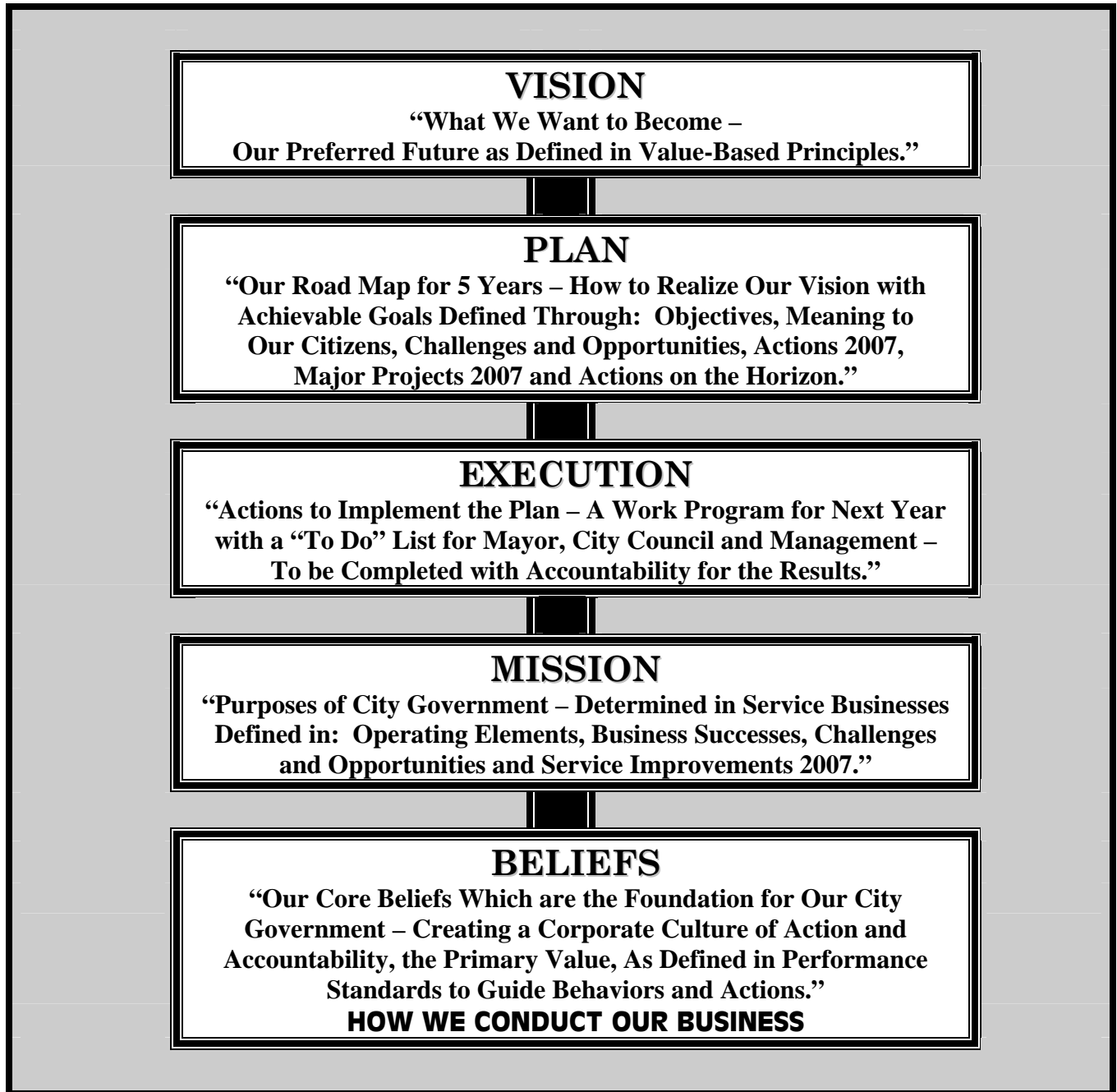


**Strategic Planning Model for the
City of Boca Raton**



**Strategic Planning Framework
for the City of Boca Raton**



BOCA RATON VISION 2023

THE PREMIER COMMUNITY

A Quality Place to Live,
A Great Place to Work,
An Outstanding Place to Play!

A WORLD CLASS
LOCAL GOVERNMENT

BOCA RATON VISION

A Quality Place to Live,
A Great Place to Work,
An Outstanding Place to Play!

THE CITY OF BOCA RATON

is a PREMIER COMMUNITY^(A)
with BEAUTY BY DESIGN,^(B)
a VIBRANT DOWNTOWN^(C) and
GREAT BEACH AND WATERWAYS.^(D)

PEOPLE ARE SAFE,^(E) have a
VARIETY OF CULTURAL AND RECREATIONAL
CHOICES FOR THEIR LEISURE TIME,^(F)
and have MOBILITY WITHIN OUR CITY.^(G)

The city is A WORLD CLASS LOCAL GOVERNMENT
which is FINANCIALLY SOUND^(H)
and provides EXCEPTIONAL CITY SERVICES
RESPONSIVE TO OUR CITIZENS.^(I)

There is a BALANCED ECONOMY WITH
DIVERSE JOB OPPORTUNITIES^(J)
and QUALITY EDUCATIONAL OPPORTUNITIES.^(K)

Boca Raton Vision 2023

Guiding Principles

PRINCIPLE A

A PREMIER COMMUNITY

► Means

1. Boca Raton is a leader – A trend setter in local governance.
2. Land uses are a well-balanced mix.
3. The regulations, codes and standards preserve the “Boca character.”
4. People prefer to live here.
5. The city has a reputation for “world class” in everything.

PRINCIPLE B

BEAUTY BY DESIGN

► Means

1. Gateways to Boca Raton are unique and distinctive – You know that you are in Boca Raton.
2. Developments and buildings are well designed low-scale development compatible with the community.
3. Property owners take responsibility for maintaining their buildings and homes, complying with codes and community standards.
4. Streets have well-landscaped medians; ROW are attractive.
5. Public facilities and parks are well designed with emphasis on community aesthetics.

PRINCIPLE C**VIBRANT DOWNTOWN****► Means**

1. Downtown is easily accessible with convenient parking and transit.
2. There is balanced mixed use with quality residential, retail, offices and services and quality restaurants, a variety of cultural opportunities, fun activities and a hotel.
3. The area is pedestrian friendly with ease of mobility.
4. Residents and visitors come here – A true destination.
5. Special events, concerts and community activities take place here.

PRINCIPLE D**GREAT BEACH AND WATERWAYS****► Means**

1. Shoreline and beach are clean and well maintained.
2. The beach is renourished.
3. There are a variety of events and activities for all age groups.
4. There are expanding commercial activities on the beach in specific locations.
5. Intercoastal and canals are accessible and are used by citizens.

PRINCIPLE E**PEOPLE ARE SAFE****► Means**

1. People feel free to go out into the community without fear.
2. There is a low crime rate.
3. Police and fire/rescue respond quickly to an emergency call.
4. Public safety staff are well trained and properly equipped.
5. Citizens, other public safety agencies and the city work together as partners to enhance community safety.
6. The city is prepared for an emergency situation or a disaster.

PRINCIPLE F**VARIETY OF CULTURAL AND RECREATIONAL CHOICES FOR THEIR LEISURE TIME****► Means**

1. Citizens have convenient access to parks, recreation fields and programs.
2. There are programs and activities for all generations.
3. There are a variety of cultural and arts facilities and programs.
4. The city partners with others on facilities and programs.
5. The libraries provide top-quality services and resources.
6. The city continues to develop new parks and renovate older parks.

PRINCIPLE G**MOBILITY WITHIN OUR CITY****► Means**

1. Efficient and effective traffic flow uses the latest technology.
2. There is a fully developed and functional roadway network.
3. Local transit systems are developed with high level of ridership.
4. A multi-modal transit center serves the community and region.
5. Convenient bus service is reliable throughout the city with small scale trolley service in selected locations.

PRINCIPLE H**FINANCIALLY SOUND CITY****► Means**

1. The city's tax base continues to expand.
2. The city has a "AAA" bond rating.
3. The city has strong financial reserves.
4. Services and service levels are defined, benchmarked and prioritized.
5. Services are provided in an efficient, cost-effective manner.
6. City infrastructure and facilities are well built and well maintained.

PRINCIPLE I	EXCEPTIONAL CITY SERVICES RESPONSIVE TO OUR CITIZENS
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- Means**
1. Citizens have confidence in the city and the services provided by the city.
 2. Services are customer friendly.
 3. Citizens have a high customer satisfaction level with city services.
 4. Citizens feel that they get value for their tax dollars and fees.
 5. Problems are resolved in a timely manner.

PRINCIPLE J	BALANCED ECONOMY WITH DIVERSE JOB OPPORTUNITIES
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- Means**
1. Boca Raton develops with cutting-edge businesses.
 2. FAU continues to develop as a major university in Florida, with strong business and biomedical programs.
 3. Industries are clean and environmentally sensitive.
 4. There are opportunities to begin and grow a business.
 5. Local businesses provide employment opportunities for residents.

PRINCIPLE K	QUALITY EDUCATIONAL OPPORTUNITIES
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- Means**
1. Quality education contributes to Boca Raton’s quality of life and supports future economic development.
 2. Quality schools and universities provide a first-rate education.
 3. There are a variety of schools: Public and private from preschool to university.
 4. High school graduates are prepared for quality universities and colleges.
 5. FAU is recognized as a top university in Florida.

Vision 2023 Keys to Success

Success 1 City – Business – Community Consensus on Viable Pedestrian Friendly Downtown

Success 2 Rental and Ownership Housing Availability for Workforce

Success 3 Sufficient Inventory of Public Lands for Availability of a Variety of Recreational Venues, Facilities for Services for All

Success 4 Functional and Effective Multimodal Transportation System

Success 5 Highest and Best Land Uses Consistent with City’s Vision and Plans

Success 6 Diversifying Local Economy with Growth Oriented Businesses

► Challenges and Opportunities

1. Viable long term vision and plan to create a sustainable downtown
2. Relationship and growth of FAU
3. Development of public-private partnerships to achieve workforce housing
4. Traffic volume vs. road capacity
5. Lack of land and growing population vs. high demand for recreational space and services
6. City facility implementation – a “wow” level
7. Tension: urban reality vs. suburban past

► Actions 2008 – 2009

	PRIORITY
1. Operate With a Balanced Budget	Top Priority
2. Maintain Essential Services (Police, Fire, Utilities & Municipal)	Top Priority
3. Retirement / Pension Cost Containment	Top Priority
4. FAU Strategy/Hospital Project/I95 Interchange Project	Top Priority
5. Downtown Vision and Plan	Top Priority
6. Multimodal Transportation District and Mobility	High Priority
7. North Federal Highway Development Project and Beautification	High Priority
8. Establish Partnerships for Economic Development	High Priority

► Goals

1. Employee Recruitment, Retention & Career Planning
2. Comprehensive Environmental Initiative
3. Annexation (Analysis and Review)
4. Integrated Technology Strategy
5. Branding
6. Wildflower Property Direction and Actions

City of Boca Raton Goals 2013

Financially Sound City Government

World Class Municipal Services

Strong Partnership with Our Stakeholders

GOAL 1**FINANCIALLY SOUND CITY GOVERNMENT****► Objectives****Objective 1**

Expand economic base

Objective 2

Cost-effective delivery of city services

Objective 3

Pursuit of revenue generating programs

Objective 4

Adequate reserves

Objective 5

Sufficient revenues to maintain or enhance current services

Objective 6

Secure alternative funding sources

► Means to Citizens

- Affordable city government.
- Continuation of high service levels.
- Efficient city government.
- Support retaining high property values.
- Stable finances, stable city government.

► Challenges and Opportunities

1. Next hurricane
2. State and County initiatives: “Save our Homes,” home rule
3. Increasing city operating costs: energy, chemicals, insurance, healthcare
4. Employee recruitment and retention – competitive salaries: private sector, county, cities

GOAL 2**WORLD CLASS MUNICIPAL SERVICES****► Objectives****Objective 1**

Professional, highly competent and motivated workforce

Objective 2

Attracting top-quality candidates for positions

Objective 3

Retaining quality employees

Objective 4

Improved city facilities, including City Hall and other aging facilities

Objective 5

Continuous improvement of city service delivery and management

Objective 6

Maintain “state-of-the-art” systems and ongoing training to upgrade staff skill level

Objective 7

Positive work environment recognizing employee performance

► Means to Citizens

- Reliable service at a high service level.
- Customer-friendly staff, responsive to your needs.
- Well maintained, modern facilities that you can take pride in.
- Timely response when you call, particularly in an emergency.
- Use of modern techniques to serve you better.

► Challenges and Opportunities

1. Attracting and retaining top quality staff
2. Increasing service expectations: service now respond now; increasing volume; desire for amenities
3. Service priority and defining level of service – how fast
4. Athletic fields: FAU, schools with increasing demands
5. Competitive compensation

GOAL 3**STRONG PARTNERSHIP WITH OUR STAKEHOLDERS****► Objectives****Objective 1**

Well-informed citizens

Objective 2

Citizens involved in city government

Objective 3

Open government: from our records to new ideas

Objective 4

Citizen trust and confidence in city officials: Mayor/Council to staff

Objective 5

More involved, meet with private sector and universities/service

Objective 6

Effective use of technology for communicating with citizens and for service delivery

► Means to Citizens

- Opportunities to get involved.
- Your volunteerism saves city resources and dollars.
- City officials are willing to listen to you and seek your input.
- Easy access to city government.
- Timely information to you.

► Challenges and Opportunities

1. Working with F.A.U.
2. Working with hospital and siting
3. Changing community demographics – young, cultural diversity
4. High expectations for city – solve all problems vs. individual priority
5. Effectiveness of boards, commissions, task forces

City of Boca Raton Our Mission

The Mission of the City of
Boca Raton is to
provide the highest quality of service
to the
community through responsible
use of public
resources to enhance our
unique quality of life.

City of Boca Raton Our Core Businesses

Make Our Community Safe

Respond to Emergency Situations

Provide Basic Utilities For Daily Living

Build and Maintain City Infrastructure

Provide Leisure and Recreational Services

Plan Boca Raton's Future Growth and Development

Protect/Enhance Natural Resources and Beauty

Protect Interests of Boca Raton

Core Businesses Definition and Strategy

CORE BUSINESS 1

MAKE OUR COMMUNITY SAFE

► **Operating Elements**

Operating Element 1

Patrol Community – All Departments Looking for Problems, Issues and Opportunities

Operating Element 2

Homeland Security: Vigilance and Preparedness

Operating Element 3

Enforce Laws and Codes

Operating Element 4

Investigate Crimes and Prepare Cases for Prosecution

Operating Element 5

Inspect Buildings

Operating Element 6

Evaluate Water Quality: Potable, Surface, IRIS

Operating Element 7

Educate Public on Their Responsibility for Community Safety

Operating Element 8

Provide Safe Equipment and Facilities

Operating Element 9

Involve Citizens in Safety: Volunteer Programs, DARE, COPS

► Value to Citizens

1. You feel safe – Any place, any time
2. People obey the law
3. Buildings are safe, equipment is safe
4. You are also responsible for safety through your actions
5. Preserves property values – Reputation as a safe community
6. Low crime rate

CORE BUSINESS 2	RESPOND TO EMERGENCY SITUATIONS
------------------------	--

► Operating Elements	
Operating Element 1	Respond to Emergency Calls
Operating Element 2	Put Out Fires
Operating Element 3	Provide Emergency Medical Services
Operating Element 4	Plan for Disasters
Operating Element 5	Provide Rescue Services
Operating Element 6	Link Citizens to Community Resources through Effective Communications
Operating Element 7	Train Community on Health Actions: CPR, Defibrillators
Operating Element 8	Handle Hazardous Materials Problems/Emergencies
Operating Element 9	Provide Ocean Rescue
Operating Element 10	Plan for Disaster Recovery

- | |
|---|
| <p>► Value to Citizens</p> <ol style="list-style-type: none"> 1. Timely response in an emergency 2. We can save your life, your property 3. Confidence: We are prepared for an emergency or a disaster 4. Protect your property, your life 5. Preserves your property value |
|---|

CORE BUSINESS 3**PROVIDE BASIC UTILITIES FOR DAILY LIVING****► Operating Elements****Operating Element 1**

Maintain Quality Water Supply

Operating Element 2

Treat and Distribute Potable Water – Meets State and Federal Standards

Operating Element 3

Treat and Distribute IRIS Water

Operating Element 4

Collect Wastewater

Operating Element 5

Treat Wastewater

Operating Element 6

Collect and Dispose of Solid Waste

Operating Element 7

Operate Citywide Storm Water Management System

Operating Element 8

Operate Recycling Program (Solid Waste)

Operating Element 9

Insure Availability of Telecommunications Infrastructure

► Value to Citizens

1. Flush, it is gone
2. Turn it on, water flows
3. Safe water
4. Healthy living environment
5. Reliable, top quality – No hassle, no worry

CORE BUSINESS 4**BUILD AND MAINTAIN CITY INFRASTRUCTURE****► Operating Elements****Operating Element 1**

Manage Traffic Flow

Operating Element 2

Build and Maintain City Streets

Operating Element 3

Work with County, State on Other Highway Improvements

Operating Element 4

Build and Maintain City Streetscapes and ROW

Operating Element 5

Build and Maintain City Facilities, including City Hall

Operating Element 6

Clean Up Neighborhood Public Spaces and Beaches

Operating Element 7

Develop and Maintain Bikeways, Sidewalks

Operating Element 8

Maintain Beaches, Inlets and Canal System

► Value to Citizens

1. You can get around town – Less congestion
2. Attractive community – Looks great!
3. Usable beaches and waterways
4. Facilities: Modern, user friendly and top quality
5. Protects property value

CORE BUSINESS 5	PROVIDE LEISURE AND RECREATIONAL SERVICES
------------------------	--

- **Operating Elements**
- | | |
|-----------------------------|---|
| Operating Element 1 | Operate Library System |
| Operating Element 2 | Provide Recreational Facilities |
| Operating Element 3 | Develop and Offer Affordable Recreational Programs |
| Operating Element 4 | Support Community Organizations |
| Operating Element 5 | Support Athletic Programs |
| Operating Element 6 | Provide Educational Programs, including Nature Center and Environmental Education |
| Operating Element 7 | Operate and Maintain Golf Courses |
| Operating Element 8 | Develop Parks and Community, Neighborhoods, Linear Parks; Land Bank for Future |
| Operating Element 9 | Operate Cemetery |
| Operating Element 10 | Develop and Provide Youth Programs |

- **Value to Citizens**
1. Choices: Things to do in your leisure time
 2. Easy access to programs, facilities – Close to home
 3. Healthier lifestyle, active lifestyle
 4. Quality facilities and programs for family – All generations
 5. Preserves/enhances property values

CORE BUSINESS 6	PLAN BOCA RATON'S FUTURE GROWTH AND DEVELOPMENT
------------------------	--

- **Operating Elements**
- | | |
|-----------------------------|---|
| Operating Element 1 | Develop and Update Comprehensive Plan |
| Operating Element 2 | Develop Redevelopment Strategies for Specific Areas |
| Operating Element 3 | Develop and Update Service/Programs/Facilities Master Plans |
| Operating Element 4 | Decide on Annexations |
| Operating Element 5 | Evaluate Community Needs |
| Operating Element 6 | Develop and Update Comprehensive Transportation Strategy |
| Operating Element 7 | Establish Land Use Plans and Policies |
| Operating Element 8 | Develop and Implement Development Standards and Regulation; Zoning Categories |
| Operating Element 9 | Code Enforcement |
| Operating Element 10 | Review Conceptual Plans |
| Operating Element 11 | Issue Construction Permits |
| Operating Element 12 | Inspect Buildings, Issue Certificates of Occupancy |

► Value to Citizens

1. Predictable development
2. Financial stability for city – efficient use of resources
3. Services responsive to citizens changing needs
4. Growth for the financial benefit of city
5. Facilities and services planned for future needs
6. Protects integrity of neighborhoods
7. Preserves property values
8. Quality buildings
9. More attractive community
10. Common standard throughout city

CORE BUSINESS 7**PROTECT/ENHANCE NATURAL RESOURCES AND BEAUTY****► Operating Elements****Operating Element 1**

Maintain Boca Raton Inlet

Operating Element 2

Protect Waterways and Surface Water Quality

Operating Element 3

Beautify and Maintain Streets and Public Areas

Operating Element 4

Enforce Aesthetic Codes

Operating Element 5

Maintain Public Buildings and Facilities

Operating Element 6

Protect Beaches

Operating Element 7

Maintain and Acquire Environmentally Sensitive Lands

Operating Element 8

Acquire Open/Green Spaces

► Value to Citizens

1. Beautiful city
2. Green and clean city
3. Preserving property values
4. Quality beaches, waterways – Usable by citizens
5. Pride in community – You know you are home

CORE BUSINESS 8**PROTECT INTERESTS OF BOCA RATON****► Operating Elements****Operating Element 1**

Lobby State and Federal Government

Operating Element 2

Advocate Policy and Interests of Boca Raton: County, Regional, State, Federal

Operating Element 3

Work with F.A.U.

Operating Element 4

Develop Effective Partnerships with Community Organizations

Operating Element 5

Actively Pursue Grants

Operating Element 6

Represent City in Legal Actions

Operating Element 7

Play Role in Shaping Educational Decisions

Operating Element 8

Develop and Maintain Relationships with Legislative Representatives

► Value to Citizens

1. Protecting your interests
2. Return on your tax dollars
3. Quality education
4. Maximizing political influence
5. Cooperation with other governments, elected representatives

**City of Boca Raton
Policy Agenda 2008 – 2009**

TOP PRIORITY

Operate With a Balanced Budget
Maintain Essential Services (Police, Fire, Utilities & Municipal)
Retirement/Pension Cost Containment Strategy
Downtown Vision and Plan
FAU Strategy/ Hospital Project/ I95 Interchange Project

HIGH PRIORITY

Develop Partnerships to Promote Economic Development & Advance
the City's Goals
North Federal Highway Development Project and Beautification
Multimodal Transportation District and Mobility

Major Projects 2008 – 2009

- 1. Countess de Hoernle Park**
- 2. Downtown Library**
- 3. In-City Reclamation Irrigation System (IRIS)**
- 4. Wastewater Upgrades, Replacement and Expansion**
- 5. NW 12th Ave.**
- 6. Transportation Demand Management Implementation**
- 7. Property Acquisition**
- 8. Raw Water Well Equipment / Expansion**
- 9. Water Treatment Facility Improvements**
- 10. Citywide Infrastructure Security / Hardening**
- 11. Police Administration at 6500**

Action Outlines 2008 – 2009

TARGET	<u>Operate With a Balanced Budget</u>	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY				
<i>Policy – Top</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Prepare balanced operating and CIP budgets 2. Monitor revenues and expenditures 3. Produce a Long Term Financial Plan 4. Provide and maintain sufficient reserves 			
	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">Responsibility: Financial Services</td></tr> </table>	Responsibility: Financial Services		
Responsibility: Financial Services				

TARGET	<u>Maintain Essential Services (Police, Fire, Utilities and Municipal)</u>	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY				
<i>Policy – Top</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> 5. Analyze current operations 6. Identify core operational programs and activities 7. Monitor and evaluate programs and activities 8. Recommend modifications to maintain high levels of service 			
	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">Responsibility: City Manager’s Office</td></tr> </table>	Responsibility: City Manager’s Office		
Responsibility: City Manager’s Office				

TARGET	<u>Retirement/Pension Cost Containment Strategy</u>	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>
PRIORITY				
<i>Policy – High</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Report on impacts of prior pension decisions 2. Analyze impacts of current pension and retirement benefit plans and any proposed changes 3. review and modify actuarial assumptions 4. explore new retirement plan options 5. recommend cost containment strategies to limit or reduce future fiscal impact of pension/retirement benefits 6. Determine future direction and actions by City 			
	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">Responsibility: City Manager's Office / Office of Management and Budget</td></tr> </table>	Responsibility: City Manager's Office / Office of Management and Budget		
Responsibility: City Manager's Office / Office of Management and Budget				

TARGET	<u>Downtown Vision and Plan</u>	<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY				
<i>Policy – Top</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Establish a Downtown Boca Raton Advisory Committee 2. Hire a consulting service 3. Obtain Public input to create an update vision for the Downtown 4. Review recommendations 5. Develop action plan for implementation of initiatives 			
	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">Responsibility: Development Services/ City Manager’s Office</td> </tr> </table>		Responsibility: Development Services/ City Manager’s Office	
Responsibility: Development Services/ City Manager’s Office				

TARGET	<u>FAU Strategy</u>	<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY				
<i>Policy – Top</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Review FAU proposals 2. Analyze impacts on City services and facilities 3. Determine appropriate mitigation 4. Negotiate Campus Development Agreement to address and mitigate impacts 5. Approve Master Plan and Campus Development Agreement 			
	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">Responsibility: Development Services</td> </tr> </table>		Responsibility: Development Services	
Responsibility: Development Services				

TARGET	<u>FAU/ Hospital Project</u>	<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY				
<i>Policy – Top</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Review Hospital proposals in coordination with FAU Campus Mater Plan 2. Analyze impacts on City services and facilitates 3. Determine appropriate mitigation 4. Negotiate Campus Development Agreement including the Hospital to address and mitigate impacts 5. Approve Master Plan and Campus Development Agreement to allow a Campus Hospital 			
	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">Responsibility: Development Services</td> </tr> </table>		Responsibility: Development Services	
Responsibility: Development Services				

TARGET	<u>FAU/ I95 Interchange</u>	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>
PRIORITY				
<i>Policy – High</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Coordinate with Federal Agencies and FDOT to determine best configuration for additional I-95 Interchange 2. Lobby for accelerated project implementation 3. Secure funding 4. Monitor design and construction process 			
		<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">Responsibility: Municipal Service</td></tr> </table>	Responsibility: Municipal Service	
Responsibility: Municipal Service				

TARGET	<u>Multimodal Transportation District (Continued Implementation)</u>	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>
PRIORITY				
<i>Policy – High</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Establish a citywide MMTD to address the City's major issue, mobility through a variety of transportation means 2. Complete feasibility study 3. Prepare comprehensive plan amendments, MMTD level of service standards and land development regulations and design criteria 4. Complete Land Use and Urban Form Studies for each subdistrict 			
		<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">Responsibility: Development Services</td></tr> </table>	Responsibility: Development Services	
Responsibility: Development Services				

TARGET	<u>North Federal Highway Development Project and Beautification</u>	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>
PRIORITY				
<i>Policy – High</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Encourage redevelopment on the North Federal Highway corridor 2. Implement the New Pines Neighborhood Improvement Project 3. Evaluate impact and results of Village Center zoning district 4. Recommend changes as appropriate 			
		<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">Responsibility: Development Services</td></tr> </table>	Responsibility: Development Services	
Responsibility: Development Services				

GOAL **Employee Recruitment, Retention, and Career Planning****Actions**

1. Evaluate current recruitment strategies
2. Implement cost-effective technologies to reach more candidates
3. Streamline hiring processes
4. Revitalize orientation process to enhance new employees' sense of the City's mission
5. Enhance leadership development programs
6. Identify and mentor future organizational leaders

Responsibility: City Manager's Office / Human Resources Division

GOAL **Annexation (Analysis and Review)****Actions**

1. Update analyses of possible annexation areas
2. Review findings and assumptions in light of changes in property tax collections mandated by the State of Florida
3. Review short and long term staffing and service cost impacts
4. Meet with possible annexation areas as appropriate
5. Implement annexations determined to be beneficial

Responsibility: City Manager's Office / Development Services

GOAL **Branding****Actions**

1. Create community partnerships to develop a brand for the City using research and information about the City and its competitors, and then develop and implement a plan to use and promote the brand.

Responsibility: City Manager's Office

GOAL **Comprehensive Environmental Report (Issues, Analysis and Review)****Actions**

1. Prepare comprehensive report on current status and future plans regarding City facilities, programs, and activities
2. Explore appropriate code or process changes, including incentives to promote sustainable environmental future, including "green" buildings
3. Investigate xeriscaping, alternative fuels, and solar energy for City facilities

Responsibility: Development Services / Municipal Services / City Manager's Office

GOAL **Integrated Technology Strategy****Actions**

1. Investigate, review, develop and implement new uses of technology to increase efficiency and effectiveness of City operations
2. Expand the use of technology through all areas of the City to enhance the quality and quantity of services provided to the citizens and businesses of the City, as well as the delivery methods for services

Responsibility: City Manager's Office – Information Technology Division

GOAL **Wildflower Property Direction and Actions****Actions**

1. Evaluate pros/cons of acquisition and goals
2. Determine potential costs, feasibility and funding
3. Determine direction

Responsibility: City Manager's Office

