



APOPKA CITY COUNCIL AGENDA

October 21, 2025 3:00 PM

Apopka Community Center

APOPKA STRATEGIC PLAN SESSION MEETING WILL BE LIVE-STREAMED ON YOUTUBE. TO WATCH, PLEASE VISIT:
<https://www.youtube.com/CityofApopkaFL>

CALL TO ORDER

INVOCATION

PLEDGE

PRESENTATION

1. **Strategic Planning City Council Retreat Agenda**
Presented by: BerryDunn

PUBLIC COMMENT PERIOD

The Public Comment Period is for City-related issues that may or may not be on today's Agenda. If you are here for a matter that requires a public hearing, please wait for that item to come up on the agenda. If you wish to address the Council, you must fill out an Intent to Speak form and provide it to the City Clerk prior to the start of the meeting. If you wish to speak during the Public Comment Period, please fill out a green-colored Intent-to-Speak form. If you wish to speak on a matter that requires a public hearing, please fill out a white-colored Intent-to-Speak form. Speaker forms may be completed up to 48 hours in advance of the Council meeting. Each speaker will have four minutes to give remarks, regardless of the number of items addressed. Please refer to Resolution No. 2025-19 for further information regarding our Public Participation Policy & Procedures for addressing the City Council.

ADJOURNMENT

Individuals with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk at least two (2) working days in advance of the meeting date and time at (407) 703-1704. F.S. 286.0105 If a person decides to appeal any decision or recommendation made by Council with respect to any matter considered at this meeting, he will need record of the proceedings, and that for such purposes he 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.

Any opening invocation that is offered before the official start of the Council meeting shall be the voluntary offering of a private person, to and for the benefit of the Council. The views or beliefs expressed by the invocation speaker have not been previously reviewed or approved by the City Council or the city staff, and the City is not allowed by law to endorse the religious or non-religious beliefs or views of such speaker. Persons in attendance at the City Council meeting are invited to stand during the opening ceremony. However, such invitation shall not be construed as a demand, order, or any other type of command. No person in attendance at the meeting shall be required to participate in any opening invocation that is offered or to participate in the Pledge of Allegiance. You may remain seated within the City Council Chambers or exit the City Council Chambers and return upon completion of the opening invocation and/or Pledge of Allegiance if you do not wish to participate in or witness the opening invocation and/or the recitation of the Pledge of Allegiance.

City of Apopka, FL

Strategic Planning City Council Retreat Agenda

October 21, 2025

3:00 p.m. – 7:00 p.m.

Retreat Objectives

- Develop the City's Mission Statement
- Develop the City's Vision Statement
- Develop Core Values
- Develop Strategic Priorities
- Develop Strategic Goal Statements

15 minutes	Welcome and Introduction
1.	Welcome and Purpose
2.	Overview of meeting agenda
3.	Overview of the City council's roles and responsibilities for strategic planning
4.	City council's thoughts on success for the day: <i>What would be a successful outcome from today?</i>

30 minutes	Setting the Stage - Review the Environmental Scan
Group Discussion	<ul style="list-style-type: none"> • What did the information in the Environmental Scan reveal to you? • What stood out? • Did you learn anything new? • What themes are the most important in shaping your thinking about the strategic direction of Apopka?
Outcome	City council has input from stakeholders to inform the development of the strategic plan and a common understanding of the current environment of the City.

30 minutes	Develop the Mission Statement
Mission Statement	The Mission Statement describes an organization's purpose or reason for existing. It answers the questions: <ul style="list-style-type: none"> • Why do we exist? • What do we do?
<i>Mission Statement</i>	Current: None
Group Discussion	<ul style="list-style-type: none"> • As you reflect on this statement, does it accurately describe the purpose of the City of Apopka? • Does it describe what you do? • If not, what needs to be changed?

	<i>Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.</i>
Outcome	Necessary ideas/content to produce a short, concise mission statement that clearly defines the scope of the organization.

30 minutes	Review and Develop the Vision Statement
Vision Statement	A vision statement defines your desired future state and provides direction for where you are going as an organization. It is aspirational and answers the question: <ul style="list-style-type: none"> • What will the City of Apopka look like 5 – 10 years from now?
<i>Current Vision Statement</i>	Current: None
Group Discussion	<ul style="list-style-type: none"> • Where do you want to see the City of Apopka in five years? • What do you want the City to feel like? • What do you want community members to be experiencing? • How do you want the City of Apopka to be described? • What has been achieved?
	<i>Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.</i>
Outcome	A clear picture of the future the Council envisions for the City of Apopka.

30 minutes	Review and Develop the Core Values
Core values	Core values are the precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or the top management. They are expectations for how the City will conduct its business, make decisions, and deliver programs and services to the community.
Current Core Values	Current: None
Group Discussion	<ul style="list-style-type: none"> • What values accurately capture how the council would like the City to carry out its mission and vision?
	<i>Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.</i>
Outcome	A short set of essential core values.

10 minutes	Break
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30 minutes	Identify Strategic Priorities
Strategic Priorities	Strategic Priorities are the broad areas where you want to focus the City's resources and energy to achieve the vision.

Individual Exercise Instructions	<p>Each council member will spend a few minutes reflecting on the following question and write down any ideas they want to share with the group:</p> <ul style="list-style-type: none"> Based on what we learned from the Environmental Scan what we collectively know about the City of Apopka, and the visioning work just completed, what are the four to five strategic areas of focus that should guide the next five years so we can make progress toward our shared vision? <p>Once you identify your ideas, write your four to five priorities on the provided colored cards.</p> <p>Each council member will share the ideas that came to mind. Consider the following:</p> <ul style="list-style-type: none"> How would we define the current and future state of each of these focus areas? If we make gains in these areas, will we achieve our vision? If the answer is no, what should we focus on instead?
Group Discussion	The full group will cluster the priorities posted, name them, and gain consensus on the strategic priorities that will achieve progress toward the vision.
	<i>Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.</i>
Outcome	Identify <u>four to five</u> strategic priorities that focus the City's energy, resources, and capacity toward achieving the long-term vision.

30 minutes	Develop Strategic Goals
Strategic Goals	Strategic goals are long-term statements that define how you will make progress toward your vision and describe the outcome to be achieved in five years for each of the strategic priorities.
Individual Exercise Instructions	<p>Everyone will spend a few minutes reflecting on the following question individually and write down any ideas they want to share with the group:</p> <ul style="list-style-type: none"> What is the result we want to achieve in each focus area? <p>For example, if <u>Safe and Healthy Community</u> is a strategic priority, what do we want to accomplish related to this priority in the five-year cycle of the strategic plan? What does success look like for this strategic priority?</p> <p><u>Example Goal Statement for Safe and Health Community:</u> Engage the community through education and outreach, invest in innovative programming and collaborative</p>

	community partnerships, and provide resources needed to help ensure public safety and wellbeing for people of Apopka.
Group Discussion	The full group will discuss individual ideas and gain consensus on the five-year outcome for each strategic priority.
	<i>Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.</i>
Outcome	Identify a long-term goal that defines each strategic priority and provide the framework for the City's plan.

15 minutes	Process for Updating, Evaluating, and Reporting Progress
Large Group Discussion	<ul style="list-style-type: none"> • What criteria should the City use to determine whether or not to add something to the plan? • How frequently should the City update the plan? What are the process steps? • How often should the City report progress on the plan? Internally? Externally?
	<i>Capture group's insights/perspectives/ideas, synthesize, and check for understanding and agreement.</i>
Outcome	Determine how to maintain the City's strategic plan as a living and actionable document.

5 minutes	Closure Next Steps
Closure	<ul style="list-style-type: none"> • Is there any additional guidance you would give the consulting team and the City leadership team in preparation for completing the first draft of the strategic plan?
Next Steps	<ul style="list-style-type: none"> • BerryDunn will prepare a first draft the Strategic Plan document • BerryDunn will facilitate follow-up sessions with City department leadership and key staff, as needed, to refine objectives and performance measures • BerryDunn will facilitate a review the draft Strategic Plan with the City council in a work session