



## City of Ormond Beach

### City Commission Workshop

City Hall Commission Conference Room  
22 South Beach St., Ormond Beach FL 32174

*Jason Leslie, Mayor  
Lori Tolland, Zone 1  
Travis Sargent, Zone 2  
Kristin Deaton, Zone 3  
Harold Briley, Zone 4*

**April 21, 2026, 5:30 PM**

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## Minutes

### 1. CALL TO ORDER

Mayor Leslie called the meeting to order at 5:30 PM.

Present: Mayor Jason Leslie, Commissioners Lori Tolland, Travis Sargent, Kristin Deaton, and Harold Briley, City Manager Joyce Shanahan, City Attorney Randy Hayes, Assistant City Manager Shawn Finley, Neighborhood Improvement Manager Chris Mason, Police Chief Jesse Godfrey, Finance Director Kelly McGuire, and Wildan Engineering Representative Doug Leeper.

### 2. DISCUSSIONS

#### A. Neighborhood Improvement Division Review and Recommendations

Mr. Doug Leeper, Wildan Engineering representative, reviewed the Neighborhood Improvement Division (NID) evaluation, observations, and recommendations from Wildan Engineering. He discussed the challenges faced when the case management software was changed and shared available historical case data. He highlighted the top six reported violations, noting site maintenance and RV parking were the majority. He discussed the detailed process mapping, case tracking software, and need to create a procedure manual, stating the department did not possess the ability for a proactive approach. He indicated the need for increased software training and two additional staff members.

Commissioner Sargent inquired if the proposed administrative assistant position could be a volunteer; whereby, Mr. Leeper expressed it was not advised.

Commissioner Tolland asked if the software in place would be able to perform the tasks needed; whereby, Mr. Leeper explained with training, the software could be better utilized and highlighted the importance of hiring the additional personnel.

Commissioner Deaton questioned if the two positions would increase the likelihood to go to a proactive approach; whereby, Mr. Leeper elaborated it had the potential to bring the department to a position for a proactive approach in the future.

Commissioner Tolland inquired how much time was spent on administrative tasks by field inspectors; whereby, Mr. Leeper indicated time spent was unknown as time tracking ability was not available in the previous software.

Mayor Leslie asked what happened when Mr. Chris Mason, NID Manager, took vacation; whereby, Mr. Mason explained a field inspector would be assigned additional duties. Mr.

Mason confirmed if approved, the NID Supervisor would take over in the event of an absence.

Mr. Finley highlighted the benefit of succession planning with hiring an NID Supervisor.

Mayor Leslie questioned if the positions were needed because work was expected to increase; whereby, Mr. Leeper clarified the role of a supervisor would help remove the field work from Mr. Mason to allow him to focus on updating procedures and to better manage the department. Mayor Leslie asked if data was available to predict proactivity; whereby, Mr. Leeper noted only a guesstimate could be provided.

Commissioner Tolland inquired if there was a timeframe for addressing infractions; whereby, Mr. Mason elaborated the timeframes were different depending on case types based on the city's Code of Ordinances.

Mr. Leeper discussed how process maps, written policy, and time tracking would help manage cases. He mentioned time tracking would allow implementation of a fee to charge back time; whereby, Commissioner Tolland suggested a flat fee may be easier to implement. He indicated the need to assess fees on a yearly basis for accuracy. He shared tasks an administrative assistant would be responsible for and different software resources for a more proactive approach. He provided an overview of how other municipalities manage parking on lawn citations.

Ms. Joyce Shanahan, City Manager, inquired if code enforcement officers could issue parking citations; whereby, Mr. Leeper confirmed they could.

Mr. Finley provided staff recommendations for continuing work with the consultant to update policies, procedures, decision trees, and the creation of a manual. He discussed utilizing online subscription services to track abandoned properties and properties listed on vacation rental websites. He stated the budget for the NID evaluation and update was \$200,000 with phase one and two spending roughly 25 percent. He inquired if the Commission would like to proceed with the recommendations.

Commissioner Deaton mentioned receiving complaints about short-term rentals and AI resources could free up time managing that type of complaint.

Commissioner Tolland voiced the need for streamlined NID processes before adding positions.

Mayor Leslie asked if the implementation of fees could help support the two requested positions' salaries; whereby, Mr. Leeper stated it possibly could support salaries.

Commissioner Tolland inquired if there were fees already in place; whereby, Mr. Mason indicated there were fines in place, but not for re-inspections.

Mayor Leslie questioned implementing fees; whereby, Mr. Randy Hayes, City Attorney, noted staff would need to check the statutes on what could be collected.

Commissioner Sargent shared he did not want to hire two positions with only fees to pay for them and suggested a policy change may be needed for vacant properties.

Commissioner Briley discussed commercial sites that were non-compliant.

Mayor Leslie asked if trespass orders expired; whereby, Commissioner Deaton confirmed the orders expired after two years.

Mr. Leeper indicated with current staff, there was little room for a proactive approach and with accurate data in the future, the desired proactivity ability could be reassessed.

Mr. Finley discussed staffing and staff's desire to begin the search for an NID Supervisor. He elaborated on how hiring an administrative assistant in the future would be beneficial.

Mayor Leslie inquired about promoting from within for the NID supervisor; whereby, Ms. Shanahan shared anyone was able to apply.

Mr. Finley remarked that positions were typically opened internally first. He stated at the time they were not looking for additional inspector positions.

Commissioner Sargent voiced concerns about budget cuts and hiring additional positions; whereby, Ms. Kelly McGuire, Finance Director, noted it was around \$150,000 which included benefits for both positions. He asked if anyone on staff would be cross trained for the administrative assistant position; whereby, Ms. Shanahan indicated that would not work as there were no staff that would be able to take on any additional workload.

Mayor Leslie highlighted the Commission decided on a more proactive approach and it would not work without more staff; whereby, Commissioner Deaton agreed.

Mr. Leeper stated with improvements to the procedures and additional software training, NID would gain some capacity for proactivity, but without more staff it would lead to burnout.

Commissioner Briley questioned if new software could be implemented before assessing if more staff were needed; whereby, Commissioner Deaton clarified the presented proposal was not to move towards a proactive approach but to fix the issues NID currently faced.

Ms. McGuire stated the need for succession planning.

Commissioner Sargent explained he sent mailers to residents in his zone during his campaigning and most responses indicated they wanted stronger code enforcement.

Mr. Leeper complimented the NID staff and their hard work.

The commission agreed to add an NID supervisor and planned to discuss the administrative assistant position during the budget process.

### **3. ADJOURNMENT**

Mayor Leslie adjourned the meeting at 6:40 PM.

Prepared by: Elizabeth Walden