



STRATEGIC PLAN

Village of Palmetto Bay

FY 2018-19



Table of Contents

Introduction.....	4
Methodology and Process for Strategic Plan	6
Palmetto Bay’s Vision	7
Transparent Government.....	16
Financial Stability.....	24
Attractive Environment.....	30
A Walkable, Bikable Community.....	37
Safe Community.....	44
Environmental Stewardship.....	49
Lifelong Learning.....	54
Acknowledgements.....	58
Glossary	59
Environmental Analysis.....	Attachment A
Strategic Visioning Workshop Prioritization Recap (Council Consensus Items)..	Attachment B
Bicycle/ Pedestrian Plan.....	Attachment C
Traffic Study #1.....	Attachment D
Traffic Study #2.....	Attachment E
Traffic Calming Study.....	Attachment F
Comprehensive Plan.....	Attachment G

INTRODUCTION

On September 8, 2015, the Village Council selected the Novak Consulting Group (Novak) to create a Strategic Plan for the Village of Palmetto Bay. Novak presented a preliminary report to the Council on November 23, 2015, followed by a visioning session on July 16, 2016, during which the Council identified key aspects of the Strategic Plan. Administrative staff then held meetings to discuss their ideas. After consultation with individual Councilmembers, a draft document was prepared to compile the results of the meetings.

The purpose of a Strategic Plan is to understand the current context, articulate a shared vision for the future, and develop a measurable course of action to move towards the vision. To that end, this Strategic Plan focuses on three questions that a community should focus on when planning for its future:

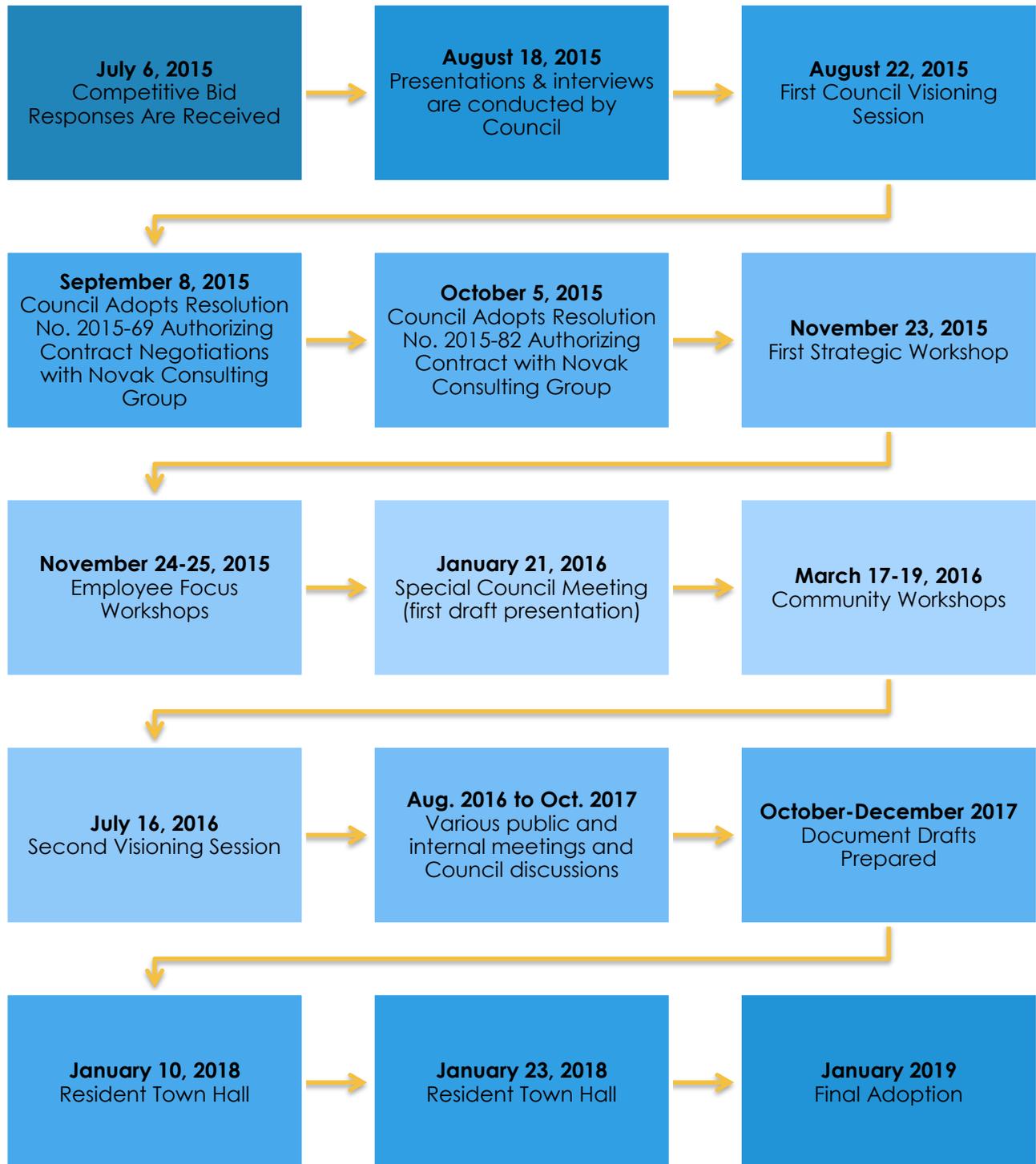
- Where are we?
- Where do we want to go?
- How do we get there?

This Strategic Plan attempts to answer these questions by offering residents and administrators a road map to achieve the Village Council's vision for Palmetto Bay. Through it, the Council states its key focus areas, strategic goals, actions and a performance measure for gauging the results.



TIMELINE

Palmetto Bay first embarked on the process to develop a Strategic Plan in 2015. Following a 0number of public and internal meetings, town halls and workshops, the document was created as included herein. Below is the timeline of the process:



METHODOLOGY AND PROCESS

This strategic planning effort was initiated by the Palmetto Bay Village Council and was facilitated by The Novak Consulting Group. The process commenced in October 2015 with introductory meetings with members of the Village Council and key Village staff. In order to answer the first strategic planning question:

► **Where are we?**

Novak completed an environmental scan, which offered useful information and presented factors that would influence the future direction of the Village. In developing the scan, both quantitative and qualitative data were gathered. Quantitative data on trends in local, regional, and national demographics were compiled as well as financial and historical data about the Village of Palmetto Bay and Miami-Dade County. This information provided the context for where the Village is today and for the challenges that it may face in the future.

In November, 2017, a strategic planning retreat was held with the Council to identify the Village's strengths, weaknesses, opportunities, and deficits. The Council articulated a vision for the community at that time. Subsequently, a retreat was held with Village Charter Officers and Directors to solicit their input. In order to engage residents, a community-wide online survey was administered. Presented to the Council in January, 2016, the scan includes the information and ideas gathered from all these sources. A copy of the environmental scan and the retreat summaries are included in Appendices A-C. Novak then helped the village answer the second question:

► **Where do we want to go?**

During the retreat with the Village Council in December 2015, councilmembers reviewed an updated draft of the strategic planning framework based on the results of the environmental scan. It included a vision, mission, organizational values, and key focus areas, all those things that must go well in order for the vision to be realized. Modifications to the draft were made through subsequent conversations between councilmembers. The third question was then explored:

► **How do we get there?**

A Strategic Plan is best when touched by as many people as possible. Therefore, broad resident input was sought on the draft of the Strategic Plan during a series of open house-style meetings held in March, 2016 and through online surveys. Additionally, attendees were asked to provide their thoughts on initiatives that the Village should consider in order to accomplish the key focus areas and the vision for Palmetto Bay.

ELEMENTS OF THE STRATEGIC PLAN

There are six major elements of Palmetto Bay's Strategic Plan. The first five elements- the vision, the mission, organizational values, key focus areas, and strategic goals, are set by Council with staff. The last elements, the actions, are staff's response to first five elements.

The Vision

The Vision statement is an idealized description of a desired outcome that inspires, energizes and helps residents, administrators, and councilmembers create a picture of what the Village is now and how it could be in the future.

The Village of Palmetto Bay incorporated to secure public safety and land use control of our suburban community, known for great schools, parks, and recreational opportunities. As south Miami-Dade County has developed, Palmetto Bay has embraced the need for an urbanized village center, connected to multi-modal transportation options and desires to create an accessible, walkable, bikable community with entertainment and employment options, and an expanding tax base that protects the Village's ability to ensure that the "Village of Parks" continues to be an outstanding place to live, work, learn, and play.

VISION

The Village of Palmetto Bay incorporated to secure public safety and land use control of this suburban community known for its great schools, parks, and recreational opportunities. As development came to South Miami Dade County, the Village is embracing the need for an urbanized Village Center connected to multi-modal transportation options and desires to create an accessible, walkable, bikable community with entertainment and employment options an expanding tax base that protects the Villages ability to ensure that the "Village of Parks" remains the best place in Miami-Dade to live, work learn and play.

The Mission

The Mission statement provides the purpose of the organization. It gives a rationale for programs that are carried out by the organization and guides the prioritization of opportunities. It is aspirational, defining what the organization stands for and what it will do.

MISSION

The dedicated staff of the Village of Palmetto Bay strives to provide high quality services that preserve and enhance the quality of life for our residents.

The Village of Palmetto Bay strives to provide high quality services that preserve and enhance the quality of life for residents. Organizational values guide the perspective of the organization as well as its actions. Writing down a set of commonly-held values can help an organization define its culture and beliefs. When members of the organization subscribe to a common set of values, the organization appears united when it deals with various issues.

ORGANIZATIONAL VALUES

Village employees thrive in a work environment where colleagues feel like family. Community describes not only what they build and who they serve, but the way the organization behaves as it fulfills its mission. In Palmetto Bay, administration and staff are guided by these organizational values:

- Commitment: a pledge, promise or obligation
- Respect: esteem for a sense of the worth or excellence of a person
- Ethical: being in accordance with the rules or standards for right conduct or practice
- Professionalism: exhibiting a courteous, conscientious, and generally businesslike manner in the workplace.
- Helpful: giving assistance or rendering aid or assistance; of service



KEY FOCUS AREAS

Key Focus Areas are broad, high-level ideas that state the direction the organization will move and the desired outcomes that will be achieved. They provide the “why” of the specific actions the village takes.

- Key Focus Area 1: Transparent, accessible and efficient government, energized by engaged and informed residents;
- Key Focus Area 2: Financial stability secured by focused economic development;
- Key Focus Area 7: Well-planned and maintained public assets and an attractive built environment resulting from responsive land use planning and zoning;
- Key Focus Area 4: A walkable, bike-able community with access to multi-modal transportation;
- Key Focus Area 5: A consistent priority on ensuring Palmetto Bay is a safe community;
- Key Focus Area 6: Environmental stewardship and sustainability;
- Key Focus Area 7: Outstanding opportunities for lifelong learning.



TURNING THE VISION INTO REALITY



STRATEGY

A strategic goal is the sum of the actions the Village intends to take to achieve its goals, as defined above. Each goal has at least one strategy and may have several strategies to achieve the overall aim of the goal. A strategy lists the actions to be taken to achieve the goal. For example, a strategy for the Goal 1 – transparent, accessible, efficient government – is “Maximize opportunities to engage residents in the municipal decision making process.”

ACTIONS

Actions are the means to accomplish the multi-year goals. They are focused on specific issues or needs. An action is directly linked to a strategy, which in turned is directly linked to a goal. This Strategic Plan defines which Village entity carries out the action: councilmembers or departments. Actions are further defined by a short, mid, and future timeline, supporting documents, performance metrics, estimated operating costs, and estimated capital costs.

USING THE STRATEGIC PLAN

The strategic plan provides a frame work for Village activities. The vision, mission, values, and key focus areas are intended to have a long term view. The vision is a statement of what the Village wishes to become; the mission and values guide Village staff in their service to the community; and the key focus areas are those big buckets of “things that must go well” in order for the Village to achieve the vision.

The key focus areas provide a lens for viewing and understanding Village business. Within each focus area there are a series of specific initiatives that, when accomplished, move the Village towards the vision. There are many things the Village can do to reinforce the strategic plan and truly integrate it into the life and work of the organization including the following examples:

Village Council Agenda Items

Village business can be connected to one (or more) of the nine key focus areas. This can be included routinely as part of staff reports – using the “icons” for the focus area can create a quick visual connection.

Budgeting and Goal Setting

- The Government Finance Officers Association (GFOA) encourages the inclusion of a strategic planning framework in the public budget document.
- Budget initiatives can be connected to how they support one or more of the key focus areas.

- When the governing body meets to adopt goals, the strategic planning framework can be used to categorize priorities.

Communication

The Village's newsletter and other similar communication tools can include updates on the implementation progress of key initiatives in each key focus area to keep the residents informed.

As a plan, the Strategic Plan is aspirational in nature and, as such, shall not bestow any legal rights or obligations upon the Village Council.

PERFORMANCE INDICATORS

How do we gauge success?

- Yearly reports will be provided on key accomplishments and how they relate to the strategic plan's core principal
- Yearly survey on core principals resident satisfaction
- Yearly report on key items identified and funded by Council to be implemented dropped or added to the Strategic Plan

Every 3rd year a new plan shall be thoroughly approved and revised by Council.

STRATEGIC PLAN SECTIONS

Under each section there is a further description of what the intent is and what the resident's priorities are.

The second section is action items selected by both Council and administration highlighting what the Village is striving toward. These indicators are also accompanied further by providing target completion dates. The process defines them as follows:

PROCESS TARGETS

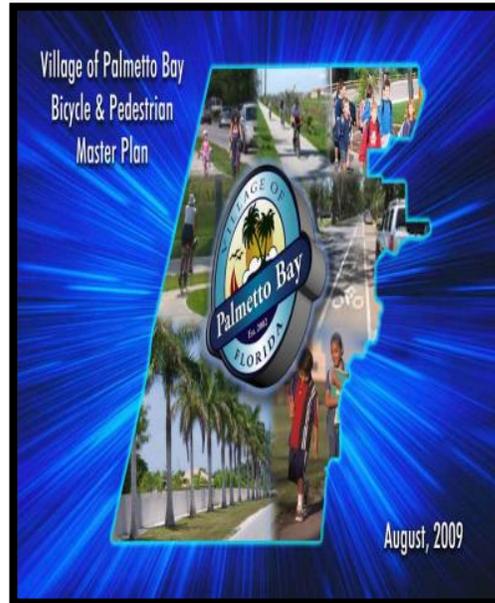
- Short Term Target: 1 to 2-year completion timeline
- Mid Term Target: 3 to 4-year completion timeline
- Future Target: 4 to 8-year completion timeline

Council must define, approve, and fund these action items prior to the target completion time clock starts. This document will be accompanied by a midyear and end of the year report on the status of all action items; what's been approved, what's been funded and what's been added or removed by Council.

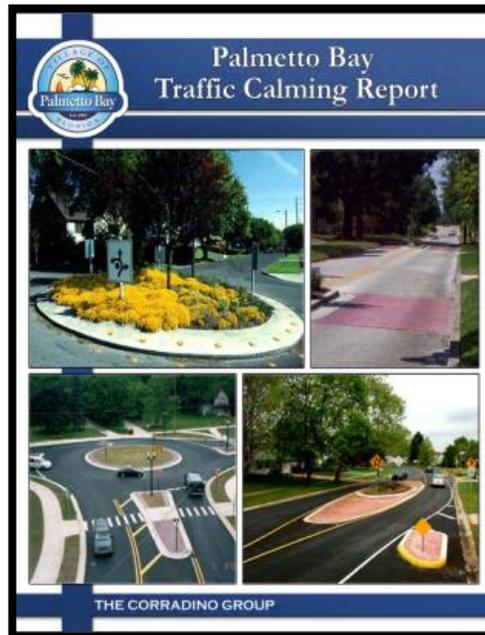
The third and final section includes documents, policies, legislation and any other documents that support each section and its related indicators.

SUPPORTING DOCUMENTS

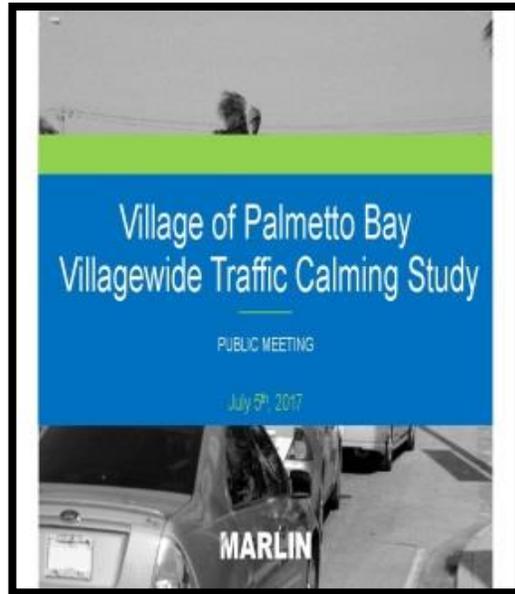
A. Bicycle & Pedestrian Plan
August 2009



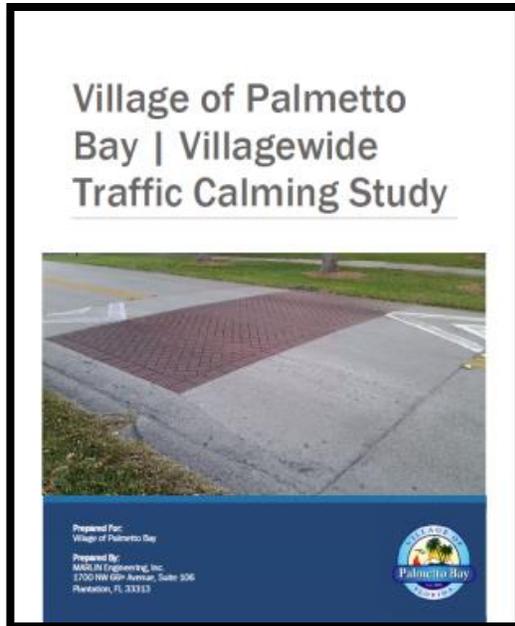
B. Traffic Study #1



C. Traffic Study #2



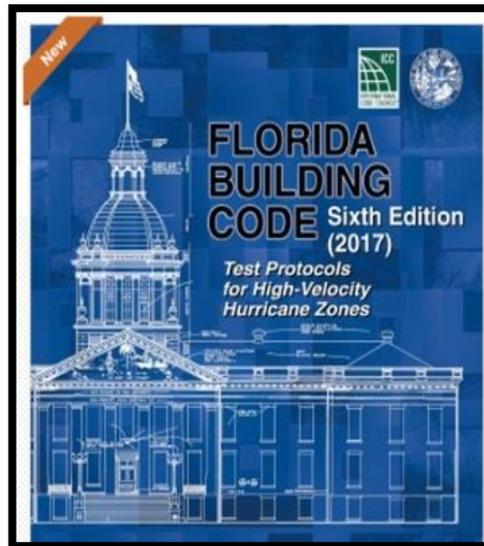
D. Traffic Calming Study



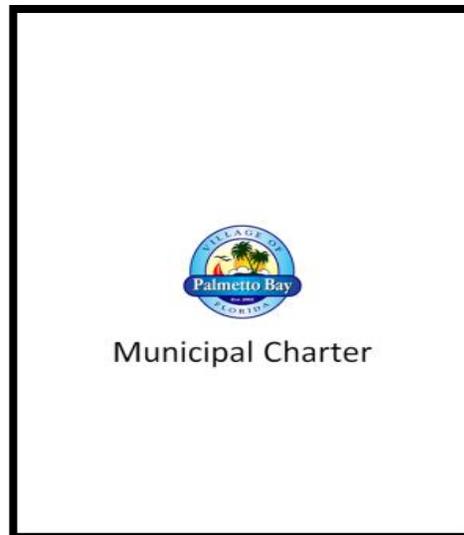
E. Grants



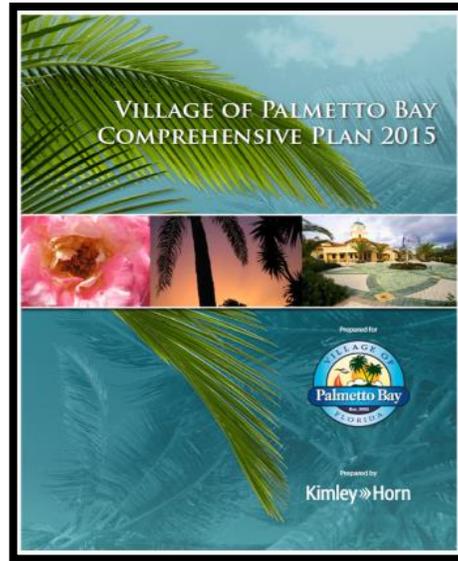
F. Florida Building Code



G. Village of Palmetto Bay
Municipal Charter



H. Village of Palmetto Bay
Comprehensive Plan



I. Village of Palmetto Bay
Ordinances



STRATEGIC GOALS & ACTION ITEMS



Transparent Government

Key Focus Area 1: Transparent, Accessible and Efficient Government, Energized by Engaged and Informed Residents

The Village of Palmetto Bay will be recognized by its residents and others as a community that engages its citizenry and optimizes transparency in government providing access to its officials and to information concerning the status of the Village and its activities and by responding to inquiries in a timely manner.

Strategic Goal 1A: Support policies that encourage open and responsive actions to address public requests for records and/or information *(consistent with Council Consensus Items 6A. Expand reach of information accessibility to residents, and 6B. Create public review and access for public records)*

Council Consensus Items						
Village Department		Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
		None				

Items to be Considered						
Village Department		Action Step	Progress Target	Supporting Docs	Performance Metric	Estimated Cost
Village Manager	1	Online monthly reports identifying status of Village activities & priorities	Mid	Municipal Charter	Monthly	None
	2	Develop standards/bench marks to address residents' concerns/inquiries	Mid	Policy Directive	Ongoing	
Village Clerk	3	Safeguard electronic files and public records in general (formerly 3A-7)	Short	Resolution	Ongoing	TBD

Communi- cations	4	Informational/ How to videos	Long	Council Policy	TBD	TBD
	5	Sunshine meeting videos online	Mid	Council Policy	TBD	TBD
	6	Online reporting of grants received (formerly 2B-5)	Short	Council Policy	Monthly	TBD
Finance	7	Online expenditures / revenue information	Short	Council Policy	Monthly	TBD
Parks	8	Parks Master Plan online showing benchmarks/ items completed to date	Mid	Council Policy	Annually	TBD
Planning	9	Provide & update online economic development data regularly	Mid	Council Policy	Quarterly	TBD
	10	Plans/construction updates provided online and updated regularly	Mid	Council Policy	Quarterly	TBD
	11	Listing active & closed Bus Tax Licenses online	Mid	Council Policy	Annually	TBD
	12	Provide GIS mapping and property zoning information online	Short	Council Policy	Annually	TBD
Building	13	Online inspection reports	Mid	Council Policy	Monthly	TBD
	14	"How To..." printed guides & videos	Mid	Council Policy	TBD	TBD
Code Comp.	15	Reported code violations online	Mid	Council Policy	TBD	TBD
Public Services	16	Online master plans showing progress/ work accomplished	Mid	Council Policy	TBD	TBD
	17	Online GIS system for tree information (requested by Tree Advisory Board)	Mid	Council Policy/Tree Board Advisory	TBD	
	18	Online external work orders	Mid	Council Policy	TBD	

Police	19	Develop crime prevention videos	Mid	Council Policy	TBD	
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Routine Items

Village Department		Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Clerk	20	Online minutes & agendas for regular & special Council meetings, hearings and committee of the whole	Short	Council Policy	TBD	
	21	Educate/train employees on proper public records disposal laws/rules	Future	Council Policy	TBD	
	22	Follow/enforce public records destruction policies	Mid	Council Policy	TBD	
	23	Monthly "Inside Palmetto Bay" videos	Mid	Council Policy	Monthly	TBD
	24	Regular website updates	Short	Council Directive	Monthly	TBD
Finance	25	Online financial reports and check register	Short	Council Directive	Monthly	TBD
Parks	26	Quarterly Play by Play guide (electronic & regular mail)	Short	Council Policy	Quarterly	TBD
	27	Promotional campaigns for events/programs	Mid	Council Policy	Per Approved Event	TBD
	28	Informational/promotional school flyers	Short	Council Policy	TBD	TBD
Code Compliance	29	Code compliance process online	Mid	Council Policy	TBD	TBD
	30	Online filing of a complaint	Short	Council Policy	TBD	TBD
Police	31	Online automobile accident locations reports (monthly)	Short	Council Policy	Monthly	TBD

Police Continued	32	Commander's Corner (on PB Quarterly)	Mid	Council Policy	Quarterly	TBD
	33	Online reports of traffic tickets issued	Short	Council Policy	Monthly	TBD

Supporting Documents Key	
BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
TCS	Traffic Calming Study
G	Grants
FBC	Florida Building Code
CP	Comprehensive Plan
RO	Resolutions & Ordinances

Strategic Goal 1B: Maximize opportunities to engage residents in the municipal decision-making process (consistent with Council Consensus Item 3B. Provide "How Government Works" video series, and 6B. Create public review and access for public records.)

Council Consensus Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost Operating
	None				

Items to be Considered						
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost	
Village Manager	1	Implement quarterly telephonic Town Halls	Short	Council Policy	Quarterly	TBD
	2	Community groups / Neighborhood meetings	Short	Council Policy	Quarterly	TBD
Communications	3	Village app (push notifications)	Mid	Resolution	Monthly	TBD
	4	Independent resident satisfaction surveys	Mid	Council Policy	TBD	TBD

Communications Continued	5	Develop "How Government Works" video series	Short	Council Policy	TBD	TBD
Police	6	Implement Major's Night-Out program (meetings with residents)	Mid	Council Policy	TBD	TBD

Routine Items						
Village Department		Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Police	7	Continue community outreach programs	Mid	Council Policy	PD Outreach	TBD

Supporting Documents Key	
BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
TCS	Traffic Calming Study
G	Grants
FBC	Florida Building Code
CP	Comprehensive Plan
RO	Resolutions & Ordinances



Strategic Goal 1C: Secure operations efficiencies with municipal departments (consistent with Council Consensus Items 6C. Install safeguards to protect assets, 6E. Provide standard operating procedures for all departments, and 7B. Improve procurement process.)

Council Consensus Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None					

Items to be Considered						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost Capital
Village Manager	1	Provide standard operating procedures for all departments	Short	A -L	Annually	TBD
	2	Improve procurement process	Short	Charter /Council Policy	Annually	TBD

Village Manager Continued	3	Install safeguards to protect assets	Mid	Council Policy	Daily	TBD
Village Clerk	4	Golf cart registrations (formerly 1A-5)	Short	Resolution	Annually	TBD
Human Resources	5	Periodic employee surveys to assess HR services levels/ invite recommendations (formerly 1A-15)	Mid	Council Policy	Every 3 rd Year	TBD
	6	Develop a customer service program "SMILE" (formerly 1A-6)	Mid	Council Policy	Annually	TBD
	7	Launch online application module (formerly 6A-4)	Mid	Council Policy	TBD	TBD
Finance	8	Implement direct deposit policy for vendors (formerly 6A-6)	Short	Council Policy	TBD	TBD
Parks	9	Online facility availability calendar (formerly 1A-20)	Mid	Council Policy /Committee	TBD	TBD
Building	10	Online permitting services (formerly 1A-29)	Mid	Council Policy	TBD	TBD
	11	Improve ISO rating (formerly 5A-8)	Short	Council Policy	Every 5 Years	TBD

Routine Items						
Village Department		Action Step	Process Target	Supporting Docs.	Performance Metric	Estimated Cost
Human Resources	12	Encourage village-wide training opportunities for staff	Mid	Council Policy	Annually	TBD

Supporting Documents Key	
BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
TCS	Traffic Calming Study
G	Grants
FBC	Florida Building Code
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RO	Resolutions & Ordinances



Financial Stability

Key Focus Area 2: Financial Stability Secured by Focused Economic Development

The Village of Palmetto Bay will develop short and long term financial stability goals. These are critically important to the ultimate realization of the Village's vision. The fiscal viability of the Village of Palmetto Bay is a primary concern of its elected officials, its residents and its employees.

Strategic Goal 2A: Support policies and priorities that enhance fiscal solvency.

Council Consensus Items						
Village Department	Action Step		Process Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1	Complete the Franjo Road transformation project (Council Consensus Item 1C)	Short	Resolution	Completed by 2020	TBD

Items to be Considered						
Village Department	Action Step		Process Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	2	Develop impact fee policy for parks, transit & traffic	Short	Council Policy	Completed by 2019	None
	3	Develop a revenue diversification strategy through P3 projects (ex.	Short	Council Policy	Ongoing	TBD

Village Manager Continued		Shores LLC, multimodal facility)				
	4	Develop a plan that encourages economic development through Smart growth policies and initiatives	Mid	Council Policy	Ongoing	TBD
Communications	5	Promotion & marketing of business activity	Mid	Council Policy	TBD	TBD
Finance	6	Project revenues and expenses 3 yrs out	Short	Council Policy	Completed	
	7	Develop a plan to replenish the catastrophic category fund (formerly 3A-11)	Short	Council Policy	TBD	TBD
	8	Develop a plan allocating a percentage of surplus funding to implement the business improvement plan (formerly 3A-12)	Mid	Council Policy	TBD	TBD
Parks	9	Revise/ update fee schedule based on service type (pyramid system)	Short	Council Policy	TBD	TBD
	10	Develop a plan to increase sponsorship contributions annually	Short	Council Policy	TBD	TBD
	11	Implement the parks module on Eden system to allow for online reservations & rentals (formerly 2B-11)	Mid	Council Policy	TBD	TBD
Planning	12	Establish a North Business District	Short	Council Policy	TBD	TBD
	13	Develop a business recruitment plan	Short	Council Policy	TBD	TBD

Planning Continued	14	Create an Airbnb policy	Short	Council Policy	TBD	TBD
	15	Promote/ announce new businesses (formerly 1A-26)	Future	Council Policy	TBD	TBD
	16	Develop a business incentive program (formerly 1A-27)	Mid	Council Policy	TBD	TBD
Code Compliance	17	Enforce community standards within the business district (formerly 2B-17)	Mid	Council Policy	TBD	TBD
Police	18	Upper command staff to personally visit businesses on a quarterly basis (formerly 5A-18)	Mid	Council Policy	TBD	TBD

Routine Items

Village Department	Action Step	Process Target	Supporting Docs.	Performance Metric	Estimated Cost
Finance	19 Maintain healthy level of reserves	Short	Council Policy	Ongoing	

Strategic Goal 2B: Support policies and priorities that control spending.

Council Consensus Items

Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None				

Items to be Considered

Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1 Develop policy on charitable contributions, in-kind contributions, 501C3 fee waivers	Short	Council Policy	TBD	TBD
	2 Review and eliminate	Short	Council Policy	TBD	TBD

Village Manager Continued		operational inefficiencies for all departments				
	3	Employee incentive program that ties performance to strategic plan	Mid	Council Directive	TBD	TBD
Building	4	Review/ update fee schedule annually	Short	Council Directive	Ongoing	
	5	Review/ update FEMA ranking	Short	Council Policy/Storm Water	Ongoing	
Code Compliance	6	Review/ update schedule of code violation fines	Short	Council Policy	Ongoing	
Public Services	7	Review/ update storm water fees	Short	Storm Water	TBD	TBD
	8	Develop a service fee schedule for tree trimming on swales	Mid	Council Policy	2 Years	TBD

Routine Items

Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Finance	9 Match budget priorities to the strategic plan	Short	Council Policy	TBD	TBD
Village Clerk	10 Update expired golf cart registrations	Short	Council Policy	Annually	TBD

Supporting Documents Key

BPP	Bicycle Pedestrian Plan
TS1	Traffic Study # 1
TS2	Traffic Study #2
TCS	Traffic Calming Study
G	Grants
FBC	Florida Building Code
CP	Comprehensive Plan
RO	Resolutions & Ordinances



Attractive Environment

Key Focus Area 3: Well Planned and Maintained Public Assets and an Attractive Built Environment Resulting from Responsive Land Use Planning and Zoning

The Village of Palmetto Bay will provide for effective growth management and infrastructure development strategies that form the foundation for the accomplishment of the Village's mission, and the long term economic viability of the Village. Responsive Land Use Planning and Zoning will also increase a business development and are essential to the Village's economic viability. They will foster a positive sense of identity and community pride among our residents, and will attract excellent companies to do business in our Village.

Strategic Goal 3A: Adopt policies and support procedures that ensure the proper maintenance of Village assets.

Council Consensus Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1	Review and adjust the Downtown Urban Code (Council Consensus Item 2C)	Short	Council Directive	Ongoing	
	2	Review and enhance the neighborhood protection ordinance (Council Consensus Item 2A)	Short	Council Policy	Ongoing	
Code Compliance	3	Enforce standards that improve	Mid	Council Policy	Ongoing	

Code Compliance Continued		aesthetics for properties along major corridors (Council Consensus Item 2B)				
Planning	4	Develop a strategy and options for the future development of the FPL site (formerly 2A-13; Council Consensus Item 2D)	Short	Council Directive	Ongoing	

Items to be Considered						
Village Department		Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	5	Create and inventory of all Village assets	Short	Council Directive	Ongoing	
	6	Develop policy for annual beautification awards and promote accordingly	Mid	Council Directive	Ongoing	
Planning	7	Revise and update the signage ordinance	Mid	Council Directive	Ongoing	
	8	Incorporate AIPP standards and funding into downtown development	Mid	Council Directive / Age Friendly	Ongoing	
Building	9	Inspect all Village facilities annually	Short	Council Directive	Ongoing	
Public Services	10	Develop branding plan for unique crosswalk markings	Mid	Council Directive	Ongoing	
	11	Develop a maintenance plan for capital assets	Mid	Council Directive	Ongoing	

Public Services Continued	12	Develop a strategy to improve the appearance of county roads	Future	Council Directive	Ongoing (184 th Street Corridor)	
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Routine Items

Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	13 Develop a Village viewpoint on FPL property	Short	Council Directive	Ongoing (Trend of development completed) Legal opinion completed – Pending traffic Study	
Code Compliance	14 Actively enforce the noise, parking and all other applicable ordinances and rules for commercial-type uses in residential areas	Future	Council Directive		
Public Services	15 Replace/ maintain all park entrance signs	Future	Council/ Grant	Ongoing- Coral Reef Park Completed	TBD
	16 Develop a storm water repair plan	Future	Strom Water Plan	Ongoing	TBD
	17 Improve the appearance of 184 Street	Future	Council Directive	Ongoing	
	18 Install entry monuments at key intersections	Future	Council Policy	Ongoing	

Strategic Goal 3B: Adopt policies and support procedures to develop and maintain Village parks and playgrounds.

Council Consensus Items

Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
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Parks	1	Develop/update the Parks Master Plan (Consensus Item 4B)	Short	Council Policy 2007 Plan Expired	Ongoing	
	2	Develop and execute a park facility maintenance plan (Consensus Item 4A)	Mid	Council Policy	TBD	
	3	Develop a strategy for lighting including hours of operation (Consensus Item 7D)	Mid	Council Policy	TBD	
	4	Develop a public space acquisition plan (Consensus Item 7C)	Mid	Council Policy	TBD	

Items to be Considered						
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost	
Parks	5	Update park playgrounds	Short	Council Policy	Ongoing	
	6	Install a splash pad at Palmetto Bay Park	Mid	Master Plan	TBD	
	7	Develop Veterans' Park (formerly 3A-15)	Future	Council Directive	TBD	
	8	Improve the dog park (formerly 3A-16)	Mid	Council Policy	TBD	

Routine Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None				

Strategic Goal 3C: Adopt policies in support of managed community growth.

Council Consensus Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None					

Items to be Considered						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1	Acquire the vacant 10 acres at 168 th Street and 89 th Ave	Short	Council Directive	Completed	

Routine Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1	Prepare a branding strategy for the commercial corridor	Short	Council Policy	TBD	

Supporting Documents Key	
BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
TCS	Traffic Calming Study
G	Grants
FBC	Florida Building Code
CP	Comprehensive Plan
RO	Resolutions & Ordinances



**Walkable, Bikable
Community**

Key Focus Area 4: A Walkable, Bikable Community with Access to Multi-Modal Transportation Options

The Village of Palmetto Bay is committed to building and designing infrastructure for pedestrians and cyclists and disseminating best practices and design strategies throughout community to increase use of alternative transit options.

Strategic Goal 4A: Provide update to overall traffic plan.

Council Consensus Items						
Village Department		Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Police	1	Create traffic safety initiative (Council Consensus Item 1D)	Mid	Council Directive	Ongoing	
Public Services	2	Implement traffic calming plan (Council Consensus Item 1B)	Mid	Council Directive	Ongoing	

Items to be Considered						
Village Department		Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	3	Work with MDC to design a signature bridge at Old Cutler Road & 136 St	Mid	Council Directive	Ongoing	

Public Services	4	Implement Safe Routes to School program	Short	Council Directive / Grant	Ongoing	
	5	Work with MDC to optimize traffic signalization (smart signaling)	Short	Council Directive	Ongoing	
	6	Improve & increase I-Bus routes; incorporate weekend service	Short	Council Directive	Ongoing	
	7	Implement ride-sharing program	Mid	Council Directive	TBD	
	8	Develop a strategy to reduce school-generated traffic	Mid	Council Policy	TBD	
	9	Complete "Park Drive" road	Short	Council Directive	Ongoing	
	10	Implement bicycle plan	Mid		Ongoing	
	11	Provide a connectivity plan for the transit line	Mid	Council Policy	TBD	
	12	Install covered bus stops	Mid	Council Policy	TBD	
	13	Develop process to implement shared ride services in conjunction with I-Bus (formerly 1A-38)	Mid	Council Policy	TBD	
	14	Install real time parking availability information at park & ride locations (formerly 1A-40)	Short	Council Policy	TBD	

Routine Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
HR & Communications	15	Pursue all available grant opportunities for transit & biking projects	Short	Council Policy	Ongoing	
Public Services	16	Regularly maintain bicycle lane along Old Cutler Road	Mid	Council Policy	Ongoing	

Strategic Goal 4B: Provide strong support for light rail*

Council Consensus Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None					

*Slight difference from Council Consensus Item No. 1A. Support extension of Metrorail to Ft. City from Dadeland.

Items to be Considered						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1	Pursue construction of a multimodal center	Short	Council Policy	TBD	
	2	Allocate CITT funding for a transit station on the Transit way	Mid	Council Policy	TBD	
Finance	3	Monitor funding/ expenses for transit projects	Mid	Council Policy	TBD	
Public Services	4	Provide a connectivity plan for the transit line	Mid	Council Policy	TBD	

Routine Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None				

Strategic Goal 4C: Convert Franjo Road to downtown Main Street (consistent with Council consensus item 1C. Franjo Road Reconstruction.)

Council Consensus Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None				

Items to be Considered					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Planning	1 Create a "place-making" plan	Mid	Council Policy	TBD	

Routine Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None				

Strategic Goal 4D: Develop a Complete Streets policy (consistent with Council consensus item 5C. Adopt a complete street strategy for Village.)

Council Consensus Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None				

Items to be Considered						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Planning	1	Develop a connectivity plan	Mid	Council Policy	TBD	
Code Comp.	2	Enforce Clean Bike Lane	Short	Council Policy	TBD	
Public Services	3	Implement bicycle plan	Mid	Bike Master Plan	Ongoing	

Routine Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None					

Supporting Documents Key	
BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
TCS	Traffic Calming Study
G	Grants
FBC	Florida Building Code
CP	Comprehensive Plan
RO	Resolutions & Ordinances



Safe Community

Key Focus Area 5: A consistent priority on ensuring Palmetto Bay is a safe community.

The Village of Palmetto Bay is committed to maintaining our high standard of police service and enhancing safety for our residents in all aspects of Village life. Public Safety is one of the most important service commitments any local government must make to its residents. It is a service that must never be compromised.

Strategic Goal 5A: Develop and support policies that ensure appropriate Village-wide emergency response.

Council Consensus Items						
Village Department		Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1	Develop/ upgrade the disaster plan (Council Consensus Item 5A)	Mid	Council Policy	Ongoing	
	2	Implement a village-wide alert system (Council Consensus Item 6D)	Mid	Council Policy	Ongoing	

Items to be Considered						
Village Department		Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
HR & Communications	3	Update Emergency Operations Plan	Short	Council Policy	Ongoing	
Planning	4	Track ALF locations- provide information to the Policing Unit regularly (formerly 3A-19)	Future	Council Policy	Ongoing	
	5	Implement a canal safety plan	Short	Council Policy	Ongoing	
	6	Install license plate readers in	Mid	Council Directive	Completed	

Planning continued		the Village and at entrance to park facilities				
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Routine Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Code Compliance	7	Actively identify/inspect potentially unsafe structures	Short	Council Policy	Ongoing	
Police	8	Start a crime prevention unit	Short	Council Policy	Ongoing	
	9	Actively enforce traffic laws	Short	Council Policy	CITE Program ongoing	

Strategic Goal 5B: Develop and support policies that ensure park safety *(consistent with Council Consensus Item 5D. Create a park safety program.)*

Council Consensus Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None					

Items to be Considered						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1	Create a park safety program	Short	Council Policy	Ongoing	
Parks	2	Implement the Safer Compass program at all Village parks and train employees accordingly	Mid	Council Directive	Completed at Coral Reef Park, pending other locations	
	3	Develop a park safety program, including addition of security cameras	Short	Council Policy	TBD	

Police	4	Annually inspect all park facilities for safety.	Short	Council Policy	TBD	
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Routine Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None				

Supporting Documents Key	
BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
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Environmental Stewardship

Key Focus Area 6: Environmental stewardship and sustainability.

The Village of Palmetto Bay will continue its history of having a well-developed park and recreation system that will improve the overall quality of life, create a positive sense of Village identity among our residents and increase property values. The Village is also committed to minimizing our community's impact on the environment with increased energy efficiency and growth management policies.

Strategic Goal 6A: Develop and support policies that protect land.

Council Consensus Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1 Pursue "Green City USA" designation (Council Consensus Item 4D)	Short	Council Policy	Completed – Next step ongoing	

Village Manager Continued	2	Develop Sea Level Rise Policy (Council Consensus Item 4C)	Mid	Council Policy	Ongoing	
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Items to be Considered						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	3	Develop strategies to reduce consumption of materials/ decrease use	Short	Council Policy	Ongoing	
	4	Identify and implement strategies to reduce paper consumption	Mid	Council Policy	Ongoing	
HR & Communications	5	Pursue grants for brownfield clean-up and development	Mid	Council Policy	Ongoing	
Parks	6	Maximize solar energy use at all park facilities	Mid	Council Policy	Ongoing	
	7	Increase tree canopy for shading	Short	Council Policy	Ongoing	
Planning	8	Create an incentive plan for LEED-certified buildings	Short	Council Policy	TBD	
Building	9	Expedite building permit process for solar and LEED-certified projects	Short	Council /County Policy	TBD	
	10	Reduce paper consumption by				

Building Continued		implementing online agendas (available through Granicus system) Short				
Village Clerk	11	Reduce paper consumption by implementing online agendas (available through Granicus system)	Short	Council Policy	TBD	
Public Services	12	Pursue designation of pineland area at Coral Reef Park as a Natural Forest Community	Short	Council Policy/ Tree Board	Ongoing	
	13	Remove exotics on the vacant 10 acres at 168 St and 89 Ave	Mid	Council Policy	TBD	
	14	Develop a plan for the conversion to electric-powered or environmental y-friendly mowers	Mid	Council Policy	TBD	
	15	Develop a plan of action to convert vehicle fleet and commuter buses to electric or hybrid powered vehicles	Mid	Council Policy	TBD	

Public Services Continued	16	Provide a plan that reduces gasoline consumption for the Village fleet	Mid	Council Policy	TBD	
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Routine Items

Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost	
HR & Communications	17	Update/maintain Village's green webpage	Mid	Council Policy	Ongoing	
Code Compliance	18	Ensure landscaping compliance/US1	Short	Council Directive	Recently Recommended	
Public Services	19	Maintain standards that retain Tree City designation status	Short	Council Directive	Ongoing	

Strategic Goal 6B: Implement initiatives to manage water quality.

Council Consensus Items

Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost	
Village Manager	1	Pursue canal restoration (Council Consensus Item 7A)	Mid	Council/ County Policy	Ongoing	

Items to be Considered

Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost	
Parks	2	Use recycled water for irrigation	Mid	Council Policy	TBD	
	3	Install low-flush toilets and urinals	Short	Council Policy	TBD	
	4	Install water fountains that accommodate water bottles @ all park facilities	Short	Council Policy	Ongoing	



Lifelong Learning

Key Focus Area 7: Outstanding opportunities for lifelong learning.

The Village of Palmetto Bay will develop learning opportunities, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.

Routine Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None				

Supporting Documents Key	
BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
TCS	Traffic Calming Study
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Strategic Goal 7A: Support the development of learning and recreational programs for the community at large.

Council Consensus Items					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None				

Items to be Considered					
Village Department	Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1 Pursue a joint-use agreement with	Short	Council Policy	Completed – Waiting for signature	

Village Manager Continued		area schools for open fields				
	2	Pursue partnerships with higher learning organizations	Mid	Council Policy	TBD	
Parks	3	Revise/ renew all park programming based on user needs	Mid	Council Policy	TBD	
	4	Develop a jazz/music program at Village parks	Mid	Council Policy	TBD	
	5	Develop programming targeting teens and elderly	Short	Council Policy	TBD	
	6	Partner with the MDC library for joint programs	Mid	Council Policy	TBD	
	7	Provide dog training/ obedience school programming	Mid	Council Policy	TBD	
Planning	8	Develop educational video series	Mid	Council Policy	TBD	
	9	Initiate citizens' academy program	Short	Council Policy	TBD	
Building	10	Develop educational video series	Mid	Council Policy	TBD	
	11	Initiate citizens' academy program	Short	Council Policy	TBD	
Finance	12	Develop an educational series/ informational guide on public budgeting	Mid	Council Policy	TBD	
Code Compliance	13	Develop educational video series	Mid	Council Policy		

Code Compliance Continued	14	Initiate citizens' academy program	Short	Council Policy		
Village Clerk	15	Develop educational video series	Mid	Council Policy		
	16	Initiate citizens' academy program	Short	Council Policy		
Public Services	17	Develop and implement a public book exchange program	Short	Council Policy	Prototype built at Village Hall	
Police	18	Initiate citizens' academy program	Short	Community Input	TBD	

Routine Items						
Village Department		Action Step	Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	19	Encourage neighborhood schools	Mid	Council Policy	TBD	
Human Resources	20	Develop and implement in-house training program	Mid	Council Policy	TBD	

Supporting Documents Key	
BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
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Strategic Goal 7B: Provide opportunities to special needs community for learning and recreation (consistent with Council Consensus Item 3A. Develop learning and recreational opportunities for special needs.)

Council Consensus Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None					

Items to be Considered						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
Village Manager	1	Implement age-friendly initiative	Mid	Council Policy	Ongoing	TBD
	2	Develop programming that serve special needs customer base	Mid	Council Policy		
Parks	3	Plan and promote events that support various special needs programs	Mid	Council Policy	TBD	
	4	Identify and implement cost-savings programs for senior citizens (formerly 2B-9)	Mid	Council Directive	Perrine House use	

Routine Items						
Village Department	Action Step		Progress Target	Supporting Docs.	Performance Metric	Estimated Cost
	None					

Supporting Documents Key	
BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
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Glossary

Action Steps: The set of activities to increase the likelihood that a Strategic Plan will be implemented.

Core Beliefs: are the very essence of how we see ourselves, other people, the world, and the future. Sometimes, these **core beliefs** become 'activated' in certain situations.

Council Consensus Items: priority items which were previously identified by the Village Council during the Council Visioning Session.

Environmental Scan: an analysis which includes examining the opportunities and threats that might affect the organization, often by using various assessment tools to assess, for example, various potential changes to driving forces, stakeholders, etc. External factors are those outside the control of the organization.

External Analysis: an analysis includes examining the opportunities and threats that might affect the organization, often by using various assessment tools to assess, for example, various potential changes to driving forces, stakeholders, competitors and collaborators. External factors are those outside the control of the organization. The external analysis and internal analysis comprises the situational analysis. The external analysis, especially analysis of various driving forces, is sometimes called the environmental scan.

Internal Analysis: an examination of the strengths and weaknesses of the organization, often by using various assessment tools to examine the quality of internal aspects of the organization, for example, the

Board, strategic planning, product and/or program planning, financial management, fundraising (in nonprofits), human resources management and evaluations. Internal factors are generally those considered to be under the control of the organization. The external analysis and internal analysis comprise the situational analysis.

Mission: a statement that describes the overall purpose of the organization.

Performance Indicators: a **measurable** value that demonstrates how effectively a company is achieving key business objectives.

Routine Items: operational activities focused on the day-to-day, or short-term, activities. This is in contrast to strategic matters.

Strategic: A matter is considered to be strategic if it: involves strong input and support from leaders in the organization; was produced from careful consideration of the effects of potential changes in the external and internal environments of the organization; is based on the future of the organization; will have significant impact on the governance, leadership and operations of the organization; and will involve extensive use of the organization's resources during implementation of the plan. Strategic matters are in contrast to operational activities.

Strategic Planning: process undertaken by an organization to clarify its overall organizational purpose, priorities to work toward that purpose and how each priority will be addressed. There are numerous models of strategic planning that can be used, depending on the culture of the organization and purpose of the planning. This is in contrast to a business plan which is focused on a particular product or service, or to a program plan which is focused on a particular program.

Strategy: a major approach to achieve strategic goal(s) or address strategic issue(s). For example, a strategy might be a major approach that uses the internal strengths of an organization to take advantage of external opportunities, while shoring up internal weaknesses to ward off external threats. Strategies are usually long-term in nature.

Vision: a vivid and compelling description of the organization and its customers/clients at some time in the future. Some planners prefer a grand vision, which depicts a long-term and very inspirational vision. Some planners also prefer a strategic vision, which depicts the organization and customers/clients shortly after the Strategic Plan has been implemented.

