	July – September 2016
Public outreach	Throughout process
Finalize plan	Sept. – December 2016
Present to BOCC for adoption	December 2016

## Strategic Action Item #5 – Storm Water Plan

An enhanced storm water program is needed to restore, protect and preserve the thousands of acres of Osceola County's beautiful lakes and streams for the use and enjoyment of its citizens and visitors and to meet ever changing and ever increasing regulatory requirements. The EPA has implemented numeric nutrient criteria for waters within the state. The FDEP has implemented a program of regulating Total Mass Daily Load (TMDL levels) for waters within the state that are different from Federal criteria. Federal National Pollution Discharge Elimination System (NPDES) requirements are also in place that may affect the Best Management Action Plans developed as part of TMDL compliance. The South Florida Water Management District is promulgating a rule to regulate all waters of the Kissimmee River Chain which could affect water quality project scope and selection.

Because of the complexity of the regulations that exist today and of those that are planned for the future, a series of basin studies and resultant capital projects are required to stay in compliance with existing NNC, TMDL and NPDES requirements. Studies will assist in prioritizing project selection and allowing the County to maintain compliance as rules change in the future. Estimates of study and basin costs exceed \$250,000,000 which are spread over 10 years.

### An Estimate Of The Funding Needed To Achieve This Task

- Implement MSBU to address Storm Water and Lake Water quality issues - \$350,000
- Determine new rate structure methodology, credit system - \$500,000
- Project funding required is dependent on the extent of the scope
- Yearly cost \$4.5 million plus capital projects; Cost per Capita - \$23 plus capital

### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

- One additional staff person would be needed
- One consultant staff person
- Additional staff for project implementation may be necessary, depending upon the scope of the project

### An Estimate Of The Funding Needed To Achieve This Task

- Establishment of Program - 2 years
- Project implementation schedule- this is a function of funding

### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

Action Item	Completion
Determine scope of program	August 2015
Evaluate alternative funding sources, rate structure and type	July 2016
Establish level of service and time frame to implement storm water	July 2016
Prioritize projects in conjunction with municipalities based upon scope	October 2016
Evaluate offsite storage credits, carbon credits, and regional storage	January 2017
Implement funding program	October 2017
Coordinate with municipalities on programs, compatibility with existing ordinances and direction	Quarterly updates

## Strategic Action Item #6 – Healthcare for Citizens

Many Osceola County citizens are experiencing gaps in the various medical insurance options that are available to them. These gaps impact the availability of some medical services, with low-income and senior citizens the most adversely affected. The areas of hearing, vision, and dental services are the greatest areas of need.

The County currently expends significant resources and services in an effort to meet these needs. For example:

- Funded the operations of the After Hours Clinic located in BVL ran by the Health Department-\$160,000 annually.
- Funded the re-model of the Campbell City/Intercession City Clinic in the amount of \$532,000.
- Annually funds the Osceola County Health Department in the amount of \$794,340.
- In addition, the Human Services department has allocated staff to survey a small group of seniors, such as the Council on Aging, in an effort to identify more ways to support citizens with Dental, Heating and Vision assistance.

In spite of this, there needs to be a greater awareness by our citizens that these resources and services are available. To facilitate this, the County plans to hold Community Health Fairs twice this year, and will also explore other opportunities, such as partnerships with local retailers, and a system of vouchers/certificates for these services.

### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

This action can be completed using existing staff.

### An Estimate Of The Time Needed To Achieve This Task

6 months.

### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

Action Item	Completion
Workshop with the BOCC to Consider Solutions	July 2015
Meet with Health Leadership Council	Ongoing
Complete agreement with NACo	August 2015
County sponsored Community Health Fairs	November 2015 and June 2016

## Strategic Action Item #7 – Dirt Road Paving

Osceola County spends a significant amount of time maintaining the County's dirt roads. These costs will be eliminated or minimized when Osceola County puts down affordable surfaces (chip seal) on these roads. A twelve year plan has been developed that includes discussion on County-owned roads inside/outside the urban growth boundary. This plan identifies how tax dollars can be used for maintenance. Osceola County pays more for grading dirt roads than filling potholes in regular roads.

### An Estimate Of The Funding Needed To Achieve This Task

#### Chip Seal of Dirt Roads:

##### 1. Budget:

- Based on a \$750,000 annual budget
  - 12 year plan
  - Approx. \$40,000 per lane mile
- Estimated life of surface - 5 years though this estimate will certainly vary based on the quantity and types of traffic that utilize these roads
- Each year the roads will be inspected and a determination made whether chip seal surface has reached end of useful life
  - Estimated cost to reapply chip seal - \$27,000 per lane mile
  - Estimated cost to apply overlay (asphalt) to convert to paved road - \$65,000 per lane mile
  - These cyclical resurfacing costs are not included in the Dirt Road Paving/Maintenance estimates

##### 2. Roadway inventory:

- Inside Urban Growth Boundary...County maintained - 80 lane miles
- Outside Urban Growth Boundary...County maintained - 107 lane miles
- Platted right of way not accepted for maintenance Dirt Roads...41 lane miles

### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

The County is actively engaged in a pilot program installing Chip Seal on roads within the Urban Growth Boundary with an approved budget of \$750,000 for FY15. This program can readily be increased if additional funding becomes available. At current funding, the schedule for completion would look as follows:

- Inside Urban Growth Boundary – 4 years
- Outside Urban Growth Boundary – 6 years
- Platted, but Non-Maintained County Dedicated Dirt Roads – 2 years

## **Strategic Action Item #8 – New Administrative Bldg.**

This will be an evaluation of how to meet the anticipated space needs for both the County Administration and Court Administration operations. Staff will evaluate the potential options, locations and cost.

The existing County Administrative Building contains approximately 137,000 GSF. It is projected that by 2025 the County Administration staff will need approximately 150,000 GSF, and by 2050 will need 180,000 GSF based on the current space utilization and growth rate. Optimal utilization of the available space in the current building should accommodate space needs until 2025.

The existing Court House Square Campus (CHS) contains approximately 237,000 GSF. It is projected that by 2025 the Court House will need approximately 350,000 GSF, and by 2050 will need 450,000 GSF based on the current space utilization and growth rate. The current Court House Building is at 110% capacity and there is no further capacity to be found through utilization changes. A small number of Court Administration staff members have already relocated to the County Administration Building.

A comparison of private financing (P3) versus County provided financing (Bond Issuance) has indicated that there is minimal difference in the annual finance cost that the County would incur. The County would be able to choose either option based on Finance and OMB requirements. Annual Finance Costs are based on current market rates and are shown for comparative purposes only. Annual O&M (Operation and Maintenance) Costs are based on historical costs.

There are currently three options:

1. Construct a new County Administration building at the Hanson-Walters (HWA) site:
  - The building would include 150,000 sf of office space and 30,000 sf of retail space to meet zoning requirements
  - Would require County staff to relocate to temporary offices beginning in 2016 and continue until the new building is completed
  - Would also require the existing County Administration Building to be renovated beginning in 2016 to accommodate court staff requirements
  - Additional 800 parking spaces will be required – might be possible to share future parking structures with the City of Kissimmee, which would save the County considerable expense
2. Construct a new County Administration building at the Osceola County Government site:
  - The building would include 150,000 sf of office space.
  - Would require County staff to relocate to temporary offices beginning in 2016 and continue until the new building is completed
  - Would require the existing County Administration Building to be renovated beginning in 2016 to accommodate court staff requirements
  - An additional 800 parking spaces will be required - this can be accomplished by constructing a new parking garage



3. Construct a new Court Administration building on the Courthouse Square campus:

- If this approach is taken the costs associated with the retrofit of the existing County Administration building would not be incurred.
- Would require creating temporary space for the Court Administration staff instead of the County Administration staff until the new building is completed beginning in 2016
- An additional 800 parking spaces will be required - might be possible to share future parking structures with the City of Kissimmee, which would save the County considerable expense

An Estimate Of The Funding Needed To Achieve This Task

**NEW COUNTY ADMINISTRATION BUILDING**

<b>OPTION 1 - HWA Location</b>	
Building Cost -	\$36,500,000
Annual Finance Cost (P&I)	\$2,213,000
Annual O&M Cost	\$734,000
Parking Garage Cost	\$14,000,000
Annual Finance Cost (P&I)	\$842,000
Annual O&M Cost	\$180,000
Retrofit of Existing County Administration Building	\$13,700,000
Annual Finance Cost (P&I)	\$831,000
Annual O&M Costs	\$560,000
<i>Total Construction Costs</i>	<i>\$64,200,000</i>
<b>OPTION 2 - Government Center Location</b>	
Building Cost -	\$28,700,000
Annual Finance Cost (P&I)	\$1,740,000
Annual O&M Cost	\$612,000
Parking Garage Cost	\$12,000,000
Annual Finance Cost (P&I)	\$728,000
Annual O&M Cost	\$180,000
Retrofit of Existing County Administration Building	\$13,700,000
Annual Finance Cost (P&I)	\$831,000
Annual O&M Costs	\$560,000
<i>Total Construction Costs</i>	<i>\$54,400,000</i>
<b>OPTION 3 – New Court Administration Building (CHS Campus location)</b>	
Building Cost -	\$30,400,000
Annual Finance Cost (P&I)	\$1,850,000
Annual O&M Cost	\$612,000
Parking Garage Cost	\$14,000,000
Annual Finance Cost (P&I)	\$842,000
Annual O&M Cost	\$180,000
<i>Total Construction Costs</i>	<i>\$47,900,000</i>
<b>TEMPORARY STAFF RELOCATION (Required for all three options above)</b>	
Beaumont Site (25,000 SF) Building Cost	\$2,125,000
Annual O&M Cost	\$105,000
<i>Total Relocation Costs</i>	<i>\$2,330,000</i>

**An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task**

- The County's responsibilities for this Action Item can be completed using existing staff.
- Contract/Consultants will be utilized to support the planning and development.

**An Estimate Of The Time Needed To Achieve This Task**

- Total Design Permitting Construction Duration 30 Months After Authorization & Funding Approval.
- Design – 12 months
- Permitting/Approvals – 3 months
- Construction – 15 months

**A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task**

Action Item	Completion
BOCC Approval of Program - (County Administration building or Court Administration building)	August 2015
BOCC Approval of Program - Site selection (HWA site, Government Center, Court House campus)	August 2015
BOCC Approval of Program - Funding option (PPP or County finance)	August 2015
BOCC Approval of Program - Schedule requirements. (Approved start date)	August 2015

Note: The Court Administration has not provided a definitive number of new offices that they will require in the near term. They have indicated that they believe will need a minimum of 10-20 offices in the coming year at a minimum. The County does not currently have any space that is ready for Court Administration occupancy. There are several contingency plans in place, but each will take time and funding to execute.

## Strategic Action Item #9 – Employee Pay Adjustments

As a result of the most recent economic downturn, Osceola County had to make difficult decisions to maintain service levels and effectively manage budget shortfalls. These included: over 500 layoffs from 2008 to present; furloughs; and the elimination of COLA's and merit adjustments beginning with Fiscal Year 2009.

The following represents the last six years of employee pay adjustments:

- FY10: no adjustments
- FY11: no adjustments and ten furlough days implemented
- FY12: no adjustments
- FY13: a one-time bonus of \$500, \$1,000 or \$1,500, based on years of service.
- FY14: across the board COLA of 2%
- FY15: across the board COLA of 2.5%

In addition, although it is critical that the issue of employee salary adjustments be addressed, our current Performance Management System is also in need of an overhaul. Our current process does not clearly align employees' performance with the required competencies of their positions. In addition, managers/supervisors are in need of better tools to assist with measuring employees' performance in order to determine the appropriate reward. It is anticipated that a complete overhaul will take at least twelve (12) months for the proper planning, design and implementation.

As a result, staff is recommending a two-step process that includes across the board salary increases for FY16, and transition to a new Performance Management System in conjunction with FY17.

### An Estimate Of The Funding Needed To Achieve This Task

Regular Pay Plan Employees:

- Across the Board COLA increases for regular pay plan employees, in line/comparable with other entities, effective October 1, 2015 (subject to BOCC approval)
- Depending on the selected pay plan adjustment percentage, FRS rates and FICA/MED, the cost could range from \$1.6M to \$2.7M

IAFF Bargaining Unit

- COLA and merit Increases as outlined in Union Contract, effective October 1, 2015
- A 2% COLA and a 4% merit increase, for a projected cost of \$853K

Performance Management System

- Future costs of the new Performance Management System would be considered during the development of the program
- Future appropriations are always subject to Board approval

### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

Human Resources

- Pay Calculation Review
- Policy & Procedures Updates
- Staff Training (Development & Delivery)
- Union Impact Bargaining (*as needed*)

**Office of Management & Budget**

- Pay Calculation Review/Budgetary Impact
- Ensure appropriate salary adjustments are included in each new Fiscal Year's budget and presented to the BOCC for consideration and/or adoption

**Information Technology**

- Pay Plan Updates (IFAS)
- Pay Calculation Automation (IFAS)

**Comptroller**

- Payroll Testing

**An Estimate Of The Time Needed To Achieve This Task**

- Proposed adjustments for FY16: 6 months
- The redesign of the Performance Management System: 12 months for the proper planning, design and implementation

**A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task**

Action Item	Completion
Include proposed pay adjustments for FY16 in the proposed budget and in accordance with the established budget schedule	September 2015
New, comprehensive Performance Management System: Plan presented	February 2016
New, comprehensive Performance Management System: Design and approvals	May 2016
New, comprehensive Performance Management System: Implementation	September 2016

## Strategic Action Item #10 – Spring Training

### Plan A) Partner With Another Major League Team

The Board of County Commissioners issued a press release in March 2015 stating their intentions to remain in the Major League Spring Training business after the Houston Astros' lease with Osceola County expires and they move to West Palm Beach. The BOCC has contacted the Atlanta Braves, the Toronto Blue Jays and the Milwaukee Brewers and indicated our willingness to improve our current facility to accommodate two teams. The letters included a concept of what a two team complex could look like at Osceola Heritage Park. If the County receives any positive responses from these or any other teams, discussions could begin right away.

#### An Estimate Of The Funding Needed To Achieve This Task

Approximately \$53M will be required.

#### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

Representatives from various Osceola County Departments: County Manager, Community Development, Sports and Event Facilities, Economic Development.

#### An Estimate Of The Time Needed To Achieve This Task

Approximately 3 years.

#### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

Action Item	Completion
Contact teams	February-May 2015
Site Visits	June-August 2015
Initial Discussions	February-June 2015
Architectural Design	July-September 2015
Pro forma for annual operating budget and staff requirements	August-September 2015
Final negotiations	Oct.-Nov. 2015
Approval by BOCC	December 2015
Construction	April 2016- June 2017
Staff hired/Budget approved	October 2017
Grand Opening	February 2018

### Plan B) Become An Amateur Facility

If no positive responses are received from these teams, a second option would be to focus on becoming a premier amateur training facility. Northern high schools and colleges with baseball programs schedule games from January – March annually and often travel south for tournaments. In addition, if the United States Sports Specialty Association (USSSA) renews their agreement and stays here, they could use these additional open dates to bring in events that they currently cannot because of spring training.

In order to host significant size events that add to the overall economic impact of our community, the County would need a minimum of six more fields, bringing our total to twelve. Additional “rectangular” fields could be created in the existing outfields to allow for the hosting of additional sports such as soccer and flag football. In this configuration, the County could also serve as an overflow for events at Austin Tindall Regional Park, as well as ESPN’s WWOS.

The County will be contracting with a consultant this year that will analyze the Osceola County sports facilities for efficiencies and deficiencies, comparing them to similar facilities in the southeast USA, making suggestions for improvements and recommending a course of action for the future.

**An Estimate Of The Funding Needed To Achieve This Task**

\$20M – \$25M to transform the facility into a multi-purpose amateur complex, with six additional fields, restrooms, concessions and modification of current fields.

**An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task**

Representatives from Osceola County Departments: Community Development, Sports and Event Facilities.

**An Estimate Of The Time Needed To Achieve This Task**

Approximately 2 years.

**A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task**

Action Item	Completion
Consultant review of facilities	May–September 2015
Prepare OHP Master Plan concept	September–December 2015
Workshop to plan future of facilities	October–November 2015
County Manager approval	January 2016
BOCC approval to proceed with plan	February 2016
Architectural Design	March–May 2016
Pro forma for annual operating budget and staff requirements	February–May 2016
Final approval by BOCC	September 2016
Construction	January–September 2017
Staff hired/Budget approved	October 2017
Grand Opening	October 2017

## Strategic Action Item #11 – Lake and Beach Cleanup

**Lakes Management Plan -** A Lakes Management plan has been drafted. The draft plan includes information about lake characteristics, water quality, best management practices, aquatic plant management, existing and planned recreational amenities, and current and future management activities for the County's lakes. The plan identifies opportunities, problems, and solutions, and potential funding sources, including a storm water utility and an MSTU/MSBU.

Comments from user groups and other stakeholders have been reviewed, and the draft plan has been amended accordingly. A BOCC workshop was held on May 18th 2015, and the plan will be presented to the BOCC for adoption on July 20, 2015. Implementation of items under the purview of Osceola County will be phased to begin in FY16.

**Advisory Board -** One of the Plan's recommendations is to appoint a Lakes Advisory Board to oversee Plan implementation.

### An Estimate Of The Funding Needed To Achieve This Task

**Lakes Management Plan -** Funding initially would come from the General Fund; however, the plan recommends establishing a dedicated funding source specifically for lakes management activities. The draft Lakes Management plan includes the following funding recommendations for specific activities:

- FY 15: \$50,000 for aquatic weed management for lakes and water bodies not supported by Florida Fish and Wildlife Conservation Commission (FWC) funding.
- FY 16: \$175,000 for aquatic weed management, shoaling, dredging, and debris removal from lakes and water bodies not supported by other agency funding; such as boat ramp basins, canals, and creeks.
- FY 17: \$175,000 for ongoing aquatic weed management, shoaling, dredging, and debris removal from lakes and water bodies not supported by other agency funding; such as boat ramp basins, canals, and creeks.
- After FY17: ongoing maintenance costs estimated to be \$175,000 per year, with annual increases based on inflation.
- The draft plan recommends that the County consider additional funding options, including a storm water utility or municipal service taxing unit (MSTU) or a municipal service benefit unit (MSBU). A Lakes Advisory Board could be formed for the purpose of advising the County on using the revenue generated by the MSTU/MSBU.

**Advisory Board -** Establishment and initial staffing of a Board could be done without additional funding. Once established, the Advisory Board's direction and recommendations would influence the amount of staff time needed. Other alternatives could include an informal working group or hosting quarterly open houses to obtain public input.

### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

**Lakes Management Plan -** Currently, existing staff are performing the functions related to lakes management. During the next fiscal year (FY15/16), staff will evaluate the effectiveness of these activities and determine whether additional staff would be needed in the future.

**Advisory Board -** Establishing and staffing a Board could be achieved with existing staff.

**A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task**

<b>Action Item</b>	<b>Completion</b>
Lakes Management Plan drafted	Completed-2014
Public review and comment	January 2015
Final draft completed	April 2015
BOCC workshop	May 18, 2015
Plan adoption	June 15, 2015
<b>Establishment of Advisory Board</b>	
Present the purpose of the Board and bylaws to the BOCC	July 2015
Recruit members: starting	August 2015
Initial meeting scheduled	Fall 2015; Quarterly
Updates will be provide to the BOCC	Annually



## Strategic Action Item #12 – Joint Meetings with Government

The Board requested that staff work to coordinate a joint workshop with the other governmental entities in the County (2 Cities and School Board) to discuss various initiatives.

- **Urban School Design:** Staff is working with School Board staff to establish a prototype. School District has prioritized for year and has budgeted funds to assist with the effort.
- **Capital Funding Needs:** An initial meeting was held on March 10, 2015 to discuss the Discretionary Sales Surtax options (School Capital Outlay, Transportation, current Infrastructure, and/or combinations). The meeting was facilitated by Management Insights and the consensus was to meet again in approximately 30 days to continue discussions. Since then, the Board has sent a letter to the School Board noting that it would not be moving forward with the Sales Tax for Transportation, but would support the School District if it wished to move forward with a ½-cent Sales Tax for School Capital Needs.
- **Master Planning for Utilities:** An initial meeting was held with TWA, with the commitment to continue the communication between the County and TWA on priority areas on a semi-annual basis.
- **Mass Transit:** Staff believes this issue may have been resolved with the implementation of the Gas Tax and Mobility Fee and is currently seeking direction and confirmation regarding the desired path forward.
- **Consolidated Dispatch:** Discussions currently underway and ongoing for Fire Dispatch with a target date of September-October 2015. An initial meeting for discussion has been scheduled.

### Part A) Urban School Design

#### An Estimate Of The Funding Needed To Achieve This Task

No additional funds are anticipated at this time other than use of existing staff to support the School Board's efforts.

#### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

This action can be completed using existing staff.

#### An Estimate Of The Time Needed To Achieve This Task

6 - 12 months

#### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

Action Item	Completion
Coordinate with School District staff to finalize scope of services and responsibilities	October 2015-May 2016
Participate in the selection of consultant for prototype	October 2015-May 2016
Participate as a member of School Board working group – monthly coordination meetings to assess and establish prototypes	October 2015-May 2016

Participate in drafting the assessment of Urban School Design by Type	October 2015-May 2016
Joint Workshop	October 2015-May 2016

### Part B) Capital Funding Needs

#### An Estimate Of The Funding Needed To Achieve This Task

- The County's role will be minimal, as the School District will take the lead if it determines to move forward with Sales Tax initiative.
- Cost of a Facilitator when necessary.

#### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

- This action can be completed using existing staff.
- Consultant to facilitate

#### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

Action Item	Completion
Joint Meeting to Discuss Additional Sales Tax	April 2015 Completed
Joint Meeting to Discuss 911 Communications	July 2015

## Strategic Action Item #13 – Housing to Jobs Policy (Sustainability)

A live to work policy – inferring a balance between jobs and housing– covers a variety of issues, including whether residents earn enough to afford housing near their jobs and whether the mix of land uses provides a tax base sufficient to fund needed services. The first issue (wages and housing affordability) would be addressed under action item 4 (increase affordable housing – sustainability planning), as well as under action items related to diversifying the economy and improving transportation.

The second issue (sufficient tax base and fiscal sustainability) is addressed here.

A fiscal assessment would help us understand where the County is in terms of our currently developed area (development pattern, tax base, infrastructure capacity, ongoing financial obligations, cost of services provided), as well as how future development decisions will affect us from a fiscal standpoint, and whether our fiscal condition is sustainable over the long term.

The assessment would include:

- Forecast financial trends and identify potential financial and operational imbalances, as well as trends in liabilities, debt, and infrastructure gaps
- Develop a revenue profile for different development patterns (revenue structure, levels of service and cost of service provision, infrastructure capacity and use, etc.)
- Review policies and regulations relative to future land use, development approval, and associated exactions to determine their fiscal impact

### An Estimate Of The Funding Needed To Achieve This Task

This would be done by a consultant. Estimated costs are \$100,000 to \$150,000 for the consultant and other project costs.

### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

Existing staff could manage the consultant.

### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

Action Item	Completion
Develop scope of work	May 2015
Issue RFP	May 2015
Select consultant	May 2015
Draft assessment	March 2016
Review/comments/revision	May 2016
Present findings and recommendations	June 2016

## Strategic Action Item #14 – Valencia / Poinciana

This project includes the County working with Valencia for a Poinciana location. As a part of this, the County will be providing a pad-ready site, which includes utilities and an access road. Valencia is formally requesting funding from the State for construction of the building. The County also will be soliciting proposals for student housing near the Valencia site.

### An Estimate Of The Funding Needed To Achieve This Task

\$3.5M from the County for the site improvements.

\$11.5M for construction from the State to Valencia for two years.

### An Estimate Of The Staff/Support/Volunteers Needed To Achieve This Task

Existing staff.

### An Estimate Of The Time Needed To Achieve This Task

The project is contingent on State funding, so the timetable is based on Valencia securing that funding.

- Lease agreement: July 2015
- Engineering plan for the site: within 12 months of state funding
- Site improvements: within 18 months of state funding
- Student housing: Within three months of funding being secured, staff would issue an RFQ for student housing. The selection process would take three months, and the County could enter into a contract with a student housing developer within a month after selection.

### A List Of The Action Items and Schedule/Timeline Needed To Achieve This Task

Action Item	Completion
Enter into real property lease agreement for 19 acres	July 2015
Develop an engineering plan for pad-ready elevation, including utilities, cross access, and access road	June 2017
Lobbying efforts to the State for funding	15/16 and 16/17 Legislative Session
Provide site improvements timed to coordinate with Valencia's certificate of occupancy (CO)	December 2017

### A Schedule/Timeline For Completing Each Of The Items Associated With This Task

Real property lease agreement June 2015.

Break ground within seven years.