



Strategic Plan Village of Palmetto Bay

FY 2017-18



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Introduction

On September 8, 2015 the Village Council selected the Novak group to begin creating a strategic plan for our community. The preliminary report was presented to the Council on November 23, 2015. A visioning session held on July 16, 2016 and The Novak group also held a session with staff, these sessions identified key aspects of the plan to be discussed and implemented. Following these two critical components, managerial staff also had meetings to refine and further discuss these goals as they related to their individual departments. After consultation with individual councilmembers, this document details the results of the Village of Palmetto Bay's strategic planning process to date.

The purpose of a strategic planning process is to understand the current context, articulate a shared vision for the future, and develop a specific and measurable course of action to move towards the articulated vision as crafted by Council and its residents. To that end this strategic plan focuses on three basic questions that a community or organization should focus on when intentionally planning for its future:

- What do we know to be true today? – Where are we?
- What do we hope will be true in the future? – Where do we want to go?
- What must go well in order to make it so? – How do we get there?

This strategic plan is provided to give the community a road map to the Council's vision for the community. Through it and through the action steps identified within, the Council can clearly state its goals and priorities to the residents and provide for the residents a method to clearly gauge the results.



Methodology & 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:

What do we know to be true today?

The Novak Consulting Group completed an environmental scan. An environmental scan provides useful information and sets the stage for the strategic plan by considering the factors that will influence future direction. In developing the environmental scan, both quantitative and qualitative information 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 helped provide the context for the environment in which the Village operates today and the challenges that the community may face in the future. In November, a strategic planning retreat was held with the Village Council to identify the Village's strengths, weaknesses, opportunities, and challenges and to begin articulating a vision for the community. Subsequently, a retreat was held with Village department directors to solicit their input into this process. In order to engage the residents of Palmetto Bay, a community-wide online survey was administered to further inform the environmental scan.

The environmental scan includes the information, ideas, and perceptions gathered from all of these various sources. The environmental scan was presented to the Village Council in January 2016. A copy of the final environmental scan and the retreat summaries are included as Appendix A - C. Next, the Novak Consulting Group helped the Village answer the second question:

What do we hope will be true in the future?

During the retreat with the Village Council in December 2015, participants reviewed a draft strategic planning framework based on the results of the environmental scan. The draft framework included a vision, mission, organizational values, and key focus areas – those things that must go well in order for the vision to be realized.

Modifications to the draft framework were made through subsequent conversations with the Village Council. After the draft framework was developed, the third strategic planning question was explored:

What must go well in order to make it so?

A community strategic plan is best when touched by as many people as possible. Therefore, broad resident input was sought on the draft elements 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 this plan. The first four; (1) mission, (2) core beliefs, (3) goals and (4) objectives are set by Council with staff and set direction for Village staff and governance. The last two; (5) management in progress and (6) action plans, are staff's response to the direction provided.

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.

The **core beliefs** express the values of the organization that drive the goals and strategic objectives, as well as providing staff with guidance on "how" services are to be provided.

Goals are broad, high-level ideas that state the direction the organization will move and the desired outcomes that will be achieved. Goals provide the "why" of the specific actions the agency takes.

For each goal, a number of **strategic objectives** are identified that further define the intention of the goals. Strategic objectives are the means to achieve multi-year goals and generally are focused on specific issues or needs. Many of the strategic objectives will link directly to action plans or management in progress, but not all do.

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 the Village embraced the need for an urbanized Village Center connected to multi-modal transportation options and created 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.

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.

Making the Vision a Reality

Following an extensive outreach effort that included a combination of various public meetings, visioning sessions and a public online survey, a total of seven focus areas were identified.

1. Transparent, Accessible and Efficient Government, Energized by Engaged and Informed Residents
2. Financial Stability Secured by Focused Economic Development
3. Well Planned and Maintained Public Assets and an Attractive Built Environment Resulting from Responsive Land Use Planning and Zoning
4. A Walkable, Bikable Community with Access to Multi-Modal Transportation
5. A Consistent Priority on Ensuring Palmetto Bay is a Safe Community
6. Environmental Stewardship and Sustainability
7. Outstanding Opportunities for Lifelong Learning

The focus areas serve to identify the broader priorities of the Village, with specific long, mid and short term goals tied to each area. Action items identified under each goal then provide a clear plan regarding how each goal will be implemented.

Focus Areas:

 <p><i>Transparent, Accessible and Efficient Government, Energized by Engaged and Informed Residents</i></p>	 <p><i>A Consistent Priority on Ensuring Palmetto Bay is a Safe Community</i></p>
 <p><i>Financial Stability Secured by Focused Economic Development</i></p>	 <p><i>Environmental Stewardship and Sustainability</i></p>
 <p><i>Well Planned and Maintained Public Assets and an Attractive Built Environment Resulting from Responsive Land Use Planning and Zoning</i></p>	 <p><i>Outstanding Opportunities for Lifelong Learning</i></p>
 <p><i>A Walkable, Bikable Community with Access to Multi-Modal Transportation</i></p>	

Implementing the Strategic Plan

The strategic plan provides a framework 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:

1. *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.
2. *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.
3. *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.

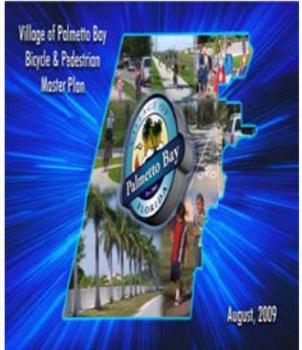
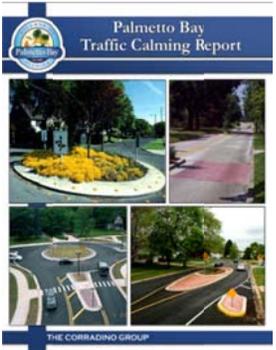
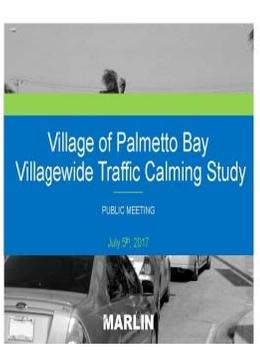
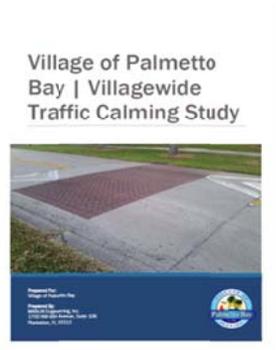
Under each section there is a further description of what the intent is and what the resident's priorities are. The second section is action items selected by both Council and administration highlighting what the Village is striving toward. These indicators are also accompanied further by providing target completion dates. The process defines them as follows:

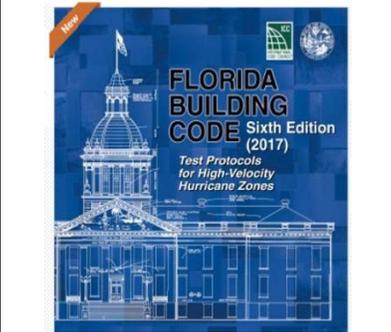
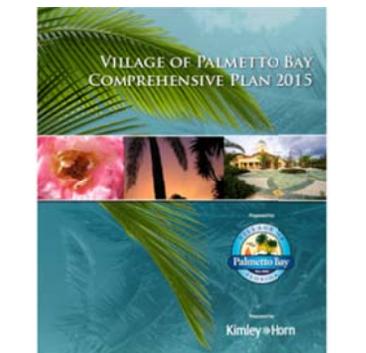
- Short: 1 to 2 year target completion
- Mid: 3 to 4 year target completion
- Future: 4 to 8 year target completion

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 & References

				
Bicycle/Pedestrian Plan	Traffic Study #1	Traffic Study #2	Traffic Calming Study	Grants

			
FL Building Code	Comprehensive Plan	Municipal Charter Charter	Resolutions & Ordinances



Transparent Government

*Transparent, Accessible and Efficient Government, Energized by
Engaged and Informed Residents*

☞ Goals are to engage our residents in the process of government. Provide readily transparent documents, respond to residents inquiries and provide a format for input.

Area	Action Items	Short	Mid	Future	Supporting Docs.
Council	Create a Policy and location for Public Record review online	X			RO
	Provide standard operating procedures for all departments	X			
	Provide a how government works video series	X			
	Improve procurement process	X			
Village Manager	Telephonic Town Hall (3 times a year)		X		
	Monthly Manager's Report (online, highlighted on PB Quarterly)		X		
	Quarterly report on strategic plan accomplishments		X		
	Manager's Corner on PB Quarterly			X	
	Community groups / Neighborhood meetings	X			
	Develop standards / benchmarks to address residents' concerns/inquiries		X		
HR & Communications	Implement public media outreach strategy through:				
	Quarterly PB publication (electronic distribution)		X		
	Biweekly YV@W publication	X			
	Biweekly Traffic Calming Updates	X			
	Inside Palmetto Bay (monthly)		X		
	Informational/ How to videos		X		
	Community Voice (blog)		X		
	Village app (push notifications)		X		
	Regular website updates	X			
	Sunshine meeting videos online		X		
	Independent resident satisfaction surveys		X		
Periodic employee surveys to assess HR services levels/ invite recommendations			X		
Finance	Online financial reports and check register	X			
	Online expenditures / revenue information	X			
Parks	Parks Master Plan online showing benchmarks/ items completed to date		X		
	Quarterly Play by Play guide (electronic & regular mail)	X			
	Online facility availability calendar		X		
	Promotional campaigns for events/programs		X		
	Informational/ promotional school flyers	X			

Area	Action Items	Short	Mid	Future	Supporting Docs.
Planning	Economic Development update provided online and updated regularly		X		
	Plans/construction updates provided online and updated regularly		X		
	Listing active & closed Bus Tax Licenses online		X		
	Promote/ announce new businesses			X	
	Develop a business incentive program		X		
	Provide GIS mapping and property zoning information online	X			
Building	Online permitting services		X		
	Online inspection reports		X		
	"How To..." printed guides & videos		X		
Code Compliance	Show code compliance process online		X		
	Show reported code violations online		X		
	Allow for online filing of a complaint	X			
Village Clerk	Submission of public records requests online	X			
	Upload COW minutes in draft form (online)	X			
	Golf cart registrations	X			
	Full agendas online	X			
Public Services	All master plans online showing progress/ work accomplished		X		
	Online GIS system for tree information (requested by Tree Advisory Board)		X		
	Allow for submission of external work orders online		X		
	Update work order status regularly		X		
	Reports on mosquito abatement actions	X			
	Develop process to implement shared ride services in conjunction with I-Bus		X		
	Allow general public to track I-Bus locations through online GPS service		X		
	Post current I-Bus route information & maps online	X			
	Install real time parking availability information at park & ride locations	X			
Police	Report on monthly crime stats online	X			
	Report on monthly automobile accident locations online	X			
	Report on number of traffic tickets issued each month online	X			
	Continue community outreach programs		X		
	Develop crime prevention videos (in conjunction with communications)		X		
	Commander's Corner (on PB Quarterly)		X		
	Implement Major's Night-Out program (meetings with residents)		X		

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





Financial Stability

Financial Stability Secured by Focused Economic Development

☞ Provide enough guidance to ensure fiscal solvency through long range forecast, reduce unnecessary expenses on litigation, reduce revenue strain by encouraging moderate growth and provide greater explanation on the budget process.

Area	Action Items	Short	Mid	Future	Supporting Docs.
Council	Public Space Acquisition Plan		x		
Village Manager	Develop impact fee policy for parks, transit & traffic	x			
	Develop a revenue diversification strategy through P3 projects (ex. Shores LLC, multimodal facility)	x			
	Develop a policy on charitable contributions, in-kind contributions, 501 (c) (3) fee waivers	x			
	Develop a plan that encourages economic development through Smart growth policies and initiatives		x		
	Review potential for annexation of neighboring areas in the northwest and southwest quadrants			x	
	Review and eliminate operational inefficiencies	x			
HR & Communications	Promotion and marketing of business activity		x		
	Review and eliminate operational inefficiencies	x			
	Compensation study to ensure Village matches market	x			
	Online reporting of grants received	x			
	Develop an employee incentive program (ties performance to strategic plan)		x		
Finance	Maintain healthy level of reserves	X			
	Review and eliminate operational inefficiencies	X			
	Prepare financial model projecting revenues and expenses 3 years out	X			
	Match budget priorities to the strategic plan	X			
	Develop financial strategy to mitigate the impact of the additional Homestead exemption			X	
Parks	Revise/ update fee schedule based on service type (pyramid system)	x			
	Identify true operational costs for Thalatta & Tennis program and adjust fees accordingly	x			
	Review and eliminate operational inefficiencies	x			
	Develop a plan to increase sponsorship contributions annually	x			
	Implement the parks module on Eden system to allow for online reservations & rentals		x		
	Outsource concessions	X			
	Identify & implement cost-savings programs for senior citizens			X	

Area	Action Items	Short	Mid	Future	Supporting Docs.
Planning	Develop a business incentive plan	X			
	Review and eliminate operational inefficiencies		X		
	Establish a North Business District	X			
	Develop a business recruitment plan	X			
	Develop a strategy and options for the future development of the FPL site	X			
	Develop a strategy and options for the future development of the Deering Estate site	X			
	Create an Airbnb policy	X			
Building	Review/ update fee schedule annually	X			
	Review/ update FEMA ranking	X			
	Review and eliminate operational inefficiencies	X			
Code Compliance	Enforce community standards within the business district		X		
	Review/ update schedule of code violation fines	X			
	Review and eliminate operational inefficiencies	X			
Village Clerk	Update expired golf cart registrations	X			
	Review and eliminate operational inefficiencies	X			
Public Services	Review/ update storm water fees	X			
	Finish the Franjo Road transformation project	X			
	Develop a service fee schedule for tree trimming on swales		X		
	Review and eliminate operational inefficiencies	X			
Police	Implement red light camera citation system	X			
	Implement Village-operated judicial review system		X		
	Review and eliminate operational inefficiencies	X			

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Attractive Environment

*Well Planned and Maintained Public Assets and an Attractive Built Environment
Resulting from Responsive Land Use Planning and Zoning*

☞ Provide sufficient guidance for our community ensuring that we live in a village that is the best place to live work and play through proper policies/zoning and landscaping.

Area	Action Items	Short	Mid	Future	Supporting Docs.
Council	Upgrade landscaping on all major corridors		X		
	Review and adjust the Downtown Urban Code	X			
	Review and enhance the neighborhood protection ordinance	X			
	Develop standard operating procedures for parks Playground		X		
	Develop a Village viewpoint on FPL property	X			
	Develop/update the Parks Master Plan	X			
Village Manager	Prepare a branding strategy for the commercial corridor	X			
	Acquire the vacant 10 acres at 168 th Street and 89 th Ave	X			
HR & Communications	Develop policy for annual beautification awards and promote accordingly		X		
	Upgrade/update AV equipment	X			
	Develop a "community pride" program		X		
	Develop a customer service program "SMILE"		X		
Finance	Create and inventory of all village assets (excluding facilities)	X			
	Update/upgrade software	X			
	Develop a plan and policy to safeguard IT systems	X			
	Implement sandbox system		X		
	Review Village insurance policies and update/change when applicable	X			
	Develop a plan to replenish the catastrophic category fund	X			
	Develop a plan allocating a percentage of surplus funding to implement the business improvement		X		
Parks	Develop a public space acquisition plan		X		
	Update park playgrounds	X			
	Install a splash pad at Palmetto Bay Park		X		
	Complete the development of Veterans' Park			X	
	Implement improvements to the dog park			X	
	Establish a linear park under the FPL transmission lines		X		
	Study viability of establishing a neighborhood park behind the Publix store @ 144 St.				X

Area	Action Items	Short	Mid	Future	Supporting Docs.
Planning	Revise and update the signage ordinance				
	Incorporate AIPP standards and funding into downtown development				
	Track ALF locations-provide information to the Policing Unit regularly				
Building	Inspect all Village facilities annually				
	Develop a policy to require inspections of foreclosed properties				
Code Compliance	Enforce standards that improve aesthetics for properties along major corridors				
	Actively identify and monitor status of abandoned properties				
	Actively enforce the noise, parking and all other applicable ordinances and rules for commercial-type uses in residential areas				
Village Clerk	Educate/ train employees on proper public records disposal laws/rules				
	Follow/ enforce public records destruction policies				
	Maintain current accounting of all public records				
Public Services	Replace/ maintain all park entrance signs				
	Develop plan for unique crosswalk markings				
	Develop a storm water repair plan				
	Develop a maintenance plan for capital assets				
	Improve the appearance of 184 Street				
	Install entry monuments at key intersections				
	Work with MDC to relocate the pump station in front of Village Hall				
	Install Village Hall main sign				
Police	Develop a strategy to improve the appearance of county roads				
	Assist Code with abandoned properties				

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A Walkable, Bikable Community

A Walkable, Bikable Community with Access to Multi-Modal Transportation Options

☞ Develop policies and implement programs that maximize opportunities for walking and bicycling, promoting the ideas and methods to achieve a pedestrian-friendly community, while also ensuring that public transit options are available to reduce dependency on individual vehicles.

Area	Action Items	Short	Mid	Future	Supporting Docs.
Council	Provide update to overall traffic plan	X			
	Provide strong support for light rail	X			
	Convert Franjo Road to downtown Main Street	X			
	Develop a Complete Streets policy		X		
Village Manager	Pursue construction of a multimodal center	X			
	Work with MDC to design a signature bridge at Old Cutler Road & 136 St		X		
	Allocate CITT funding for a transit station on the Transit way		X		
HR & Communications	Pursue all available grant opportunities for transit & biking projects	X			
Finance	Monitor funding/ expenses for transit projects		X		
Parks	Launch a bike sharing program		X		
Planning	Develop a connectivity plan		X		
	Create a "place making" plan		X		
Code Compliance	Enforce Clean Bike Lane	X			
Public Services	Implement Safe Routes to School program	X			
	Work with MDC to optimize traffic signalization (smart signaling)	X			
	Improve & increase I-Bus routes; incorporate weekend service	X			
	Implement ride-sharing program		X		
	Develop a strategy to reduce school-generated traffic		X		
	Complete "Park Drive" road	X			
	Build traffic circle at 82 Ave & 168 Street	X			
	Implement traffic calming plan		X		
	Implement bicycle plan		X		
	Regularly maintain bicycle lane along Old Cutler Road		X		
	Provide a connectivity plan for the transit line		X		
	Develop a strategy to reduce number of trucks on Old Cutler Road		X		
	Install covered bus stops		X		

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Safe Community

A consistent priority on ensuring Palmetto Bay is a safe community

☞ Provide for solutions and resources that put the safety for all residents and visitors as a main priority.

Area	Action Items	Short	Mid	Future	Supporting Docs.
Council	Create a park safety program	X			
	Develop/ upgrade the disaster plan		X		
	Create a traffic safety initiative		X		
	Implement a village-wide alert system		X		
	Identify safeguards for village assets and IT systems		X		
	Identify park lighting locations		X		
Village Manager	Implement and enforce Emergency Operations policies- work with MDC EOC	X			
HR & Communications	Update Emergency Operations Plan	X			
	Regularly maintain/ update AV system	X			
	Develop an alert system (web-based, reverse 911, push notifications)		X		
	Train employees on fire and emergency evacuations @ Village Hall	X			
Finance	Develop a plan to safeguard Village assets	X			
	Create a policy and plan to safeguard the Village's IT systems		X		
Parks	Implement the Safer Compass program at all Village parks and train employees accordingly		X		
	Develop a park safety program, including addition of security cameras	X			
	Develop a park lighting plan		X		
	Provide a strategy for capital plans		X		
Building	Improve ISO rating	X			
	Actively enforce building code	X			
	Promptly identify unsafe structures and issue declarations	X			
Code Compliance	Actively identify/ inspect potentially unsafe structures	X			
Village Clerk	Safeguard electronic files and public records in general	X			
Police	Annually inspect all park facilities for safety.	X			
	Develop a bike safety program		X		
	Implement a canal safety plan	X			
	Start a crime prevention unit	X			
	Install license plate readers in the Village and at entrance to park facilities		X		
	Explore hiring PSA to address routine calls		X		
	Upper command staff to personally visit businesses on a quarterly basis		X		
	Actively enforce traffic laws	X			

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Environmental Stewardship

Environmental Stewardship and Sustainability

Area	Action Items	Short	Mid	Future	Supporting Docs.
Council	Pursue "Green City USA" designation	X			
	Develop a sea level rising policy	X			
	Pursue canal restoration		X		
Village Manager	Develop strategies to reduce consumption of materials/ decrease use	X			
HR & Communications	Update/ maintain Village's green webpage		X		
	Launch online application module		X		
	Pursue grants for brownfield clean-up and development		X		
Finance	Implement direct deposit policy for vendors	X			
Parks	Maximize solar energy use at all park facilities		X		
	Use recycled water for irrigation		X		
	Install low-flush toilets and urinals	X			
	Increase tree canopy for shading	X			
	Install water fountains that accommodate water bottles @ all park facilities	X			
Planning	Develop standards to incorporate and protect green open areas throughout the Village		X		
	Create an incentive plan for LEED-certified buildings	X			
Building	Develop a fee-reduction plan for solar and LEED-certified projects	X			
	Expedite building permit process for solar and LEED-certified projects	X			
Code Compliance	Ensure landscaping compliance	X			
	Increase daily litter pick-up		X		
Village Clerk	Reduce paper consumption by implementing online agendas (available through Granicus system)	X			
Public Services	Pursue designation of pineland area at Coral Reef Park as a Natural Forest Community	X			
	Maintain standards that retain Tree City designation status	X			
	Remove exotics on the vacant 10 acres at 168 St and 89 Ave		X		
	Develop a plan for the conversion to electric-powered or environmentally-friendly mowers		X		
	Develop a plan of action to convert vehicle fleet and commuter buses to electric or hybrid powered vehicles		X		
	Provide a plan that reduces gasoline consumption for the Village fleet		X		
Police	Identify and implement strategies to reduce paper consumption		X		

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Lifelong Learning

Outstanding Opportunities for Lifelong Learning

Area	Action Items	Short	Mid	Future	Supporting Docs.
Council	Develop learning and recreational programs for special needs community	X			
Village Manager	Pursue a joint-use agreement with area schools for open fields	X			
	Pursue partnerships with higher learning organizations		X		
	Encourage neighborhood schools		X		
	Implement age-friendly initiative		X		
HR & Communications	Encourage village-wide training opportunities for staff		X		
	Develop and implement in-house training program		X		
Finance	Develop an educational series/ informational guide on public budgeting		X		
Parks	Revise/ renew all park programming based on user needs		X		
	Develop a jazz/music program at Village parks		X		
	Develop programming targeting teens and elderly	X			
	Partner with the MDC library for joint programs		X		
	Provide dog training/ obedience school programming		X		
Planning	Develop educational video series		X		
	Initiate citizens' academy program	X			
Building	Develop educational video series		X		
	Initiate citizens' academy program	X			
Code Compliance	Develop educational video series		X		
	Initiate citizens' academy program	X			
Village Clerk	Develop educational video series		X		
	Initiate citizens' academy program	X			
Public Services	Develop and implement a public book exchange program	X			
Police	Initiate citizens' academy program	X			

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Key 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 Timeline					
Activity	Date	Facilitator	Responsible Party	Status	Consulting Costs
Environmental scan	9-8-15	Novak Group	Council awarded	Completed pending acceptance	\$ 69,500
Draft of strategic plan	4-29-16	Novak Group	Council awarded	Completed pending acceptance	
Visioning Session # 1	8-22-15	ExecuCoach	Administration	Completed	\$4,500
Visioning session # 2	1-14-17	ExecuCoach	Administration	Completed	\$4,500
Identifying action steps	Ongoing	Internal	Administration	Underway	\$0
Prioritizing action steps	TBD	Internal	Council	Pending	\$0
Council Approval	TBD	TBD	Council	Pending	TBD
Final Document	TBD	TBD	Council/ Administration	Pending	TBD

Below, is a list of some of the performance measures identified by staff to be considered by the Village Council for inclusion in the strategic plan. These are provided for the sake of information, and if used, must be incorporated into the document to correspond to each individual action item previously identified.

Indicator	Targeted goal	Actual accomplished
Resolutions reviewed		
Ordinances reviewed		
Committee of the wholes held		
Special meetings held		
% of general fund spent vs. actual		
Total direct debt as % of property value		
% of principal retired in last five years		
Unassigned fund balance as % of general fund		
% change in millage rate vs. roll back rate		
Per capita service cost compared to previous year		
Survey result on satisfied residents with pb		
Employee to resident ratio		
Police crime rate		
Police response time		
I-Bus ridership numbers		
Permits issued		
Code enforcement citations issued		
Planning submittals		
Special events applied for		
Meetings held		
Recommendations given		
Recommendations approved		
Clearly defined items accomplished		
Sunset review by Council		

