



Strategic Plan Village of Palmetto Bay

FY 2017-18



DRAFT

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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 for Council on November 23, 2015. Since then, a visioning session held on July 16, 2016, with the Council identified key aspects of the plan to be discussed and implemented. Following these two critical components, staff also had meetings to refine and further discuss these goals. 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 measureable 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 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:

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—the mission, core beliefs, goals and objectives which are set by Council with staff and,—set direction for Village staff and governance. The last two, management in progress and 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.

ORGANIZATIONAL VALUES

Village employees thrive in a work environment where colleagues feel like family and “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, staff are guided by the following organizational values:

- **Commitment:** a pledge, promise or obligation
- **Respect:** esteem for a sense of the worth or excellence of a person, a personal quality or ability
- **Ethical:** being in accordance with the rules of standards for right conduct or practice
- **Professional:** a person who is expert at their work
- **Helpful:** giving or rendering aid or assistance; of service

KEY FOCUS AREAS

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 & zoning.
4. A walkable, bikable community with access to multimodal transportation
5. A consistent priority on ensuring Palmetto Bay is a safe community
6. Environmental stewardship and sustainability
7. Outstanding opportunities for lifelong learning.

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.

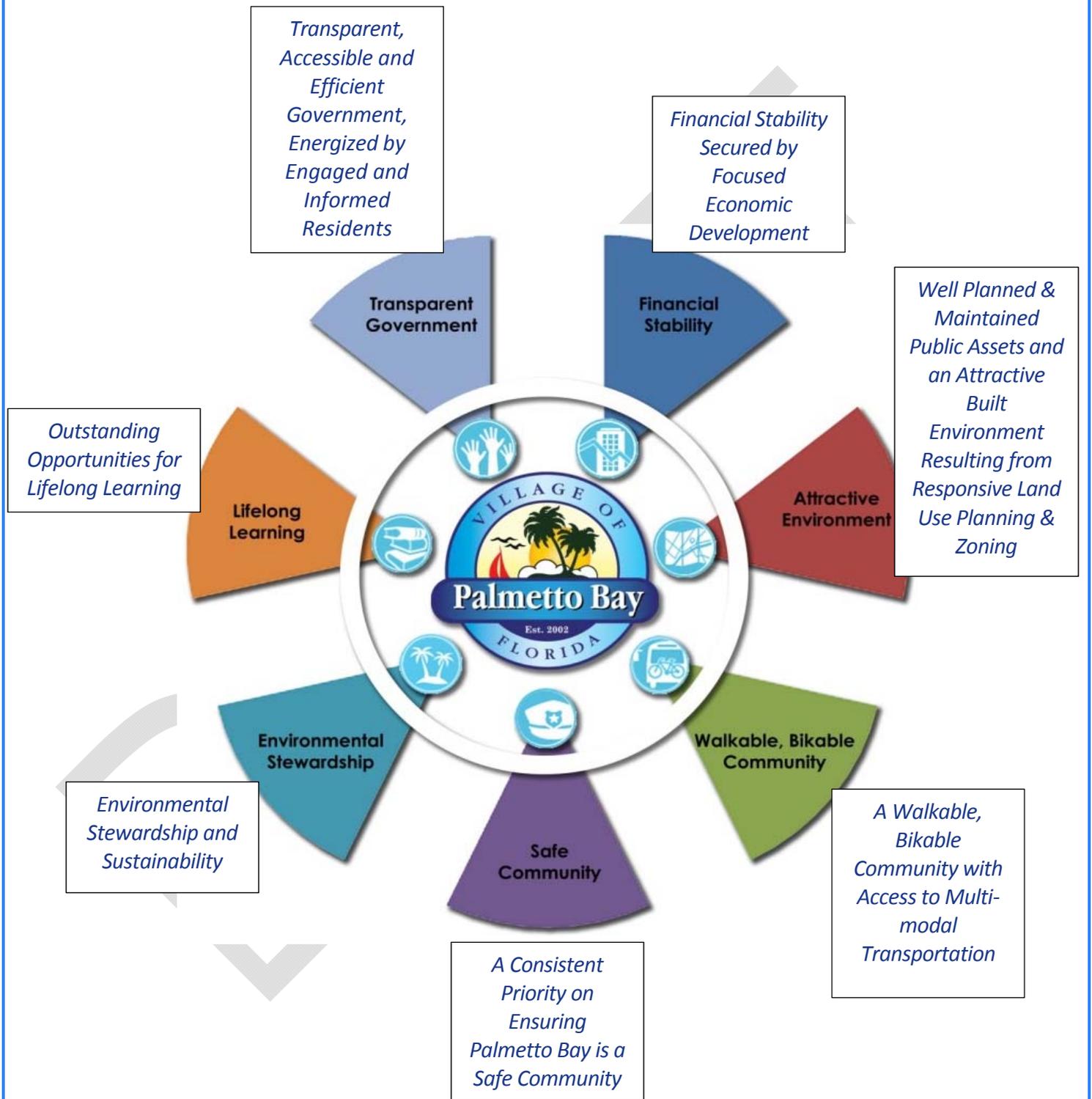
Communication - The Village’s newsletter and other similar communication tools can include updates on the implementation progress of key initiatives in each key focus area to keep the residents informed.

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

TURNING THE VISION INTO REALITY



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

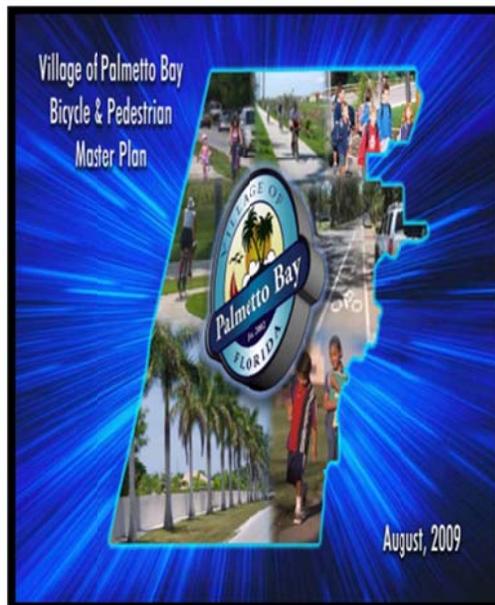
- Short Term Target: 1 to 2-year completion timeline
- Mid Term Target: 3 to 4-year completion timeline
- Future Target: 4 to 8-year completion timeline

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.

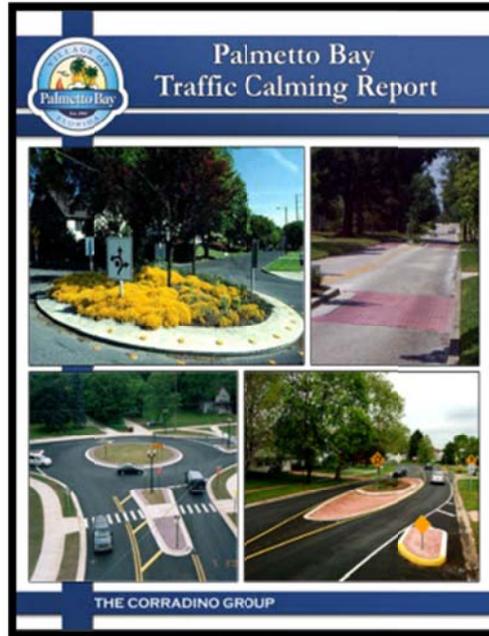
The third and final section includes documents, policies, legislation and any other documents that support each section and its related indicators.

SUPPORTING DOCUMENTS

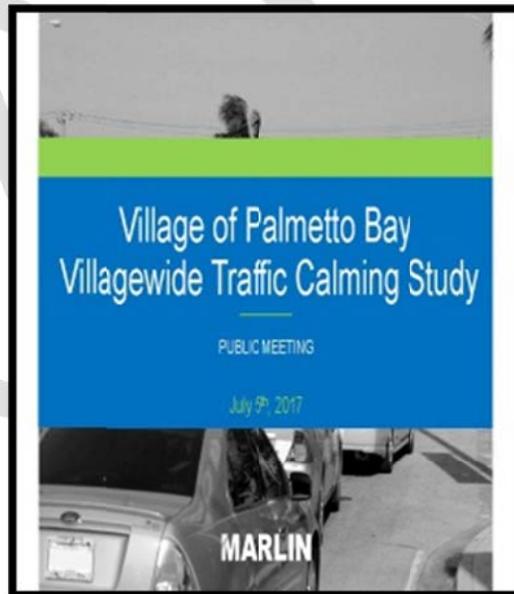
A. Bicycle & Pedestrian Plan
August 2009



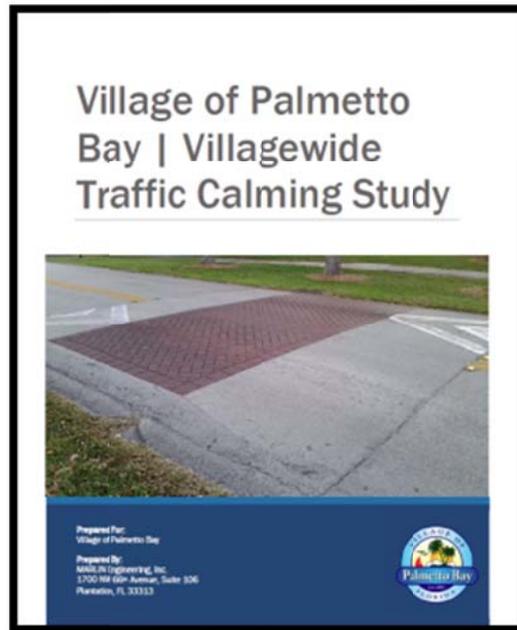
B. Traffic Study #1



C. Traffic Study #2



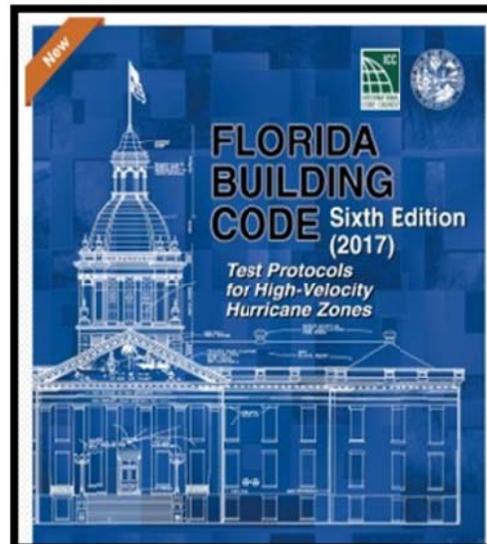
D. Traffic Calming Study



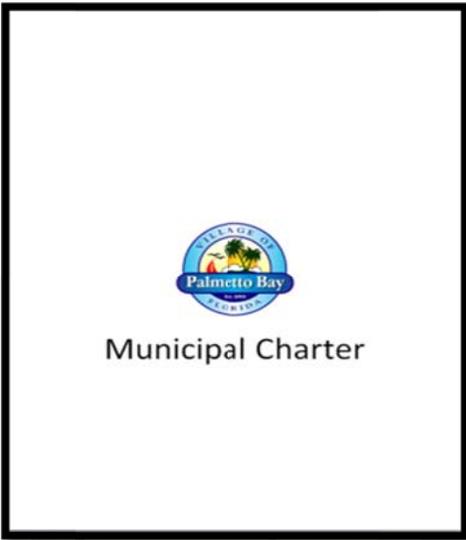
E. Grants



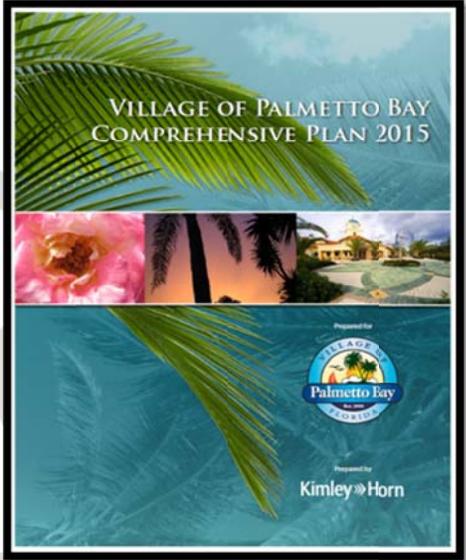
F. Florida Building Code



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 support open and responsive actions to address public requests for records and/or information.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Online monthly reports identifying current status of Village activities and priorities		X		
	Manager's Corner on PB Quarterly			X	
	Develop standards / benchmarks to address residents' concerns/inquiries		X		
Village Clerk	Online minutes & agendas for regular & special Council meetings, hearings and committee of the whole	X			
	Golf cart registrations	X			
	Educate/ train employees on proper public records disposal laws/rules				
	Follow/ enforce public records destruction policies				
	Maintain current accounting of all public records				
Communications	Quarterly publications (printed & electronic)		X		
	Biweekly YV@W & other applicable updates	X			
	Monthly "Inside Palmetto Bay" videos		X		
	Informational/ How to videos		X		
	Regular website updates	X			
	Sunshine meeting videos online		X		
Human Resources	Periodic employee surveys to assess HR services levels/ invite recommendations		X		

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
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			
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	Code compliance process online		x		
	Reported code violations online		x		
	Online filing of a complaint	x			
Public Services	Online master plans showing progress/ work accomplished		x		
	Online GIS system for tree information (requested by Tree Advisory Board)		x		
	Online external work orders		x		
	Develop process to implement shared ride services in conjunction with I-Bus		x		
	Online GPS service for public tracking of real time I-Bus location		x		
	Install real time parking availability information at park & ride locations	x			
Police	Online automobile accident locations reports (monthly)	x			
	Online reports of traffic tickets issued	x			
	Develop crime prevention videos		x		
	Commander's Corner (on PB Quarterly)		x		

Strategic Goal 1B: Maximize opportunities to engage residents in the municipal decision-making process.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Implement quarterly telephonic town halls	X			
	Community groups / Neighborhood meetings	X			
Communications	Village app (push notifications)		X		
	Independent resident satisfaction surveys		X		
	Develop "how government works" video series	X			
HR	Develop a customer service program "SMILE"		X		
Police	Continue community outreach programs		X		
	Implement Major's Night-Out program (meetings with residents)		X		

Strategic Goal 1C: Secure operations efficiencies with municipal departments.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Provide standard operating procedures for all departments	X			
	Improve procurement process	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

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.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
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 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			##	
Communications	Promotion & marketing of business activity		x	#	
Finance	Maintain healthy level of reserves	X			
	Project revenues and expenses 3 yrs out	X			
	Develop strategy to mitigate the impact of the additional Homestead exemption		X		
Parks	Revise/ update fee schedule based on service type (pyramid system)	x			
	Develop a plan to increase sponsorship contributions annually	x			
Planning	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			
Public Services	Finish the Franjo Road transformation project	x			

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

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Develop a policy on charitable contributions, in-kind contributions, 501 (c) (3) fee waivers	x		#	
	Review and eliminate operational inefficiencies	x		#	
Communications	Review and eliminate operational inefficiencies	x		#	
Human Resources	Compensation study to ensure Village matches market	x			
	Online reporting of grants received	x			
	Employee incentive program that ties performance to strategic plan		x		
Finance	Eliminate operational inefficiencies	X			
	Match budget priorities to the strategic plan	X			
Parks	Identify and implement cost-savings programs for senior citizens		x		
	Eliminate operational inefficiencies	x			
	Implement the parks module on Eden system to allow for online reservations & rentals			x	
	Outsource concessions	x			
Planning	Review and eliminate operational inefficiencies		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			
	Eliminate operational inefficiencies	x			
Village Clerk	Update expired golf cart registrations	x			
	Review and eliminate operational inefficiencies	x			

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Public Services	Review/ update storm water fees	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			

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

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Review and adjust the Downtown Urban Code	X		#	
	Review and enhance the neighborhood protection ordinance	X		#	
	Develop a Village viewpoint on FPL property	X		#	
Communications	Develop a “community pride” program		X	#	
	Develop policy for annual beautification awards and promote accordingly		X	#	
	Regularly maintain/ monitor AV system	X		#	
Village Clerk	Safeguard electronic files and public records in general	;#	#	#	#
Finance	Create and inventory of all village assets	X			
	Develop plan & policies to safeguard IT systems	X			
	Implement sandbox system				
	Develop a plan to replenish the catastrophic category fund	X			
	Develop a plan allocating a percentage of surplus funding to implement the business improvement plan		X		
	Develop a plan to safeguard Village assets	;#	#		
	Create a policy and plan to safeguard the Village’s IT systems	#	;#		

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Parks	Develop Veterans' Park				
	Improve the dog park				
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				
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				
	Develop a strategy to improve the appearance of county roads				
Police	Assist Code with abandoned properties				

Strategic Goal 3B: Develop standard operating procedures for park playgrounds.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Parks	Develop/update the Parks Master Plan	x			
	Update park playgrounds	x			
	Install a splash pad at Palmetto Bay Park		x		

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

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Acquire the vacant 10 acres at 168 th Street and 89 th Ave	x		#	
	Prepare a branding strategy for the commercial corridor	x			
Parks	Develop a public space acquisition plan		x		
	Establish a linear park under the FPL transmission lines		x		
	Study viability of establishing a neighborhood park behind the Publix store			x	

Supporting Documents Key

BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
TS2	Traffic Study #2
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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.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Work with MDC to design a signature bridge at Old Cutler Road & 136 St	#	;#	#	#
HR & Communications	Pursue all available grant opportunities for transit & biking projects	# #	#	#	#
Finance	Monitor funding/ expenses for transit projects	#	;#	#	#
Public Services	Implement Safe Routes to School program	# #	#	#	#
	Work with MDC to optimize traffic signalization (smart signaling)	# #	#	#	#
	Improve & increase I-Bus routes; incorporate weekend service	# #	#	#	#
	Implement ride-sharing program	#	;#	#	#
	Develop a strategy to reduce school-generated traffic	#	# #	#	#
	Complete "Park Drive" road	# #	#	#	#
	Build traffic circle at 82 Ave & 168 Street	# #	#	#	#
	Implement traffic calming plan	#	;#	#	#
	Implement bicycle plan	#	# #	#	#
	Regularly maintain bicycle lane along Old Cutler Road		;#		#
	Provide a connectivity plan for the transit line		;#		#
	Develop a strategy to reduce number of trucks on Old Cutler Road		;#		#
	Install covered bus stops		;#		#

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

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Pursue construction of a multimodal center	# #	#	#	#
	Allocate CITT funding for a transit station on the Transit way		;#		#
Finance	Monitor funding/ expenses for transit projects	#	;#	#	#
Public Services	Provide a connectivity plan for the transit line	#	;#	#	#

Strategic Goal 4C: Convert Franjo Road to downtown Main Street

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Finance	Monitor funding/ expenses for transit projects	#	;#	#	#
Planning	Create a "place making" plan	#	# #	#	#
Public Services	Complete "Park Drive" road	# #	#	#	#

Strategic Goal 4D: Develop a Complete Streets policy

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Parks	Launch a bike sharing program	#	# #	#	#
Planning	Develop a connectivity plan	#	# #	#	#
Code Compliance	Enforce Clean Bike Lane	# #	#	#	#
Public Services	Implement bicycle plan	#	# #	#	#
	Regularly maintain bicycle lane along Old Cutler Road		;#		#
	Develop a strategy to reduce number of trucks on Old Cutler Road		;#		#
	Install covered bus stops		;#		#

Supporting Documents Key

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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.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Implement and enforce Emergency Operations policies- work with MDC EOC	;#		#	#
	Develop/ upgrade the disaster plan	#	;#	#	#
	Implement a village-wide alert system	#	;#	#	#
	Identify safeguards for village assets and IT systems	#	;#	#	#
HR & Communications	Update Emergency Operations Plan	;#		#	#
	Develop an alert system (web-based, reverse 911, push notifications)		;#	#	#
	Train employees on fire and emergency evacuations @ Village Hall	;#		#	#
Building	Improve ISO rating	;#		#	#
	Actively enforce building code	;#		#	#
	Promptly identify unsafe structures and issue declarations	;#			#
Public Services	Create a traffic safety initiative	#	;#	#	#
Code Compliance	Actively identify/ inspect potentially unsafe structures	;#	#	#	#
Police	Develop a bike safety program	#	;#	#	#
	Implement a canal safety plan	;#	#	#	#
	Start a crime prevention unit	;#	#	#	#
	Install license plate readers in the Village and at entrance to park facilities	#	;#	#	#
	Explore hiring PSA to address routine calls	#	;#	#	#
	Upper command staff to personally visit businesses on a quarterly basis	#	;#	#	#
	Actively enforce traffic laws	;#	#	#	#

Strategic Goal 5B: Develop and support policies that ensure park safety.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Create a park safety program	;#		#	#
Parks	Implement the Safer Compass program at all Village parks and train employees accordingly		;#	#	#
	Develop a park safety program, including addition of security cameras	;#		#	#
	Develop a park lighting plan		;#	#	#
	Provide a strategy for capital plans		;#	#	#
	Identify park lighting locations	#	;#	#	#
Police	Annually inspect all park facilities for safety.	;#	#	#	#

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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.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Develop strategies to reduce consumption of materials/ decrease use	X			
	Pursue "Green City USA" designation	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		
	Increase tree canopy for shading	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			

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
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		

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

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Pursue canal restoration		X		
Parks	Use recycled water for irrigation		X		
	Install low-flush toilets and urinals	X			
	Install water fountains that accommodate water bottles @ all park facilities	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



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.

Strategic Goal 7A: Support the development of learning and recreational programs for the community at large.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
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		
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 Department	Action Step	Short	Mid	Future	Supporting Docs.
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			

Strategic Goal 7B: Provide opportunities to special needs community for learning and recreation.

Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	Implement age-friendly initiative		X		
Parks	Develop programming that serve special needs customer base		X		
	Plan and promote events that support various special needs programs		X		

Supporting Documents Key

BPP	Bicycle Pedestrian Plan
TS1	Traffic Study #1
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ACKNOWLEDGEMENTS

Village Council

Village Manager's Office

Directors

Human Resource/ Communications

