



Strategic Plan Village of Palmetto Bay

FY 2017-18



DRAFT

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DRAFT

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?

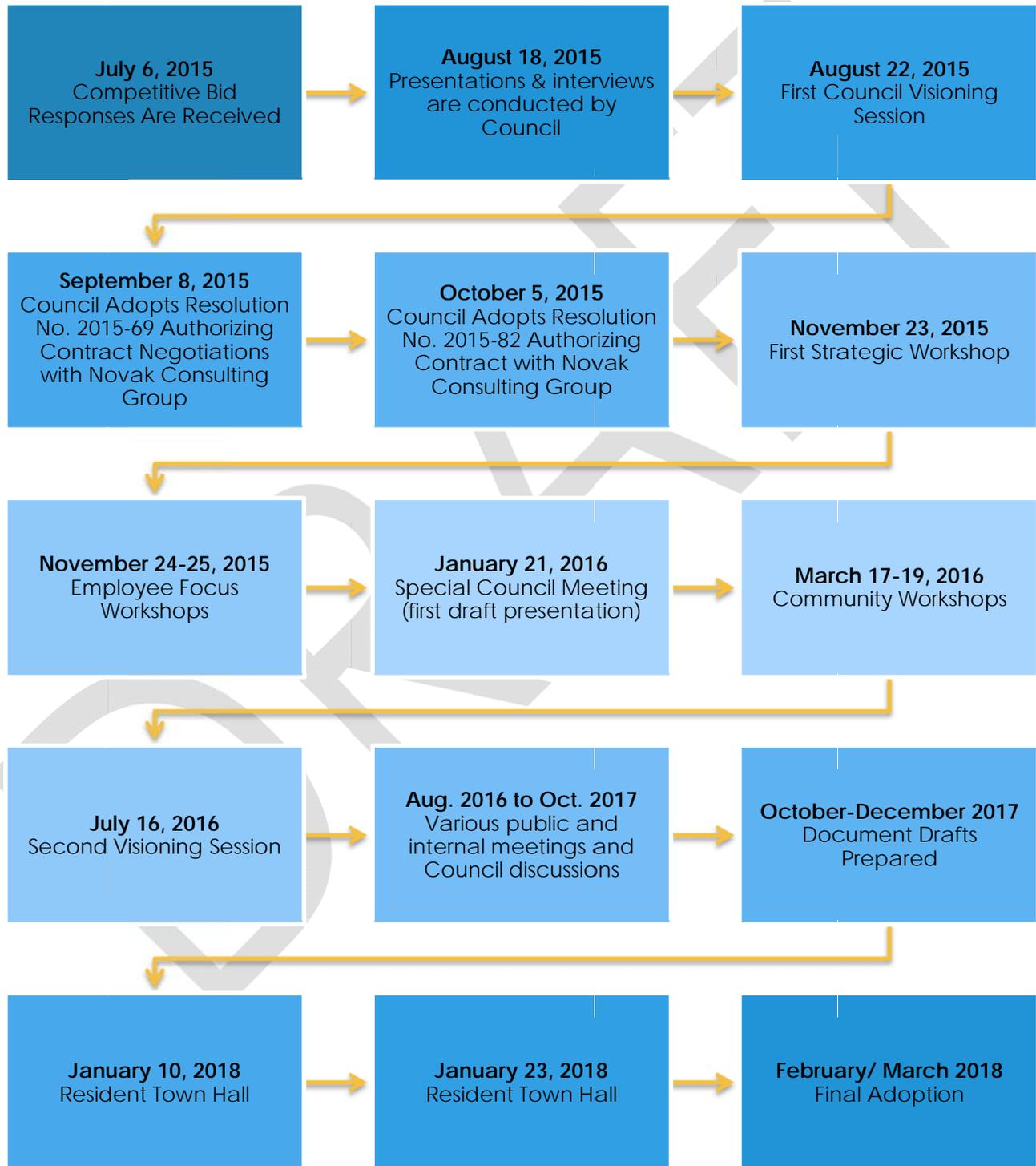
During the retreat with the Village Council in December 2015, participants reviewed a draft strategic planning framework based on the results of the environmental scan. The draft framework included a vision, mission, organizational values, and key focus areas – those things that must go well in order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

TIMELINE

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



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 which 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 **action steps** are identified that further define the intention of the goals. Action steps are the means to achieve multi-year goals and are generally 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 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.

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

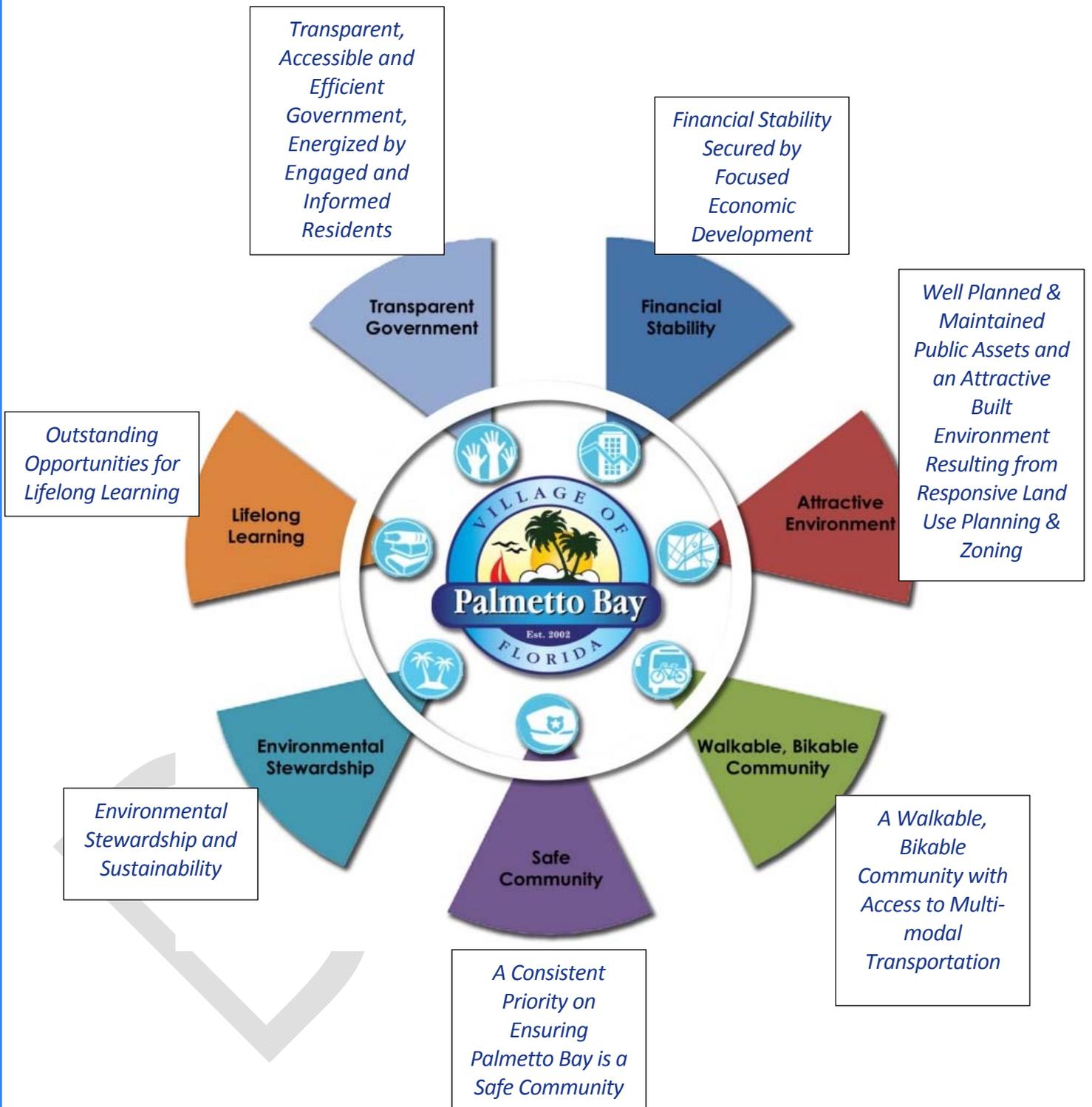
The Village’s newsletter and other similar communication tools can include updates on the implementation progress of key initiatives in each key focus area to keep the residents informed.

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

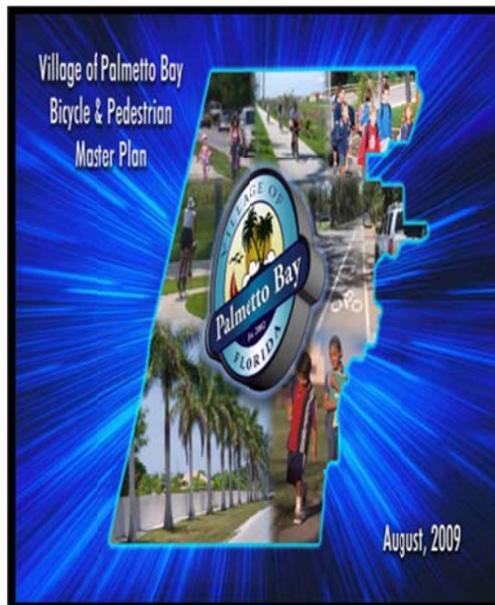
- Short Term Target: 1 to 2-year completion timeline
- Mid Term Target: 3 to 4-year completion timeline
- Future Target: 4 to 8-year completion timeline

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.

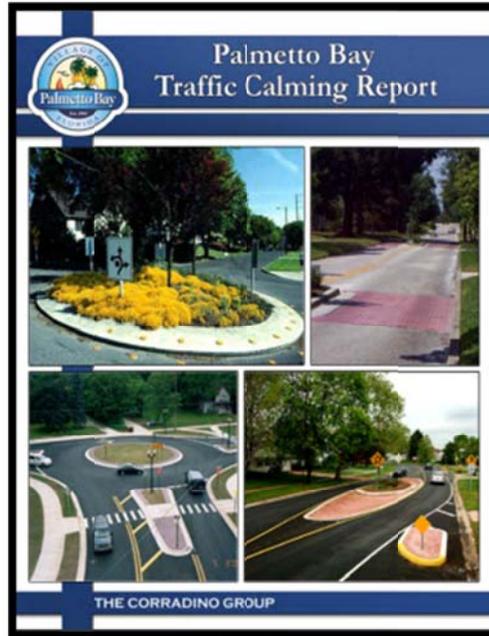
The third and final section includes documents, policies, legislation and any other documents that support each section and its related indicators.

SUPPORTING DOCUMENTS

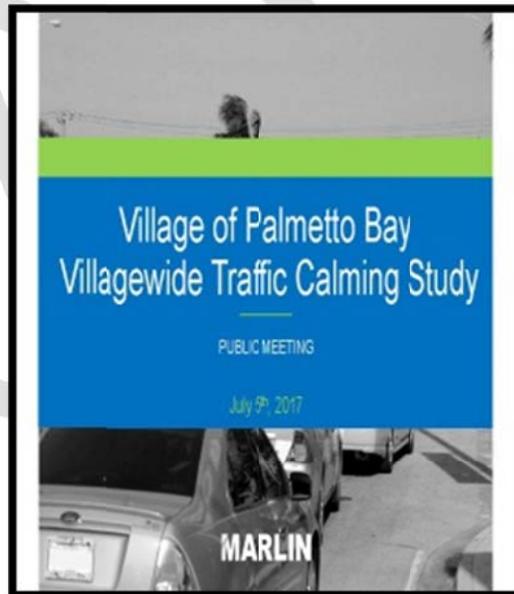
A. Bicycle & Pedestrian Plan
August 2009



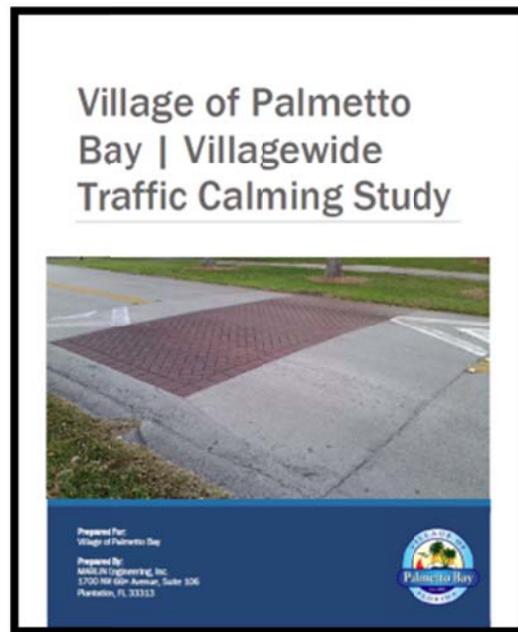
B. Traffic Study #1



C. Traffic Study #2



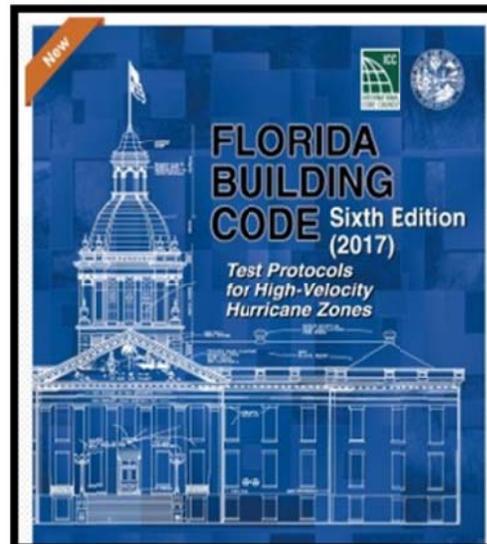
D. Traffic Calming Study



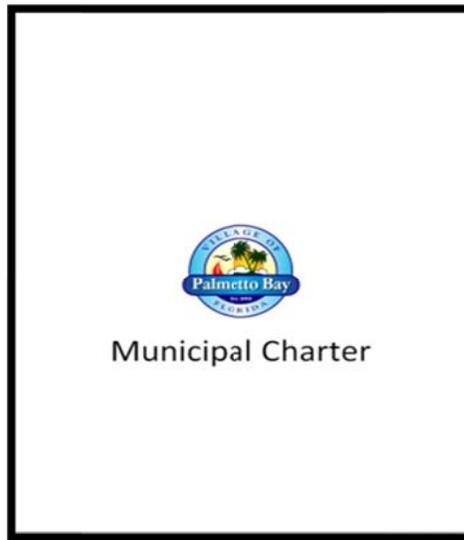
E. Grants



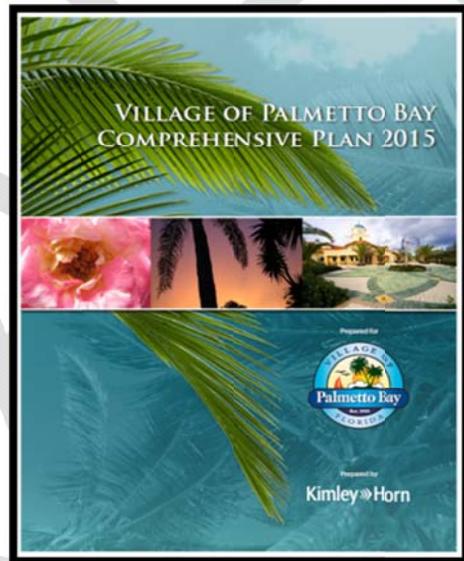
F. Florida Building Code



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 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	Short	Mid	Future	Supporting Docs.
	None				

Items to be Considered

Village Department		Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	1	Online monthly reports identifying status of Village activities & priorities		x		
	2	Develop standards/benchmarks to address residents' concerns/inquiries		x		
Village Clerk	3	Safeguard electronic files and public records in general (formerly 3A-7)	;#	#	#	#
Communications	4	Informational/ How to videos		x		
	5	Sunshine meeting videos online		x		
	6	Online reporting of grants received (formerly 2B-5)	x			
Finance	7	Online expenditures / revenue information	x			
Parks	8	Parks Master Plan online showing benchmarks/ items completed to date		x		

Village Department		Action Step	Short	Mid	Future	Supporting Docs.
Planning	9	Provide & update online economic development data regularly		X		
	10	Plans/construction updates provided online and updated regularly		X		
	11	Listing active & closed Bus Tax Licenses online		X		
	12	Provide GIS mapping and property zoning information online	X			
Building	13	Online inspection reports				
	14	"How To..." printed guides & videos		X		
Code Comp.	15	Reported code violations online		X		
Public Services	16	Online master plans showing progress/work accomplished		X		
	17	Online GIS system for tree information (requested by Tree Advisory Board)		X		
	18	Online external work orders		X		
Police	19	Online reports of traffic tickets issued	X			
	20	Develop crime prevention videos		X		

Routine Items						
Village Department		Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	22	Manager's Corner on PB Quarterly			X	
Village Clerk	23	Online minutes & agendas for regular & special Council meetings, hearings and committee of the whole	X			
	24	Educate/train employees on proper public records disposal laws/rules				
	25	Follow/enforce public records destruction policies				
	26	Maintain current accounting of all public records				
Communications	27	Quarterly publications (printed & electronic)		X		
	28	Biweekly YV@W & other applicable updates	X			
	29	Monthly "Inside Palmetto Bay" videos		X		
	30	Regular website updates	X			

Village Department		Action Step	Short	Mid	Future	Supporting Docs.
Finance	31	Online financial reports and check register	X			
Parks	32	Quarterly Play by Play guide (electronic & regular mail)	X			
	33	Promotional campaigns for events/programs		X		
	34	Informational/ promotional school flyers	X			
Code Compliance	35	Code compliance process online		X		
	36	Online filing of a complaint	X			
Police	37	Online automobile accident locations reports (monthly)	X			
	38	Commander's Corner (on PB Quarterly)		X		

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		Short	Mid	Future	Supporting Docs.
	None					

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	1	Implement quarterly telephonic town halls	X			
	2	Community groups / Neighborhood meetings	X			
Communications	3	Village app (push notifications)		X		
	4	Independent resident satisfaction surveys		X		
	5	Develop “how government works” video series	X			
Police	6	Implement Major's Night-Out program (meetings with residents)		X		

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Police	7	Continue community outreach programs		X		

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		Short	Mid	Future	Supporting Docs.
	None					

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	1	Provide standard operating procedures for all departments	X			
	2	Improve procurement process	X			
	3	Install safeguards to protect assets				
Village Clerk	4	Golf cart registrations (formerly 1A-5)	x			
Human Resources	5	Periodic employee surveys to assess HR services levels/ invite recommendations (formerly 1A-15)		x		
	6	Develop a customer service program "SMILE" (formerly 1A-6)		x		
	7	Launch online application module (formerly 6A-4)		X		
Finance	8	Implement direct deposit policy for vendors (formerly 6A-6)	X			
Parks	9	Online facility availability calendar (formerly 1A-20)		x		
Building	10	Online permitting services (formerly 1A-29)		x		
	11	Improve ISO rating (formerly 5A-8)	; #	#	##	#

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





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		Short	Mid	Future	Supporting Docs.
Village Manager	1	Complete the Franjo Road transformation project (Council Consensus Item 1C)	X			

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	2	Develop impact fee policy for parks, transit & traffic	X		#	
	3	Develop a revenue diversification strategy through P3 projects (ex. Shores LLC, multimodal facility)	X		#	
	4	Develop a plan that encourages economic development through Smart growth policies and initiatives		X	#	
	5	Review potential for annexation of neighboring areas in the northwest and southwest quadrants			#	
Communications	6	Promotion & marketing of business activity		X	#	

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Finance	7	Project revenues and expenses 3 yrs out	X			
	8	Develop strategy to mitigate the impact of the additional Homestead exemption		X		
	9	Develop a plan to replenish the catastrophic category fund (formerly 3A-11)	X			
	10	Develop a plan allocating a percentage of surplus funding to implement the business improvement plan (formerly 3A-12)		X		
Parks	11	Revise/ update fee schedule based on service type (pyramid system)	x			
	12	Develop a plan to increase sponsorship contributions annually	x			
	13	Implement the parks module on Eden system to allow for online reservations & rentals (formerly 2B-11)		X		
Planning	14	Establish a North Business District	x			
	15	Develop a business recruitment plan	x			
	16	Develop a strategy and options for the future development of the Deering Estate site	x			
	17	Create an Airbnb policy	x			
	18	Promote/ announce new businesses (formerly 1A-26)			X	
	19	Develop a business incentive program (formerly 1A-27)		X		
Code Compliance	20	Enforce community standards within the business district (formerly 2B-17)		X		
Police	21	Upper command staff to personally visit businesses on a quarterly basis (formerly 5A-18)	#	;	#	

Routine Items

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Finance	22	Maintain healthy level of reserves	X			

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

Council Consensus Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
	None					

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	1	Develop policy on charitable contributions, in-kind contributions, 501C3 fee waivers	X		#	
	2	Review and eliminate operational inefficiencies	X		#	
Human Resources	3	Compensation study to ensure Village matches market	X			
	4	Employee incentive program that ties performance to strategic plan		X		
Parks	5	Outsource concessions				
Building	6	Review/ update fee schedule annually	X			
	7	Review/ update FEMA ranking	X			
Code Compliance	8	Review/ update schedule of code violation fines	X			
Public Services	9	Review/ update storm water fees	X			
	10	Develop a service fee schedule for tree trimming on swales		X		
	11	Review and eliminate operational inefficiencies	X			
Police	12	Implement red light camera citation system	X			
	13	Implement Village-operated judicial review system		X		

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	14	Develop a policy on charitable contributions, in-kind contributions, 501 (c) (3) fee waivers	X		#	

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Communications	15	Review and eliminate operational inefficiencies	x		#	
Finance	16	Eliminate operational inefficiencies	X			
	17	Match budget priorities to the strategic plan	X			
Parks	18	Eliminate operational inefficiencies	x			
Planning	19	Review and eliminate operational inefficiencies		x		
Building	20	Review and eliminate operational inefficiencies	x			
Code Compliance	21	Eliminate operational inefficiencies	x			
Village Clerk	22	Update expired golf cart registrations	x			
	23	Review and eliminate operational inefficiencies	x			
Police	24	Review and eliminate operational inefficiencies	x			

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

Council Consensus Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	1	Review and adjust the Downtown Urban Code (Council Consensus Item 2C)	x		#	
	2	Review and enhance the neighborhood protection ordinance (Council Consensus Item 2A)	x		#	
Code Compliance	3	Enforce standards that improve 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)	x			

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	5	Create and inventory of all Village assets	x		#	
Communications	6	Develop a “community pride” program		x	#	
	7	Develop policy for annual beautification awards and promote accordingly		x	#	

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Finance	8	Develop plan & policies to safeguard IT systems				
	9	Implement sandbox system	x			
Planning	10	Revise and update the signage ordinance				
	11	Incorporate AIPP standards and funding into downtown development				
Building	12	Inspect all Village facilities annually				
	13	Develop a policy to require inspections of foreclosed properties				
Code Compliance	14	Actively identify and monitor status of abandoned properties				
Public Services	15	Develop plan for unique crosswalk markings				
	16	Develop a maintenance plan for capital assets				
	17	Work with MDC to relocate the pump station in front of Village Hall				
	18	Install Village Hall main sign				
	19	Develop a strategy to improve the appearance of county roads				

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	20	Develop a Village viewpoint on FPL property	x		#	
Communications	21	Regularly maintain/ monitor AV system	x		#	
Finance	22	Develop a plan to safeguard Village assets	;	#		
	23	Create a policy and plan to safeguard the Village's IT systems	#	;	#	
Code Compliance	24	Actively enforce the noise, parking and all other applicable ordinances and rules for commercial-type uses in residential areas				

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Public Services	25	Replace/ maintain all park entrance signs				
	26	Develop a storm water repair plan				
	27	Improve the appearance of 184 Street				
	28	Install entry monuments at key intersections				
Police	29	Assist Code with abandoned properties				

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

Council Consensus Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Parks	1	Develop/update the Parks Master Plan (Consensus Item 4B)	x			
	2	Develop and execute a park facility maintenance plan (Consensus Item 4A)				
	3	Develop a strategy for lighting including hours of operation (Consensus Item 7D)				

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Parks	4	Update park playgrounds	x			
	5	Install a splash pad at Palmetto Bay Park		x		
	6	Develop Veterans' Park (formerly 3A-15)				
	7	Improve the dog park (formerly 3A-16)				

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
		None				

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

Council Consensus Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Parks	1	Develop a public space acquisition plan (Consensus Item 7C)		X		

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	2	Acquire the vacant 10 acres at 168 th Street and 89 th Ave	X		#	
Parks	3	Establish a linear park under the FPL transmission lines		X		
	4	Study viability of establishing a neighborhood park behind the Publix store			X	

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	5	Prepare a branding strategy for the commercial corridor	X			

Supporting Documents Key	
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**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	Short	Mid	Future	Supporting Docs.
Police	1	Create traffic safety initiative (Council Consensus Item 1D)				
Public Services	2	Implement traffic calming plan (Council Consensus Item 1B)	#	;	#	

Items to be Considered						
Village Department		Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	3	Work with MDC to design a signature bridge at Old Cutler Road & 136 St	#	;	#	#
Public Services	4	Implement Safe Routes to School program	# #	#	#	#
	5	Work with MDC to optimize traffic signalization (smart signaling)	# #	#	#	#
	6	Improve & increase I-Bus routes; incorporate weekend service	# #	#	#	#
	7	Implement ride-sharing program	#	;	#	#
	8	Develop a strategy to reduce school-generated traffic	#	# #	#	#
	9	Complete "Park Drive" road	# #	#	#	#
	10	Implement bicycle plan	#	# #	#	#
	11	Provide a connectivity plan for the transit line		;	#	#
	12	Develop a strategy to reduce number of trucks on Old Cutler Road		;	#	#
	13	Install covered bus stops		;	#	#
	14	Develop process to implement shared ride services in conjunction with I-Bus (formerly 1A-38)			x	

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Public Services (continued)	15	Online GPS service for public tracking of real time I-Bus location (formerly 1A-39)		X		
	16	Install real time parking availability information at park & ride locations (formerly 1A-40)	X			

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
HR & Communications	17	Pursue all available grant opportunities for transit & biking projects	# #	#	#	#
Finance	18	Monitor funding/ expenses for transit projects	#	;	#	#
Public Services	19	Build traffic circle at 82 Ave & 168 Street	# #	#	#	#
	20	Regularly maintain bicycle lane along Old Cutler Road	#	;	#	#

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

Council Consensus Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
	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		Short	Mid	Future	Supporting Docs.
Village Manager	1	Pursue construction of a multimodal center	# #	#	#	#
	2	Allocate CITT funding for a transit station on the Transit way		;	#	#
Finance	3	Monitor funding/ expenses for transit projects	#	;	#	#
Public Services	4	Provide a connectivity plan for the transit line	#	;	#	#

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
	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		Short	Mid	Future	Supporting Docs.
	None					

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Finance	1	Monitor funding/ expenses for transit projects	#	; #	#	#
Planning	2	Create a "place-making" plan	#	# #	#	#

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Public Services	3	Complete "Park Drive" road	# #	#	#	#

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		Short	Mid	Future	Supporting Docs.
	None					

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Parks	1	Launch a bike sharing program	#	# #	#	#
Planning	2	Develop a connectivity plan	#	# #	#	#
Code Comp.	3	Enforce Clean Bike Lane	# #	#	#	#
Public Services	4	Implement bicycle plan	#	# #	#	#
	5	Develop a strategy to reduce number of trucks on Old Cutler Road	#	;#	#	#

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Public Services	6	Regularly maintain bicycle lane along Old Cutler Road	#	;#	#	#
	7	Install covered bus stops	#	;#	#	#

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

Council Consensus Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	1	Develop/ upgrade the disaster plan (Council Consensus Item 5A)	#	;	#	#
	2	Implement a village-wide alert system (Council Consensus Item 6D)	#	;	#	#

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
HR & Communications	3	Update Emergency Operations Plan	;		#	#
	4	Develop an alert system (web-based, reverse 911, push notifications)		;	#	#
Building	5	Actively enforce building code	;	#	#	#
	6	Promptly identify unsafe structures and issue declarations	;	#	#	#
Planning	7	Track ALF locations-provide information to the Policing Unit regularly (formerly 3A-19)	#	#	#	#
Police	8	Develop a bike safety program	#	;	#	#
	9	Implement a canal safety plan	;	#	#	#
	10	Install license plate readers in the Village and at entrance to park facilities	#	;	#	#
	11	Explore hiring PSA to address routine calls	#	;	#	#

Routine Items

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	12	Implement and enforce Emergency Operations policies- work with MDC EOC	;#	#	#	#
	13	Identify safeguards for village assets and IT systems	#	;#	#	#
HR & Communications	14	Train employees on fire and emergency evacuations @ Village Hall	;#	#	#	#
Public Services	15	Create a traffic safety initiative	#	;#	#	#
Code Compliance	16	Actively identify/ inspect potentially unsafe structures	;#	#	#	#
Police	17	Start a crime prevention unit	;#	#	#	#
	18	Actively enforce traffic laws	;#	#	#	#

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		Short	Mid	Future	Supporting Docs.
	None					

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	1	Create a park safety program	;		#	#
Parks	2	Implement the Safer Compass program at all Village parks and train employees accordingly		;	#	#
	3	Develop a park safety program, including addition of security cameras	;		#	#
Police	4	Annually inspect all park facilities for safety.	;	#	#	#

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Parks	5	Develop a park lighting plan	#	;	#	
	6	Provide a strategy for capital plans	#	;	#	
	7	Identify park lighting locations	#	;	#	

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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		Short	Mid	Future	Supporting Docs.
Village Manager	1	Pursue "Green City USA" designation (Council Consensus Item 4D)	X			
	2	Develop Sea Level Rise Policy (Council Consensus Item 4C)				

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	3	Develop strategies to reduce consumption of materials/ decrease use	X			
	4	Identify and implement strategies to reduce paper consumption		X		
HR & Communications	5	Pursue grants for brownfield clean-up and development		X		
Parks	6	Maximize solar energy use at all park facilities		X		
	7	Increase tree canopy for shading	X			
Planning	8	Develop standards to incorporate and protect green open areas throughout the Village		X		
	9	Create an incentive plan for LEED-certified buildings	X			
Building	10	Develop a fee-reduction plan for solar and LEED-certified projects	X			
	11	Expedite building permit process for solar and LEED-certified projects	X			

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Clerk	12	Reduce paper consumption by implementing online agendas (available through Granicus system)	X			
Public Services	13	Pursue designation of pineland area at Coral Reef Park as a Natural Forest Community	X			
	14	Remove exotics on the vacant 10 acres at 168 St and 89 Ave		X		
	15	Develop a plan for the conversion to electric-powered or environmentally-friendly mowers		X		
	16	Develop a plan of action to convert vehicle fleet and commuter buses to electric or hybrid powered vehicles		X		
	17	Provide a plan that reduces gasoline consumption for the Village fleet		X		

Routine Items

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
HR & Communications	18	Update/maintain Village's green webpage		X		
Code Compliance	19	Ensure landscaping compliance	X			
	20	Increase daily litter pick-up		X		
Public Services	21	Maintain standards that retain Tree City designation status	X			

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

Council Consensus Items						
Village Department		Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	1	Pursue canal restoration (Council Consensus Item 7A)		X		

Items to be Considered						
Village Department		Action Step	Short	Mid	Future	Supporting Docs.
Parks	2	Use recycled water for irrigation		X		
	3	Install low-flush toilets and urinals	X			
	4	Install water fountains that accommodate water bottles @ all park facilities	X			

Routine Items						
Village Department		Action Step	Short	Mid	Future	Supporting Docs.
		None				

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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.

Council Consensus Items					
Village Department	Action Step	Short	Mid	Future	Supporting Docs.
	None				

Items to be Considered					
Village Department	Action Step	Short	Mid	Future	Supporting Docs.
Village Manager	1 Pursue a joint-use agreement with area schools for open fields	X			
	2 Pursue partnerships with higher learning organizations		X		
Parks	7 Revise/ renew all park programming based on user needs		X		
	8 Develop a jazz/music program at Village parks		X		
	9 Develop programming targeting teens and elderly	X			
	10 Partner with the MDC library for joint programs		X		
	11 Provide dog training/ obedience school programming		X		
Planning	12 Develop educational video series		X		
	13 Initiate citizens' academy program	X			
Building	14 Develop educational video series		X		
	15 Initiate citizens' academy program	X			
Code Compliance	16 Develop educational video series		X		
	17 Initiate citizens' academy program	X			
Village Clerk	18 Develop educational video series		X		
	19 Initiate citizens' academy program	X			

Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Public Services	20	Develop and implement a public book exchange program	X			
Police	21	Initiate citizens' academy program	X			

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	22	Encourage neighborhood schools		X		
HR & Communications	23	Encourage village-wide training opportunities for staff		X		
	24	Develop and implement in-house training program		X		
Finance	25	Develop an educational series/informational guide on public budgeting		X		

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		Short	Mid	Future	Supporting Docs.
	None					

Items to be Considered						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
Village Manager	1	Implement age-friendly initiative		X		
	2	Develop programming that serve special needs customer base		X		
Parks	3	Plan and promote events that support various special needs programs		X		
	4	Identify and implement cost-savings programs for senior citizens (formerly 2B-9)		X		

Routine Items						
Village Department	Action Step		Short	Mid	Future	Supporting Docs.
	None					

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ACKNOWLEDGEMENTS

Village Council

Village Manager's Office

Directors

Human Resource/ Communications

