

The Value of Strategic Planning *From Basic to Elaborate*

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#SOGF2025

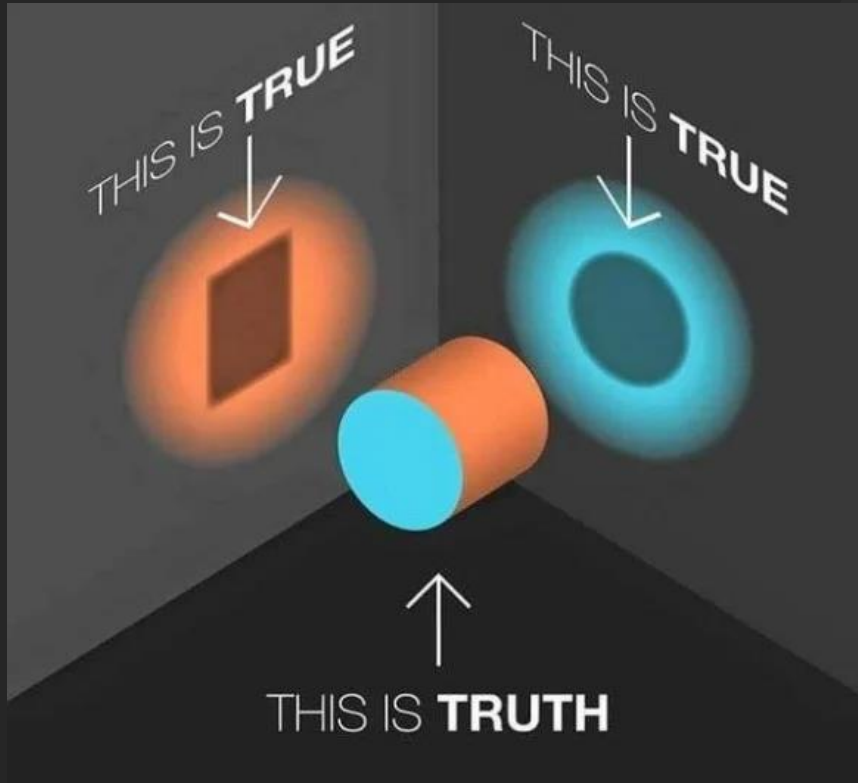


Preparing for Strategic Visioning

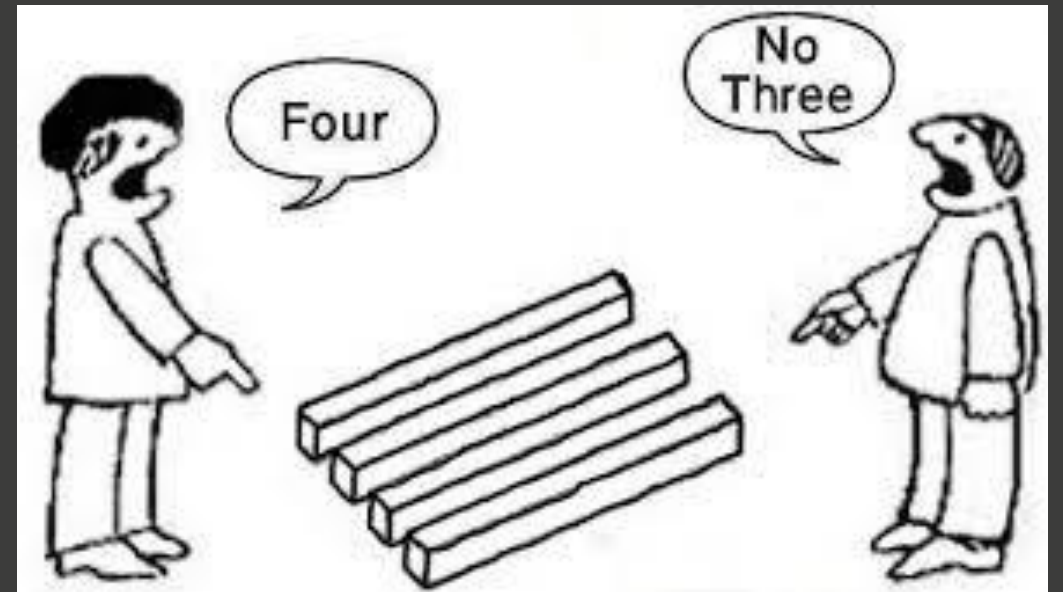
What Have You Been Missing?



Perspectives Matter!

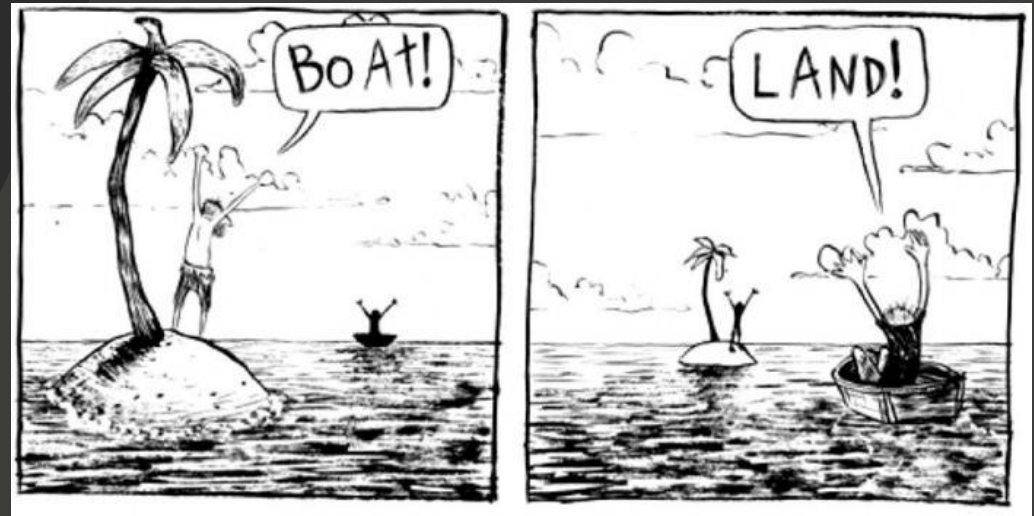


Credit: A Matter of Perspective – The Networking Nerd



Credit: The Higher Logic - Steemit

Perspectives Matter!





Strategic Visioning Framework



The “roof” of the house – the vision and mission - spans over the entire structure at the highest level.

The “floors” of the house are the components that comprise the structure of the building.

The foundation is a solid financial plan that supports the rest of the house.

Strategic Vision Hierarchy - Alignment

Vision



Mission



Values



Pillars & Priorities



Projects, Programs, & Services




Key Success Indicators



Roles of the Governing Body vs. Staff

- **Governing Body: *Strategic Visioning*** - Focus should be on *envisioning* the long-term direction of the organization, including its Vision, Mission, Organizational Values, Goals, and Priorities.
- **Staff: *Strategic Planning*** - Focus should be on the *implementation* of the Governing Body's Vision and desired outcomes with specific action plans with Key Performance/Success Indicators to track the progress on the Governing Body's Vision, Mission, Goals, and Priorities.

An aerial photograph taken from the perspective of someone on an airplane, looking out from the wing. The wing itself is visible in the lower-left foreground, with a colorful tail fin (red, yellow, blue) and the text "SUNSHINE.COM" visible. Below the wing, a dense suburban or urban landscape is visible, featuring a grid of streets, green lawns, and houses. A major multi-lane highway runs diagonally across the middle-right of the frame. The overall scene is captured from a high altitude, providing a wide, panoramic view of the ground below.

The Governing Body's Visioning Focus
should be at 10,000 feet – Not at the
Operational/Day-to-Day Level!

It's OK – Your Strategic Plan is Not Going to Get Everything Right!

You may make mistakes, but at least they're usually not "we can see your mistake from space" bad



Your Strategic Plan is Similar to GPS Navigation

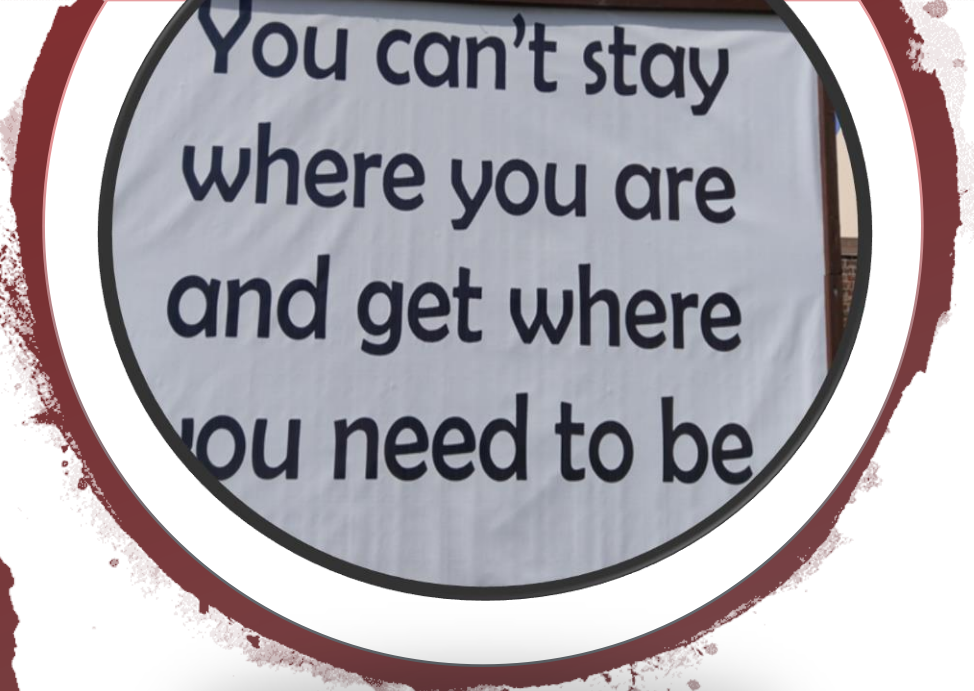
- The destination is identified at the front end (*Vision*), the mode in which you desire to travel such as expressways, toll roads, etc. (*Mission & Values*) provide direction; and your waypoints, stops, and sights along the way (*Goals*) ensure that you are attaining the important reasons behind the journey.
- Just as a GPS will offer options and detours based upon traffic, construction, and/or accidents to allow the successful navigation around unforeseen issues at the start of the journey, the Strategic Plan is developed at a moment in time based upon the best information that is available during its creation and adoption.
- The organization will likely encounter economic and operational challenges, state & federal legislation, changing public service expectations, and other factors which will impact its Strategic Plan, requiring adjustments to achieve desired outcomes.



Photo Credit: Vox



If you want
different results,
make different
choices.



You can't stay
where you are
and get where
you need to be

Strategic Visioning/Planning Background Work

Preliminary Information

- Staff identifies and provides an update of current major Priorities and Initiatives to develop a current understanding of the status of accomplished, ongoing, and/or upcoming projects that are supportive of the City's Strategic Plan and/or strategic direction.
- Staff identifies any proposed amendments to current strategic initiatives and projects, including any emerging Departmental issues, and/or any new initiatives and projects that may be proposed for the Governing Body's consideration.
- Conduct Governing Body Advance Interviews to gain a sense of understanding, desires, areas of alignment and/or differing direction.



Sample Governing Body Advance Questions

- *What are the strategic questions that need to be addressed at the Strategic Visioning Session?*
- *What do you want to accomplish and/or leave as your legacy following your tenure as an elected official?*
- *What progress do you perceive has been achieved with the current strategic Initiatives and/or Strategic Plan?*
- *Any strategic Goals, Objectives and/or Initiatives that have become stalled?*
- *What do you want to change about (City/County/Organization)?*
- *What do you want to keep about the way it is?*



Sample Governing Body Advance Questions

- *What does the (City/County/Organization) do exceptionally well?*
- *What does the (City/County/Organization) struggle with?*
- *What is the one thing that you would want for the (City/County/Organization) regardless of costs, politics, etc.?*
- *Do you believe the current Vision Statement reflects your desires for the future of the (City/County/Organization)?*
- *Do you believe the current Mission Statement reflects what your organization's purpose and objectives in the present?*
- *Strengths - Weaknesses - Opportunities - Threats (SWOT) Assessment*

Step #1:

Vision Statement

A Vision Statement should provide a clear and vivid description of what the organization seeks to create in the future, i.e., *the why*.

The Vision Statement describes where the organization hopes it will be going in the future if it can fulfill its Mission and typically does not change over the life of the Strategic Plan (e.g., 10-years).

Vision Statement Examples

Lakeland - a vibrant, innovative, culturally inclusive, world-class community.”

“An innovative, friendly, engaging, and sustainable community where residents, businesses, and visitors flourish.”

“The City of Bastrop is a diverse and welcoming community that celebrates our town character and energy, distinguished history and unique environment.”

“Recognized as one of Florida’s most attractive, safe, fiscally responsive and desirable costal communities by protecting our rich history, preserving our distinctive small-town charm, and cultivating natural environments, recreational spaces, and economic development opportunities.”



Vision Statement Recommendations

- Strive to incorporate key adjectives, themes, concepts in the Vision Statement based on Advance Interviews and comments raised during the Visioning Retreat to ensure Governing Body buy-in.
- Try to make the Vision statement as short as possible so that it can be remembered and recalled. Think Nike - ***“Just Do It!”***
- If your initial Vision Statement is too long, you can try to shorten it in subsequent Strategic Planning Retreats.

Step #2:

Mission Statement

A community's Mission Statement should provide the organization's purpose and objectives in the present, *i.e., the what and how.*

The Mission Statement describes what you do, who you do it for and the benefit that it provides.

Mission Statement Examples

“A community working together to achieve an exceptional quality of life.”

“To provide exceptional service to our entire community for the continuous enrichment of quality of life through transparency, engagement and respect.”

“We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community.”

“To be a leader in Public Pension Fund Management on behalf of our members and stakeholders.”

“Delivering exceptionally responsive city services to our residents, businesses, and visitors that fosters a welcoming and prosperous environment and creates the highest quality of life for current and future generations.”



Mission Statement Recommendations

- Does your current Mission Statement remain relevant today - why or why not? If not, what comes to mind when you think about what the (City/County/Organization's) Mission Statement should reflect?
- To help in the refining and/or crafting the Mission Statement, ask your Governing Body and Staff about their thoughts regarding the purpose of the organization and how the (City/County/Organization) should carry out the implementation of the Vision Statement (e.g., customer friendly service, fiscal sustainability, efficient, high quality municipal services, proactive, desirability, etc.)

Step #3:

Organizational Values

Organizational Values should serve as guiding principles in how the City/County/Organization, including the Governing Body and its staff, will conduct business in day-to-day operations.

Organizational Values should be revisited from time to time but rarely change significantly once they are adopted to ensure the culture of the organization becomes ingrained with the Governing Body and employees in all its actions.

Organizational Values Examples

Integrity: *We hold ourselves accountable to the highest ethical standards in all aspects of work.*

Customer Service: *We deliver exceptional customer service through professional engagement and compassion for those we serve.*

Resilient: *We strive for preparedness in emergency planning, assessing future needs, and preserving natural resources by incorporating sustainability and resilience in the design and operation of our facilities, infrastructure, programs, services, and development standards.*

Transparency: *We are committed to building and maintaining trust in one another and with our community through continued public engagement and proactive communication.*

Organizational Values Examples

Responsive: *We prioritize delivering timely, thoughtful service that reflects the needs of those who live, work, and visit Ormond Beach.*

Innovative: *We continuously seek new ideas and better ways to serve our community by balancing fiscal responsibility with forward-thinking solutions that strengthen Ormond Beach for generations to come.*

Empowerment: *We foster a culture of trust and accountability where every employee is encouraged to lead, collaborate, and find smart, community-first solutions that deliver meaningful results.*

Organizational Values Examples

Social Responsibility: *We will enhance the quality of life for all citizens through partnerships and programs that embrace cultural diversity, safety and community involvement.*

Leadership: *We will lead by example, learn from the past, provide direction for the present, and plan for the future.*

Integrity: *We will conduct ourselves in an honest and ethical manner to earn the trust of employees and citizens.*

Commitment to Excellence: *We will achieve measurable success and continuous improvement through investment of resources, a focus on efficiency and accountability, and high expectations for quality.*

Empowered Workforce: *We will cultivate a work environment which offers the employee the authority to act through supportive leadership, mutual respect, trust, personal responsibility and open communications.*

Diversity: *We will utilize our ethnic, cultural, gender, and experiential differences to encourage participation, opportunity, equality, respect, and responsiveness to our community.*

Organizational Values Examples

- *We maintain the City of Miami Beach as a world-class city.*
- *We work as a cooperative team of well-trained and empowered professionals to act with ownership and authority to reach exceptional outcomes.*
- *We expediently serve the public with dignity and respect.*
- *We conduct the business of the City with honesty, integrity, and dedication.*
- *We are ambassadors of good will to our residents, visitors, and the business community.*
- *We treat our citizens, staff, and each other with professionalism, kindness, and collegiality.*



Organizational Values Recommendations

- We find many times that organizations that struggle with good governance and employee conduct often fail to have adopted and adhere to a set of Organizational Values.
- Organizational Values should provide the expected behaviors or “boundaries” in which the Governing Body and Staff are expected to carry out their functions, and by extension - the Goals and Outcomes in the Strategic Plan.
- Promote Organizational Values at all levels (*including the Governing Body*), but especially during onboarding of new employees to set the expected standard.

Step #4:

Strategic Pillars, Goals, & Objectives / Initiatives

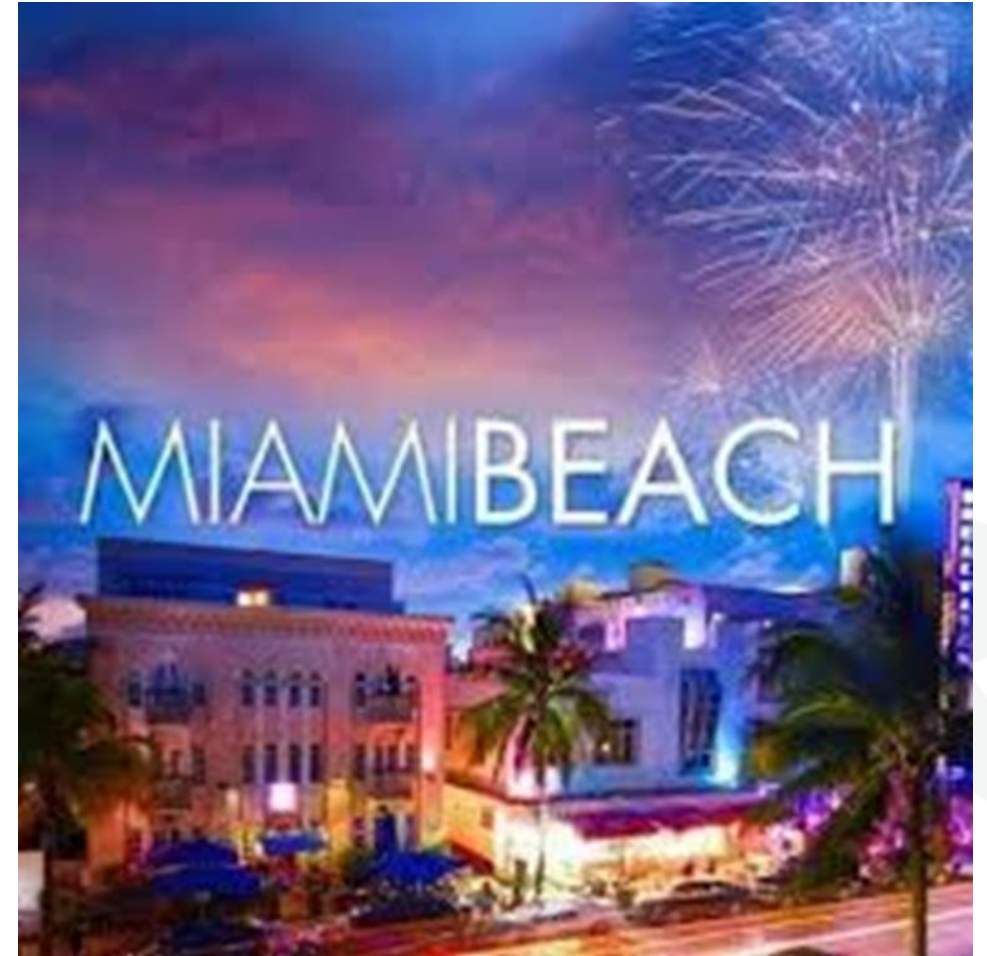
Ideally, strategic initiatives should be grouped into functional areas or Pillars with accompanying statements, and then include strategic Goals, Objectives, or Initiatives under each Pillar.

In a fully developed Strategic Plan, Objectives & Initiatives should have associated Key Success or Performance Indicators to measure progress.

Foundational Document

Miami Beach Strategic Plan

- **5 Strategic Pillars with 47 Priorities:**
 - I. Prosperous City:**
 - 17 Priorities
 - II. Safe City:**
 - 6 Priorities
 - III. Resilient Coastal City:**
 - 6 Priorities
 - IV. Connected & Engaged City:**
 - 10 Priorities
 - V. Smart City:**
 - 8 Priorities



Ormond Beach Strategic Plan

- **6 Strategic Pillars with 28 Goals & 39 Priorities:**
 - I. Transportation & Community Development:**
 - 5 Goals & 6 Priorities
 - II. Economic Development:**
 - 4 Goals & 6 Priorities
 - III. Governance:**
 - 5 Goals & 6 Priorities
 - IV. Public Safety:**
 - 6 Goals & 6 Priorities
 - V. Quality of Life:**
 - 4 Goals & 11 Priorities
 - VI. Water Quality & The Environment:**
 - 4 Goals & 5 Priorities



Foundational Document



- **6 Strategic Pillars with 28 Priorities:**
 - **Direction for Strategic & Economic Growth**
 - 4 Priorities
 - **Operational Excellence**
 - 5 Priorities
 - **Maximize the Development of the McKinney National Airport**
 - 4 Priorities
 - **Financially Strong Government**
 - 4 Priorities
 - **Enhance the Quality of Life in McKinney**
 - 5 Priorities
 - **Safe & Secure Community**
 - 6 Priorities

North Port Strategic Vision Plan

- **7 Strategic Pillars with 34 Priorities & 92 Indicators**
 - **Safe Community:**
 - 2 Priorities & 13 Indicators
 - **Quality of Life:**
 - 5 Priorities & 19 Indicators
 - **Economic Development & Growth Management:**
 - 7 Priorities & 18 Indicators
 - **Environmental Resiliency & Sustainability:**
 - 2 Priorities & 7 Indicators
 - **Infrastructure & Facilities:**
 - 10 Priorities & 13 Indicators
 - **Good Governance:**
 - 7 Priorities & 22 Indicators
 - **Disaster Response & Recovery Management:**
 - 1 Priority & 0 Indicators



Example #1

New Strategic Planning Process Miami Beach, Florida





Prosperous Vibrant City Area

- **Vision:** *“An iconic and vibrant City with a special flavor of arts, culture, education, and business.”*
- **Objective:** *“Build on our internationally recognized reputation by balancing tourism and development initiatives to enrich the quality of life and vitality of our neighborhoods, schools, and commercial areas.”*



Proposed Prosperous Vibrant City Goals

- Continue the City's focus to recognize and preserve the community's historic structures.
 - Rebuilding the Historic Hotel Deaville in North Beach.
 - Re-Imagining the Byron Carlyle Theatre in North Beach to become a multi-faceted arts complex including workforce housing.
- Relocating Fire Station #1 to protect a historic structure to be converted into a new Community Center.
- Pursue World Class exceptional projects and programs.
 - Pursue the conversion of the 17th – Lincoln – Washington corridor into a Live, Work, & Play area.
 - Completion of Ocean Drive beautification, sidewalk, lighting, and landscaping plan.



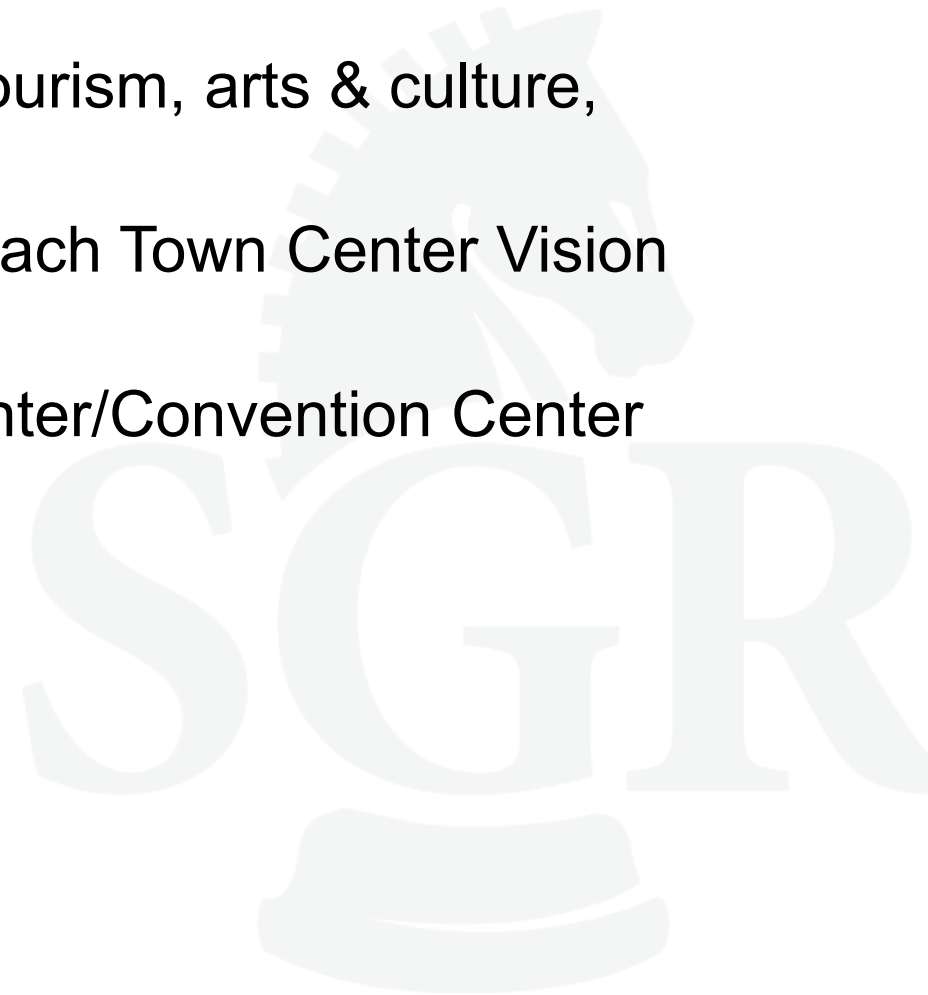
Proposed Prosperous Vibrant City Goals

- Pursue diversified housing options and affordability/attainability for current and future residents.
- Pursue the possibility of attracting FIU and/or Miami Dade University outposts in Miami Beach.
- Improve City processes and regulations to support a business climate of innovation, entrepreneurship, and investment.
- Complete the South Shore Community Center programming plan.
- Continue to engage with 41st Street community to identify beautification, redevelopment, streetscapes, lighting, etc. opportunities.
- Leverage community arts and cultural partners to elevate the Miami Beach experience.
- Attract Full Time Local Residents.



Proposed Prosperous Vibrant City Goals

- Continue to change the Nature of Tourism (eco-tourism, arts & culture, health & wellness, and dining.)
- Continue to support achievement of the North Beach Town Center Vision Plan.
- Continue to explore ways to improve the City Center/Convention Center Campus.





Safe City Area

- **Vision:** *“A Safe City with a mosaic of residents, businesses, and visitors enjoying life in quintessential neighborhoods, commercial areas, and public spaces.”*
- **Objective:** *“Build resident satisfaction through safety, cleanliness, parks and modern codes.”*



Proposed Safe City Goals

- Strive to maintain one of the lowest crime rates among comparable cities
- Build community partnerships that leverage education & resources to enhance both the real and perceived safety perceptions in the community.
- Implement community policing practices to increase the visibility and engagement of our Police Officers with residents, visitors, and businesses.
- Implement measures to ensure a holistic approach to community safety through policing, fire inspections, code enforcement, planning & design standards, lighting, etc.
- Explore stepped-up enforcement and penalties with repeat violators of the City's public safety and code enforcement standards.
- Pursue initiatives that improve the overall beautification and cleanliness of both public and private property in the City.



Resilient Coastal City Area

- **Vision:** *“A resilient coastal City with a healthy environment and modern infrastructure.”*
- **Objective:** *“Protect and enhance our natural and built environments through leading edge resilience infrastructure initiatives and investments in support of the longevity and sustainability of our community.”*



Proposed Resilient Coastal City Goals

- Consider private property adaptation programs to encourage sustainability improvements in the community.
- Explore design standards and codes to mitigate the impacts of heat islands in the community.
- Consider improvements to address Parkview Island water flow/quality
- Prioritize and pursue Water, Sewer, and Storm Water Master Plan Projects utilizing data driven methods coupled with enhanced communication strategies to convey the needs for the subject projects.
- Explore multi-funding opportunities to finance desired sustainability capital improvements.
- Maintain strong sanitary sewer and stormwater infrastructure systems to aid in the preservation of area water resources.



Connected & Engaged City Area

- **Vision:** *“A Connected & Engaged City in support of a Live, Work, & Play environment where enhanced mobility options to public spaces, cultural, recreational, and educational facilities, and special events contribute to a sense of belonging and community pride.”*
- **Objective:** *“Embrace a multi-modal philosophy to encourage non-motorized mobility options to reduce congestion and providing enhanced connectivity to our neighborhoods, schools, employment, special events, open spaces, businesses, and attractions.”*



Proposed Resilient Coastal City Goals

- Develop multi-modal connectivity, to assist the City in becoming less car-centric, including micro-mobility options, to neighborhoods, commercial areas, educational and cultural facilities, and environmental greenway/waterfront points of interests.
- Complete the Bay Walk Bridge Project.
- Pursue the implementation of “Blue Zone” principles in Miami Beach
- Explore ongoing use of water taxi operations to enhance connectivity and reduced dependency on vehicles.
- Pursue the completion of the Beachwalk along the sand dunes as a parallel path to expand capacity and reduce traffic restrictions.
- Explore the replacement of the existing and problematic drawbridge at 63rd with a functional flyover.



Proposed Resilient Coastal City Goals

- Consider the design of the Metromover/Baylink train infrastructure from Downtown Miami to 5th Street to include a pedestrian/micromobility deck that connects into the Underline to extend 10-mile linear park to CMB.
- Investigate possible changes in our Zoning Standards to incentivize multi-modal transportation with the goal of minimizing the need for vehicular parking.
- Work collaboratively with the Transportation Planning Organization (TPO) to advance strategic improve egress/ingress transportation projects outside of Miami Beach that impact inner-city transportation corridors.
- Pursue initiatives that encourage a multi-generational demographic of residents in the City.



Smart City Area

- **Vision:** *“A Smart City of high quality and efficient governance, services, and employees”*
- **Objective:** *“Develop and promote transparent City governance where community engagement and data-driven policy decisions are considered by the City Commission while leveraging employee strengths and innovative approaches in the delivery of exemplary municipal services and programs.”*



Smart City Goals

- Recognize the City Commission's responsibilities to provide strategic governance and oversight of the organization's direction and policies, while understanding the Administration's role in implementing the goals and objectives of the governing body.
- Strive to achieve the public's trust through honest, transparent, respectful, and equitable behavior in conducting City business.
- Provide citizen education and engagement processes to assist in the community's data-driven decision-making.
- Review the City's current permitting process with the goal of achieving a customer-focused streamlined permitting system to stimulate economic development and /redevelopment.
- Attract, develop, and support the best talent for Miami Beach to be recognized as an *Employer of Choice*.



Proposed Smart City Goals

- Advocate for the need to restore and respect Home Rule Authority by the Florida State Legislature.
- Continue to implement various G.O. Bond projects.
- Leverage technology to improve efficiencies of City services.



EXAMPLE #2

Evolution of North Port, Florida Strategic Plan





Safe Community Pillar

“Create and sustain a safe community for residents, businesses, and visitors of North Port”

Core Services

- Law Enforcement Patrol Services
- Criminal Investigations
- Community Education (Police Department)
- Emergency Medical Services
- Life Safety/Fire Prevention Services
- Emergency Services (Fire Rescue)
- Public Education (Fire Rescue)
- Permitting, Plans Review, and Inspections
- Code Enforcement
- Contractor and Business Licensing



Safe Community Priorities, Programs/Initiatives & Indicators

Priority 1. Provide efficient, effective staffing and facilities to ensure a high level of services and response times for Public Safety services.

Programs/Initiatives:

- Strive to maintain one of the lowest crime rates among comparable cities.
 - **SC - Indicator 1.1:** Maintain a 90% or above rating for residents with a positive view of North Port as a place to live.
 - **SC - Indicator 1.2:** Maintain an average response time for all Police service calls at ten (10) minutes or less.
 - **SC - Indicator 1.3:** Reduce the number of violent crimes from the rolling 3-Year average rate by 5% per year.



Safe Community Priorities, Programs/Initiatives & Indicators

- Maintain the Fire Department's Insurance Service Office (ISO) #1 rating and provide responsive, efficient fire and Emergency Medical Services (EMS).
 - **SC - Indicator 1.4:** Maintain or reduce average response time of seven (7) minutes or less for 90% of EMS service calls.
 - **SC - Indicator 1.5:** Maintain or reduce average response time of eight (8) minutes or less for 90% of Fire service calls.
 - **SC - Indicator 1.6:** Maintain satisfactory to exceptional quality of care in 99% of persons requesting medical treatment.
 - **SC - Indicator 1.7:** Maintain 99% compliance with current EMS Protocols.



Safe Community Priorities, Programs/Initiatives & Indicators

- Build cohesive community partnerships that leverage education & resources to address critical community concerns.
- Provide for the safety of our citizens and visitors through effective life safety, education, and fire inspection programs.
 - **SC - Indicator 1.8:** Perform annual Fire & Life Safety Inspections to 100% of businesses located within the City.
 - **SC - Indicator 1.9:** Within 45 days of initial Fire & Life Safety Inspection, achieve 95% compliance with applicable Fire & Life Safety Codes.



Safe Community Priorities, Programs/Initiatives & Indicators

- Maintain a Comprehensive Emergency Management training program which addresses the internal and external needs of both the City and supporting jurisdictions/ organizations.
 - **SC - Indicator 1.10:** Conduct a minimum of fifteen (15) Emergency Management Training courses during FY 2025.
 - **SC - Indicator 1.11:** Achieve and maintain a 90% rate of staff current on required Emergency Management training.

Priority 2. Ensure the physical security of City assets and operations.

- **SC - Indicator 2.1:** Complete security assessment of City Hall with recommendations.



Quality of Life Pillar

“Protect and promote North Port’s community wellness and its natural resources, recreational assets, cultural diversity, ethnic, and historical heritage.”

Core Services

- Community Enrichment Services and Support (Social Services)
- Community Park System
- North Port Aquatic Center
- Community Enrichment
- Parks Maintenance
- Coordination of Special Events (Public Works / Facilities)



Quality of Life Priorities, Programs/Initiatives & Indicators

Priority 1. Encourage the availability of cultural, music, entertainment, public gathering opportunities, athletic tournaments, and recreational offerings, and support efforts that promote the natural character and enhance the identity of our neighborhoods to build cohesiveness and a better “sense of place” for North Port.

Programs/Initiatives:

- Develop strategic partnerships and programs to educate residents and visitors about North Port’s heritage, historical buildings, archives, and unique environmental assets.
 - **QoL - Indicator 1.1:** Budget to hire a Planner dedicated to Historic and Environmental Resources in FY 2024.
 - **QoL - Indicator 1.2:** After hiring a Historic and Environmental Resources Planner, propose a Historic and Environmental Resources Preservation Plan to the City Commission for adoption.



Quality of Life Priorities, Programs/Initiatives & Indicators

- Develop multi-modal connectivity to historical, cultural, and recreational locations, including neighborhoods, and environmental greenway & blueway points of interests.
 - **QoL Indicator - 1.3:** Begin implementation of multi-modal connectivity plan, pending adoption of Mobility Fee (formerly Transportation Fee), by acquiring needed property.
 - **QoL - Indicator 1.4:** Improve the pedestrian experience by designing and filling gaps identified in the sidewalk network beginning in FY 2025.

Priority 2. Respond to community needs by providing a robust, active system of Parks & Recreation facilities, programs, events, and services that increase wellness and enrich life experiences.

Programs/Initiatives:

- Be recognized as a leader in Parks & Recreation with a reputation for diverse, high-quality parks and natural spaces.



Quality of Life Priorities, Programs/Initiatives & Indicators

- **QoL - Indicator 2.1:** Maintain improved property designated for Parks at a level of service of four (4) acres per 1,000 residents.
- **QoL - Indicator 2.2:** Maintain a rate of eight (8) acres of property designated for Parks per 1,000 residents.
- **QoL - Indicator 2.3:** Maintain the percentage of residents satisfied with North Port's arts, culture, music, and recreational programming and events activities at or above 85%.
- **QoL - Indicator 2.4:** Increase utilization levels of Parks & Recreation facilities and amenities by 5% annually.
- **QoL - Indicator 2.5:** Increase the attendance at Parks & Recreation special events by 4% annually.



Quality of Life Priorities, Programs/Initiatives & Indicators

- **QoL - Indicator 2.6:** Maintain a patrons' rating at 80% or higher on the overall satisfaction with Parks & Recreation facilities.
- **QoL - Indicator 2.7:** Maintain a patrons' rating of 80% or higher on the cleanliness of Parks & Recreation facilities.

Priority 3. Support opportunities for expanded amenities, resources and cost savings through community partnerships, nonprofits, and collaboration (i.e., facilities, programs, special events, tournaments, etc.)

- **QoL - Indicator 3.1:** Maintain or increase the number of community partnerships to support the delivery of Parks & Recreation services and amenities



Quality of Life Priorities, Programs/Initiatives & Indicators

- **QoL - Indicator 3.2:** Parks & Recreation will experience an overall cost recovery goal of 20% or higher, excluding free community events.
- **QoL - Indicator 3.3:** Implement and promote the North Port Office of Aging and Community Resources to local non-profits to bridge accessibility gaps in the community by allowing at least three (3) agencies per year to offer services/support groups.
- **QoL Indicator 3.4:** Refer clients to proper resources and act as an information hub for residents.
- Aid citizens in developing or enhancing fundamental life skills in order to reach self-sufficiency and maintain housing stability.
 - **QoL - Indicator 3.5:** Partner with applicable non-profits, churches, Chamber of Commerce, and area schools to expand the Skills for Life program to serve a minimum of 80 residents annually, focusing on teens/young adults.



Quality of Life Priorities, Programs/Initiatives & Indicators

- **QoL - Indicator 3.6:** Support housing stability through direct assistance and homeless prevention activities.

Priority 4. Protect, conserve, and preserve environmentally sensitive lands and resources, including prudent acquisition.

Priority 5. Encourage the availability of access to acute health care, social, and emotional well-being for all ages in North Port.

- **QoL - Indicator 5.1:** Adopt incentives for development of medical facilities in Activity Centers through revisions to Unified Land Development Code (ULDC).



Economic Development & Growth Management Pillar

“Promote sustainable growth, investment, and development to achieve a vibrant and diversified economy, offering a mixture of services and local employment opportunities.”

Core Services

- Business Attraction and Recruitment Services
- Local Business Retention and Expansion Services
- Business Climate
- Current Planning
- Comprehensive Planning



Economic Development & Growth Management Priorities, Programs/Initiatives & Indicators

Priority 1. Support workforce development programs in partnership with federal, state, local, and not-for-profit organizations to influence the workforce pipeline supply.

Programs/Initiatives:

- Pursue the development of a diversified economy that supports a wide range of businesses and sectors representative of targeted employers.
 - **ED&GM - Indicator 1.1:** Decrease the out-of-city workforce commuter rate by 5% by 2025.
 - **ED&GM - Indicator 1.2:** Determine a realistic reduction of retail leakage (out of town spending) that can be realized within three years; create and implement a strategy to achieve the predetermined reduction.
 - **ED&GM - Indicator 1.3:** Increase the number of viable projects and maintain the project pipeline, specifically targeting jobs at or above the median wage of the region.



Economic Development & Growth Management Priorities, Programs/Initiatives & Indicators

Priority 2. Improve City processes and regulations to support a business climate of innovation, entrepreneurship, and investment.

Programs/Initiatives:

- Develop and approve a series of economic development incentive programs and policies to encourage targeted development investment opportunities.
 - **ED&GM - Indicator 2.1:** Develop incentive program(s) compatible with attracting and/or retaining high-wage employers.
 - **ED&GM - Indicator 2.2:** Implement concurrent application review to reduce overall review time.
 - **ED&GM - Indicator 2.3:** Implement “fast-track” program for identified Economic Development projects.



Economic Development & Growth Management Priorities, Programs/Initiatives & Indicators

- Improve & maintain a Business Retention & Expansion (BRE) and Business Recruitment & Attraction (BRA) Plans.
- Complete a customer-focused streamlined permitting process to stimulate economic development.
 - **ED&GM - Indicator 2.4:** Present the overall update to the Unified Land Development Code (ULDC) to City Commission for adoption.
 - **ED&GM - Indicator 2.5:** Develop a Post-Project Review/Audit process to ensure developer commitments have been completed and maintained.
 - **ED&GM - Indicator 2.6:** Process and review of land development petitions under established timelines 80% of the time.



Economic Development & Growth Management Priorities, Programs/Initiatives & Indicators

- Review and revise (if necessary) Master Plans in Activity Centers #1, #3, #5, #6, and #7.
- Seek and support enhanced availability of broadband access in North Port.
- Encourage walkable mixed-use development in North Port.
 - **ED&GM - Indicator 2.7:** Adopt incentives for walkable mixed-use development through revisions to Unified Land Development Code (ULDC).

Priority 3. Seek opportunities for strategic annexations in support of commercial development.

Priority 4. Strive to increase North Port's overall commercial/industrial land use percentage to 18% by 2033.

- **ED&GM - Indicator 4.1:** Publish Annual Report highlighting Total Taxable Value percentages of Industrial, Commercial, & Residential classifications year over year.



Economic Development & Growth Management Priorities, Programs/Initiatives & Indicators

Priority 5. Implement additional phases of the Warm Mineral Springs Master Plan and support development in North Port's Opportunity Zone, which includes Warm Mineral Springs, and the Legacy Trail trailhead.

Priority 6. Pursue diversified housing options and affordability for current and future residents.

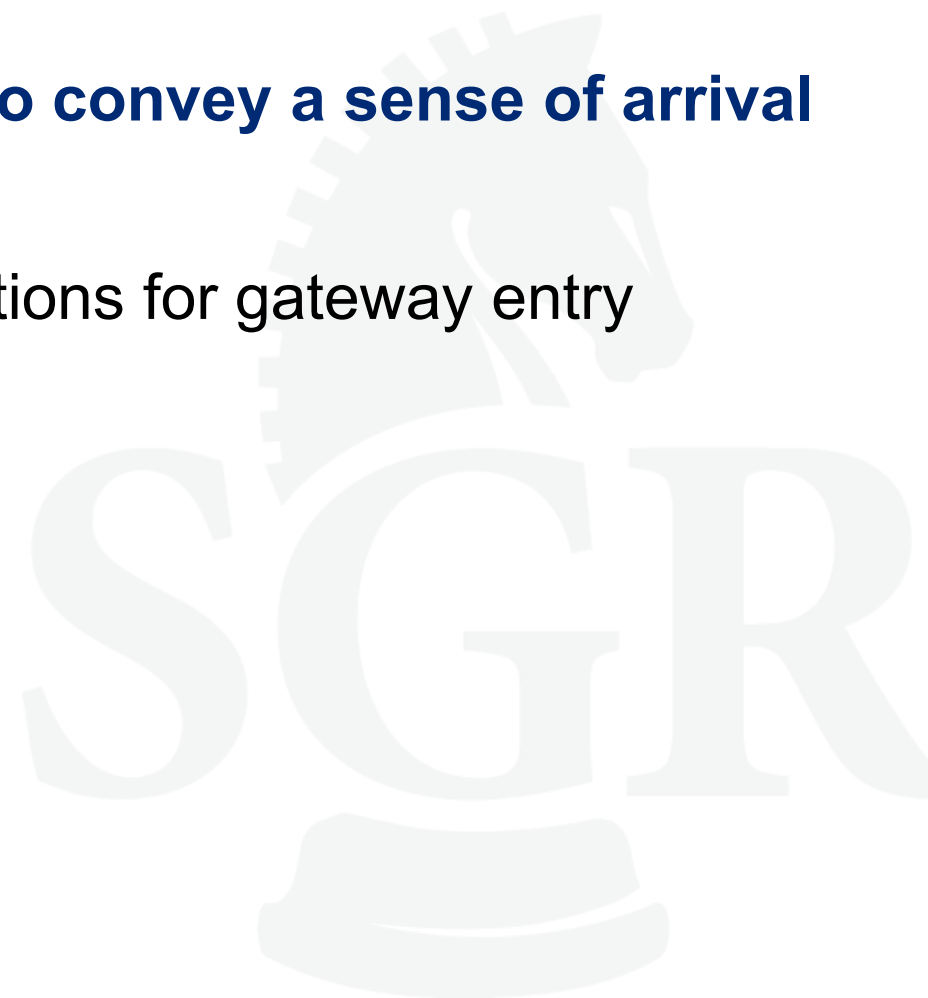
- **ED&GM** - Indicator 6.1: Undertake a Community Housing Needs Study with recommended options and strategies for the City Commission's consideration.
- **ED&GM** - Indicator 6.2: Propose options for affordable housing incentives to the City Commission.
- **ED&GM - Indicator 6.3:** Research and propose land use regulations to reflect inclusionary zoning.



Economic Development & Growth Management Priorities, Programs/Initiatives & Indicators

Priority 7. Improve City gateway entry features to convey a sense of arrival in North Port.

- **ED&GM - Indicator 7.1:** Explore and present options for gateway entry features.





Environmental Resiliency & Sustainability Pillar

“North Port seeks to be the role model in the region as a community that values environmental resiliency and sustainability in the design and operation of its facilities, programs, services, and development through forward-thinking policies, ordinances, and education.”

Core Services

- Community Park System
- Current Planning
- Comprehensive Planning
- Permitting, Plans Review, and Inspections
- Solid Waste Collection
- City Facility and Property Maintenance
- Water Treatment / Distribution
- Wastewater Collection and Treatment



Environmental Resiliency & Sustainability Priorities, Programs/Initiatives & Indicators

Priority 1. North Port's programs, facilities, and operations should visibly encourage conservation, sustainability, water quality testing, and recycling practices and through development standards, codes, and ordinances that provide for a balance of green space and afford protection of the community's tree canopy.

Programs/Initiatives:

- All new and/or redeveloped public facilities should reflect Leadership in Energy and Environmental Design (LEED)-like standards.
 - **ER&S - Indicator 1.1:** Report highlighting LEED-like standards incorporated in new facilities or substantially remodeled facilities.



Environmental Resiliency & Sustainability Priorities, Programs/Initiatives & Indicators

- Pursue “Green” infrastructure and development standards.
 - **ER&S - Indicator 1.2:** Offer public education and outreach programs to a variety of resident groups aimed at increasing knowledge of recycling and solid waste practices.
 - **ER&S - Indicator 1.3:** Through water quality testing, monitor and make recommendations to maintain water quality standards for freshwater flowing streams in accordance with FAC 62-302.531 NNC.
 - **ER&S - Indicator 1.4:** Support the revised Unified Land Development Code (ULDC) target of 35% of North Port land covered by tree canopy by procuring appropriate software solutions in order to measure current canopy.
 - **ER&S - Indicator 1.5:** Build Green Infrastructure standards for new development into the Unified Land Development Code (ULDC).



Environmental Resiliency & Sustainability Priorities, Programs/Initiatives & Indicators

Priority 2. Support the protection of native species and habitats via public education, land acquisition, and conservation.

- **ER&S Indicator 2.1:** Develop recommendations of incentives for property owners/developers to preserve onsite habitats for threatened or protected animal and plant species.
- **ER&S Indicator 2.2:** Develop and propose methods to ensure adequate land for recreation, open space, and conservation.



Infrastructure & Facilities Integrity Pillar

“Develop and maintain the City’s public facilities, roads, bridges, water control structures, stormwater drainage, waterways, potable water, wastewater collection and treatment (reclamation) systems, and promote multimodal transportation opportunities throughout the City to meet current and future needs.”

Core Services

- Road Infrastructure
- Stormwater Control
- City Facility and Property Maintenance
- Water Treatment / Distribution
- Wastewater Collection and Treatment
- Collection and Distribution (Utilities / Field Ops)
- Engineering (Utilities)



Infrastructure & Facilities Integrity Priorities, Programs/Initiatives & Indicators

Priority 1. Proactively rehabilitate the water control structures and stormwater conveyances (roadside swales, drainage outfalls, retention ditches and waterways) to design specifications to reduce flooding.

- **I&F - Indicator 1.1:** Annual report highlighting linear feet of open stormwater conveyances and pipes rehabilitated with the goal being to complete one section grid per year and 80% of the compliant list.

Priority 2. Rehabilitate roadways and bridges under the jurisdiction of North Port to ensure integrity, and a safe and reliable transportation network.

- **I&F - Indicator 2.1:** Annual report of rehabilitated lane miles by types of roadways.
- **I&F - Indicator 2.2:** Rehabilitate identified high use bridges for safety and welfare.



Infrastructure & Facilities Integrity Priorities, Programs/Initiatives & Indicators

Priority 3. Improve East-West connectivity of the City's transportation systems.

- **I&F - Indicator 3.1:** Satisfactory or above rating of overall traffic flow throughout the City increasing year over year.

Priority 4. Ensure the reliability and capacity of public water and water reclamation (wastewater) services and provide increased access to such as the community expands.

Program/Initiative:

- Proactively maintain the wastewater gravity collection system and lift station infrastructure in a planned manner.
 - **I&F - Indicator 4.1:** Increase the percentage of new homes being constructed on public water and reclamation (wastewater) services versus on-site well and septic year over year.



Infrastructure & Facilities Integrity Priorities, Programs/Initiatives & Indicators

- **I&F - Indicator 4.2:** Continue the Neighborhood expansion program to expand access to an affordable and efficient wastewater collection and treatment system.
- **I&F - Indicator 4.3:** Clean and televise 3% of gravity sewer mains per quarter as part of Utility Preventative Inflow & Infiltration (I & I) Maintenance Program.
- **I&F - Indicator 4.4:** Rehabilitate and bring seven (7) lift stations to current standard annually.

Priority 5. Implement the long-range plan to loop potable water lines in residential areas to ensure safe and reliable service.

- **I&F - Indicator 5.1:** Continue progress on planned areas based upon funding availability.



Infrastructure & Facilities Integrity Priorities, Programs/Initiatives & Indicators

Priority 6. Use preventative maintenance methods and future needs analysis to maintain and build City assets in a timely and prioritized process.

- **I&F - Indicator 6.1:** Establish City Facility Preventative Maintenance Program during FY 2024.

Priority 7. Partner with Florida Department of Transportation and Charlotte County to enhance connectivity and establish a new I-75 interchange at Yorkshire Street or Raintree Boulevard.

- **I&F - Indicator 7.1:** Ongoing communication with stakeholders to lock-in the design, establish the budget and draft timeline of interchange(s).



Infrastructure & Facilities Integrity Priorities, Programs/Initiatives & Indicators

Priority 8. Maintain public buildings in a state of good condition with capacity to enable various City staff to provide effective municipal services.

Program/Initiative:

- Undertake a comprehensive study of the City's facilities, (including the Emergency Operations Center) to determine possible additional hardening and infrastructure projects, including the identification of priorities, costs, and potential funding sources.
- **I&F - Indicator 8.1:** Increase percentage of residents and employees who are satisfied with the condition of City-owned facilities.
- **I&F - Indicator 8.2:** Annual report of facilities maintenance work orders, highlighting type or work order and completion time, with a goal to complete 90% of routine maintenance requests within ten (10) days.



Infrastructure & Facilities Integrity Priorities, Programs/Initiatives & Indicators

Priority 9: Construct/remodel/renovate City facilities as needed to improve efficiencies and access to prepare for future growth.





Good Governance Pillar

“Develop and promote transparent City governance where policy decisions are considered by the City Commission that foster trust and community engagement, utilizing departmental strengths and innovative approaches to facilitate effective and efficient delivery of municipal services and programs.”

Core Services

- Community Connection Services
- Community Communication Services
- Fostering Community Values
- Access to Information Primary
- Support the Use of Technology
- Accounting Services
- Budget Development and Oversight
- Payroll Services Primary
- Purchasing
- Workforce Recruitment, Retention, and Support
- Risk Management
- Fleet Management
- Utility Billing / Quality Customer Service



Good Governance Priorities

Priority 1. Provide convenient, modern, and technologically advanced municipal services to both internal and external customers.

Programs/Initiatives:

- Improve 24-7 access to City services through enhanced website portal and related online forms and services.
 - **GG - Indicator 1.1:** Increase the percentage of Utilities Electronic Bill (E-Bill) customers year over year.
 - **GG - Indicator 1.2:** Utilize enhanced Transparency website and online budget tool.



Good Governance Priorities, Programs/Initiatives & Indicators

- Complete the establishment of the Customer Care Center Information system.
- Provide enhanced citizen education and engagement processes to assist in elected and appointed officials' data-driven decision-making.
 - **GG - Indicator 1.3:** Develop of a robust Citizen's Academy to encourage, engage, and develop future leaders for the various City Boards & Committees.
 - **GG - Indicator 1.4:** Publish the number and track participation at Town Hall Meetings, Question & Answer Sessions, Surveys (including results & outcomes), and other opportunities for public input.



Good Governance Priorities, Programs/Initiatives & Indicators

- Automation of Performance Reporting, Procurement, Records Management, Travel Requests/ Authorizations/ Reimbursements.
 - **GG - Indicator 1.5:** Adoption and implementation of automated procurement approval process.
 - **GG - Indicator 1.6:** Adoption and implementation of automated travel approval process.

Priority 2. Maximize outside financial resources and support through partnerships, grants, and proactive fiscal management.

- **GG - Indicator 2.1:** Increase the number of new grant funder applications by 15% over the next five (5) years.



Good Governance Priorities, Programs/Initiatives & Indicators

Priority 3. Provide a multi-year budget “snapshot” to show expenses that will increase over a multi-year period with revenue projections and impacts of different millage rate adoptions.

- **GG - Indicator 3.1:** Annual report highlighting Per Capita Budget; Budget per Square Mile; Effective Millage Rate; and Capital Project Budget as percentage of Total Budget compared to peer municipalities over time.
- **GG - Indicator 3.2:** Implement 10-year planning cycle for Renewal & Replacement Funds.
- **GG - Indicator 3.3:** Develop and implement an annual collaborative revenue analysis and rate request review process between Finance and all Districts during the FY 2024 budget process.



Good Governance Priorities Programs/Initiatives & Indicators

- **GG - Indicator 3.4:** Continued utilization of 10-year Financial Sufficiency Plan for the Fire Rescue District to ensure sustainability and transparency.

Priority 4. Implement a Performance Management System to include internal and external reporting, including development, testing, percentage complete, milestones achieved, staff hours invested, etc.

- **GG - Indicator 4.1:** Refine the current dashboard to report strategic objectives and operational metrics.
- **GG - Indicator 4.2:** City Manager's Office to maintain an 80% or better rate for submitting timely and complete items for City Commission Meeting Agendas.
- **GG - Indicator 4.3:** Monthly report highlighting City Commission attendance on assigned Board Committee Meetings at 80% or better participation.



Good Governance Priorities Programs/Initiatives & Indicators

Priority 5. Educate new and established residents and businesses on City services and offerings and *Florida Friendly* environmental practices.

- **GG - Indicator 5.1:** Maintain stock and track the number of Welcome Packets provided to residents, visitors, and businesses through the Utilities Department.
- **GG - Indicator 5.2:** Develop an online Welcome Packet to include relevant information for new residents, visitors, and businesses.

Priority 6. Strive to have North Port Departments attain State and/or National Accreditation status with their respective associations.

- **GG - Indicator 6.1:** Apply for and receive applicable Award recognitions through industry associations and related organizations.



Good Governance Priorities Programs/Initiatives & Indicators

- **GG - Indicator 6.2:** Receive above average satisfaction rates from Annual Community Interest Survey.

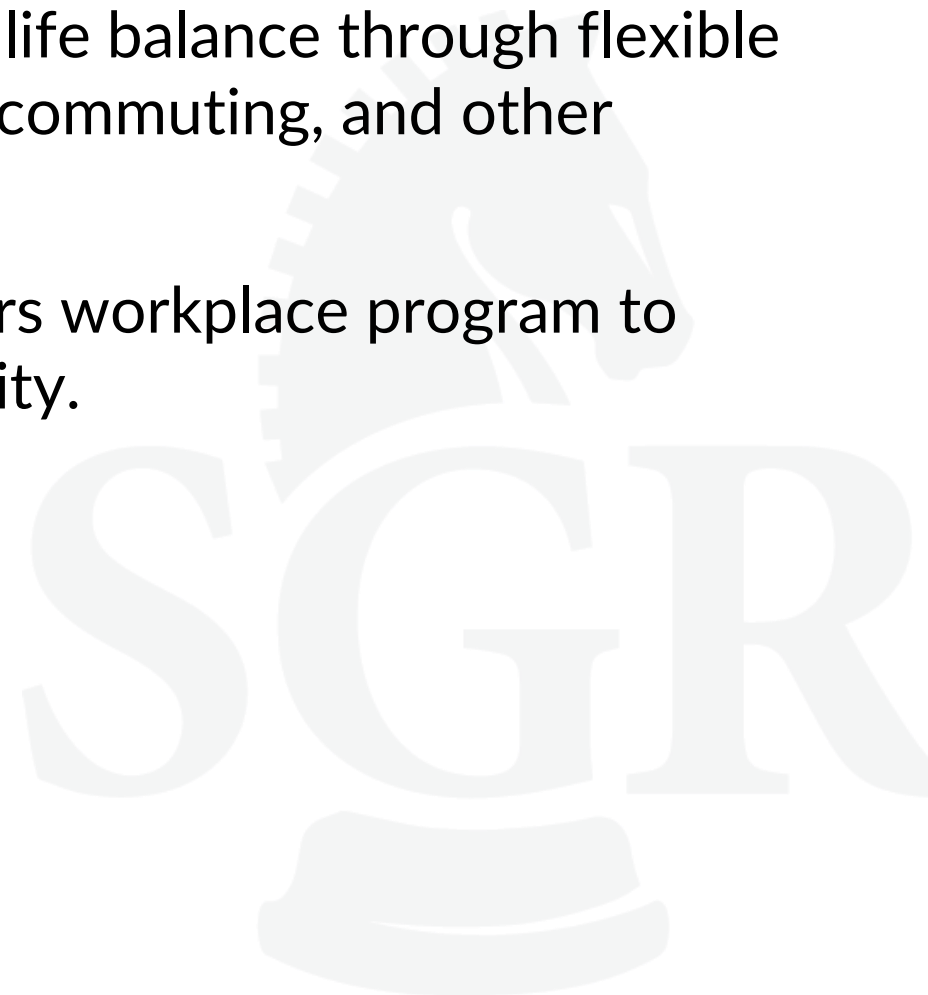
Priority 7. Attract, develop, and support the best talent to be recognized as an Employer of Choice.

- **GG - Indicator 7.1:** Increase the number of vendors and participants at the Annual Employee Wellness & Safety Fair and other employee events.
- **GG - Indicator 7.2:** Develop internship and apprenticeship program and partner with local colleges, including Sarasota County Technical Institute.
- **GG - Indicator 7.3:** Utilize feedback received on the Employee survey to measure and improve workplace conditions that drive employee engagement and enhance employee motivation.



Good Governance Priorities Programs/Initiatives & Indicators

- **GG - Indicator 7.4:** Provide opportunities work-life balance through flexible scheduling, alternative shifts, remote work/telecommuting, and other strategies.
- **GG - Indicator 7.5:** Grow Big Brothers Big Sisters workplace program to provide mentorship to students in our community.





Disaster Response & Recovery Management

“In light of North Port’s geographic location, ensure that the City’s municipal programs and services are proactively structured to plan, sustain during an event, and recover from natural disasters.”

Core Services

- Financial Services
- Human Resources
- City Facility and Property Maintenance
- Water Treatment/ Distribution
- Wastewater Collection and Treatment
- Collection and Distribution (Utilities/Field Ops)
- Engineering (Utilities)
- Solid Waste
- Public Information / Communications
- Police / Fire / Rescue Services
- Code Enforcement



Disaster Response & Recovery Management Priorities, Programs/Initiatives & Indicators

Priority 1. Complete a Post-Hurricane Ian Review of Municipal Emergency Management Operations and revise programs, procedures, strategies, etc. as needed based on lessons learned.

Programs/Initiatives:

- Evaluate the City's Emergency Communication Plan to ensure essential pre-, ongoing, and post-disaster information messaging is effective.
- Develop and refine (as necessary) policies, procedures, record keeping, and related systems to ensure City can maximize financial reimbursements from the Federal Emergency Management Administration (FEMA) and the Florida Division of Emergency Management (FDEM) for eligible declared disasters.

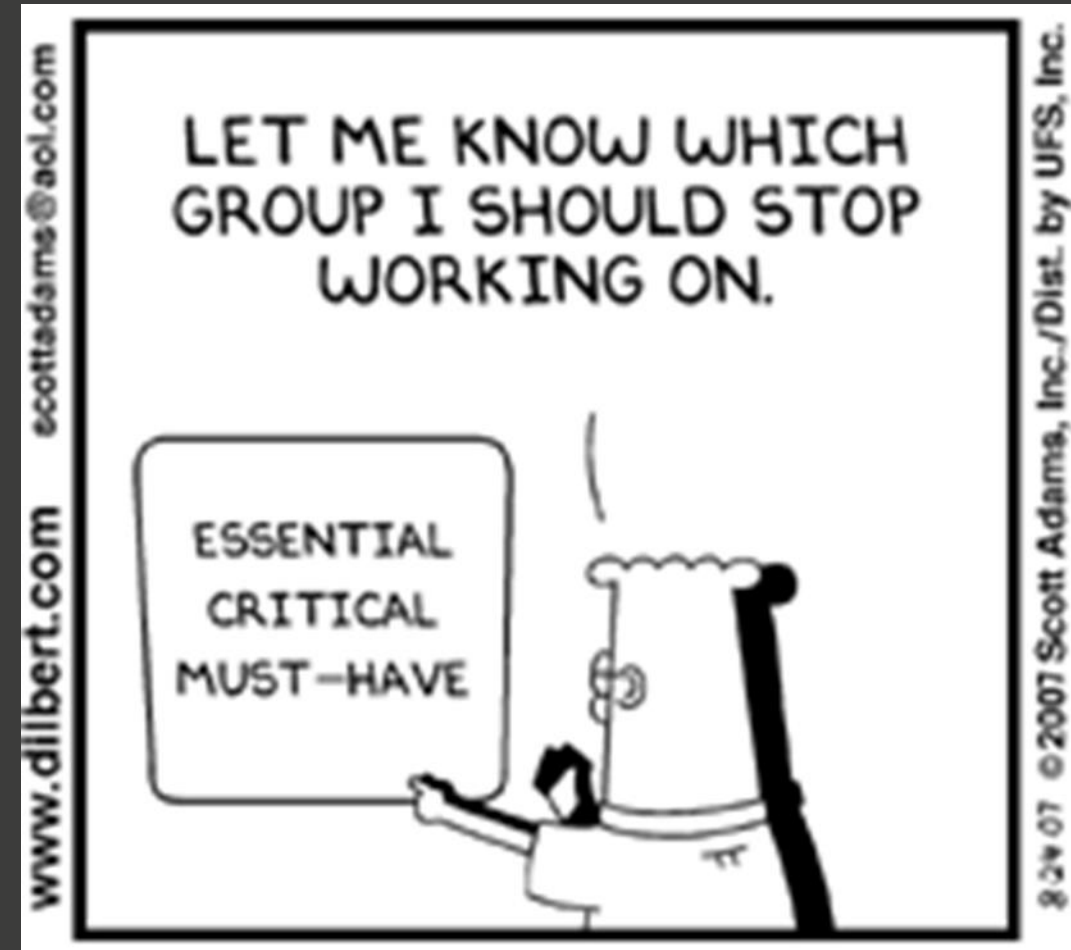


Disaster Response & Recovery Management Priorities, Programs/Initiatives & Indicators

- Evaluate the City's current Fund Balance Policy to determine if it is adequate to meet carrying costs from a disaster event prior to receiving eligible reimbursements from federal and/or state sources.
- Explore the establishment of a tree replacement program to mitigate the impacts to North Port's tree inventory Post-Hurricane Ian.
- Evaluate the City's role in potentially providing financial assistance, waivers of fees, etc. to business and residents following a post-disaster event.

Step #5:

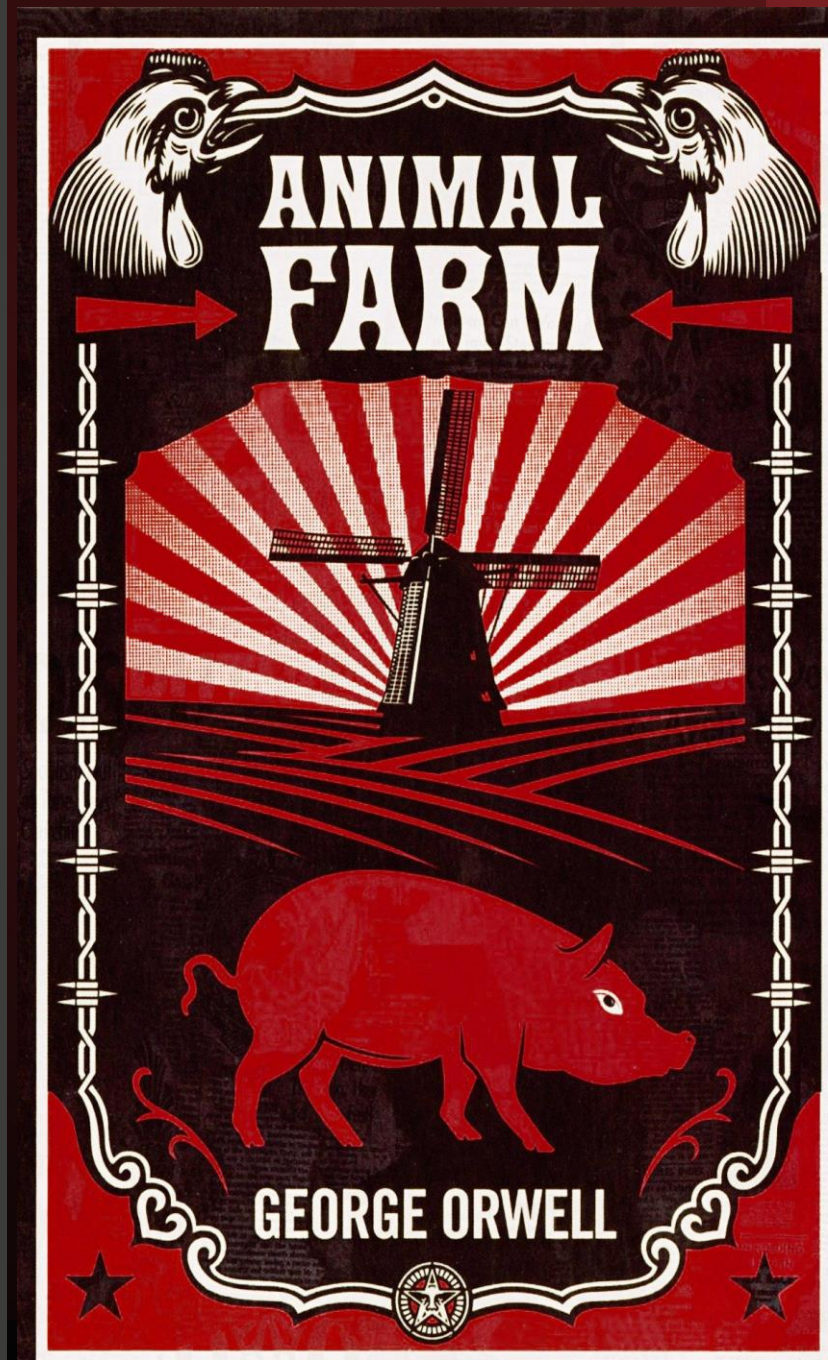
Prioritization of Strategic Goals & Priorities



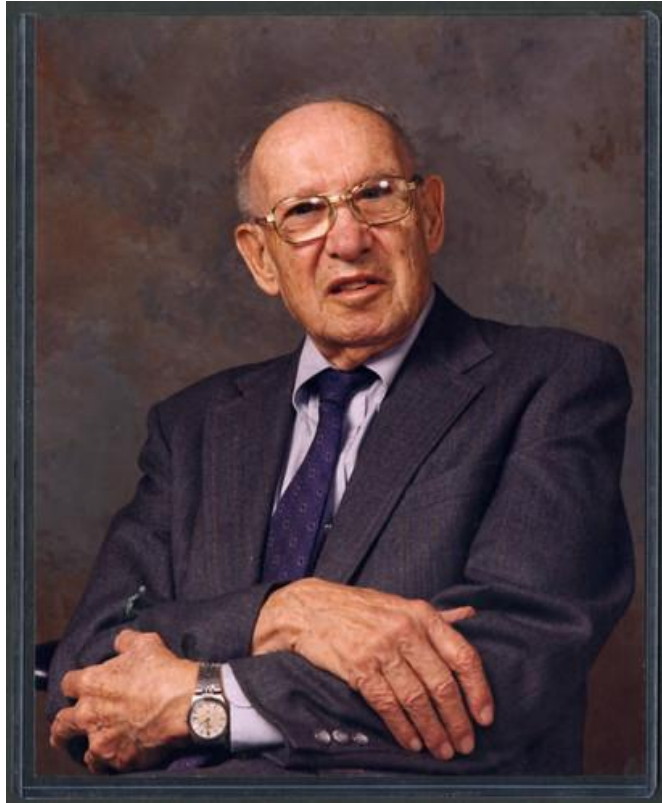
Everything Can't Be Equal....

“All animals are equal, but some animals are more equal than others.”

George Orwell – *Animal Farm*



Peter Drucker - *Management Challenges for the 21st Century*



- *“All living organisms must have a functioning system of elimination...or they will soon perish.”*
- Most governing bodies continue to add new expectations, new priorities & initiatives, and new major projects without first evaluating what could be eliminated in order to free up organizational capacity to free up the required resources for these new priorities
- Accordingly, governing bodies should regularly and proactively evaluate what they will stop doing to free up the necessary resources to pursue future priorities and initiatives
- Peter Drucker refers to this proactive approach as “Organized Abandonment”

Drucker - Abandonment called for in these 3 cases

PETER F. DRUCKER

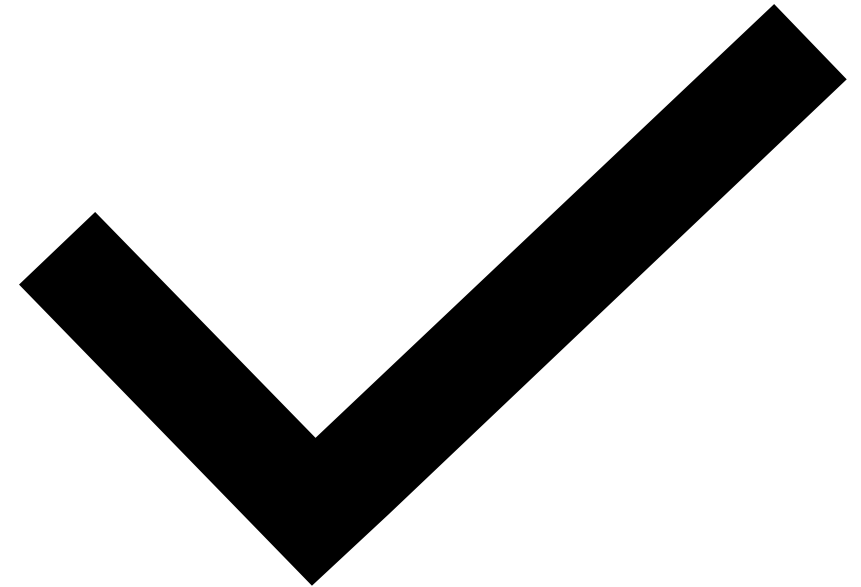
Management Challenges for the 21st Century

*"Invaluable advice for building a business bridge to the 21st century."
—Kirkus Reviews*

1. Abandonment is the right action if a service, product, market, or process still has a few good years of life.
2. Abandonment is the right action if the only argument for keeping a service, product, market, or process is that it's already paid for.
3. Abandonment is the right action if the maintenance of the old and declining service, product, market, or process is causing a new and growing service, product, market, or process to be starved, stunted, or neglected.

Goal Prioritization Process

- A formalized prioritization of the Governing Body's Goals/Priorities can provide Staff with a better sense of the relative importance of the Goals/Priorities.
- Governing Body Members are asked to individually rank their Goals/Priorities through a survey to better gauge those that have greater support by the Governing Body as a whole.
- The Governing Body subsequently meets to review the results of the prioritization process and discuss possible changes.
- Following the Prioritization process, the Governing Body adopts the new Strategic Plan to provide Staff with direction in the upcoming years.



EXAMPLE #3

Strategic Plan Prioritization Process Ormond Beach, Florida



Transportation & Community Development Pillar

“To ensure the charm and rich history of our community’ is well-maintained through responsible development/redevelopment through the provision of infrastructure to meet current and future needs.”



Transportation & Community Development Priorities

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Trail connectivity to Penland Property conservation land	20.00% 1	0.00% 0	20.00% 1	20.00% 1	40.00% 2	5	3.60
Trail connectivity along the Halifax River to US 1 and to the I-95 interchange with connectivity to Ormond Scenic Loop and Trail	20.00% 1	0.00% 0	40.00% 2	20.00% 1	20.00% 1	5	3.20
Work with Volusia County to expand Beach Street Trail and connect A1A to Volusia County Trails through Ormond Beach	20.00% 1	0.00% 0	20.00% 1	40.00% 2	20.00% 1	5	3.40
Multi-modal pathway to Ormond Crossing development	20.00% 1	40.00% 2	20.00% 1	0.00% 0	20.00% 1	5	2.60
Underground utilities along US 1, North Beach Street, around US 1 & I-95 interchange	0.00% 0	40.00% 2	0.00% 0	0.00% 0	60.00% 3	5	3.80
Explore construction of new bridge spanning the Halifax River	60.00% 3	20.00% 1	0.00% 0	0.00% 0	20.00% 1	5	2.00



Economic Development Pillar

“To ensure the economic health and vitality of the City of Ormond Beach by providing an environment allowing businesses to thrive through retention, expansion, and attraction.”



Economic Development Goals

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Encourage a diversified economic base, which provides for the City's long-term economic health and quality of life	20.00% 1	0.00% 0	20.00% 1	20.00% 1	40.00% 2	5	3.60
Promote and protect Ormond Beach's Historic Downtown to ensure its economic vitality	0.00% 0	0.00% 0	40.00% 2	20.00% 1	40.00% 2	5	4.00
Actively promote the value of the Municipal Airport and pursue improvements that maximize its use and economic/business contributions to the City	0.00% 0	0.00% 0	40.00% 2	20.00% 1	40.00% 2	5	4.00
Actively consider Community Redevelopment Authority (CRA) projects in both the Granda and Ormond Crossings Districts to spur development/redevelopment and associated investment	0.00% 0	0.00% 0	20.00% 1	20.00% 1	60.00% 3	5	4.40



Economic Development Priorities

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Reuse or repurpose Riverbend property	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	4.80
Continue to invest in attracting and retaining high-wage jobs	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 5	5	5.00
Continue the development of Ormond Crossings	20.00% 1	20.00% 1	20.00% 1	40.00% 2	0.00% 0	5	2.80
Pursue the upgrade or replacement of the existing Fixed Base Operator (FBO) Building to provide improved welcoming appearance and safety for patrons	0.00% 0	0.00% 0	20.00% 1	20.00% 1	60.00% 3	5	4.40
Consider the expansion of the Airport's runway to 4,500 - 5,000 feet to accommodate more corporate use	0.00% 0	20.00% 1	40.00% 2	0.00% 0	40.00% 2	5	3.60
Investigate the need for additional hangars at the Airport	0.00% 0	20.00% 1	40.00% 2	0.00% 0	40.00% 2	5	3.60



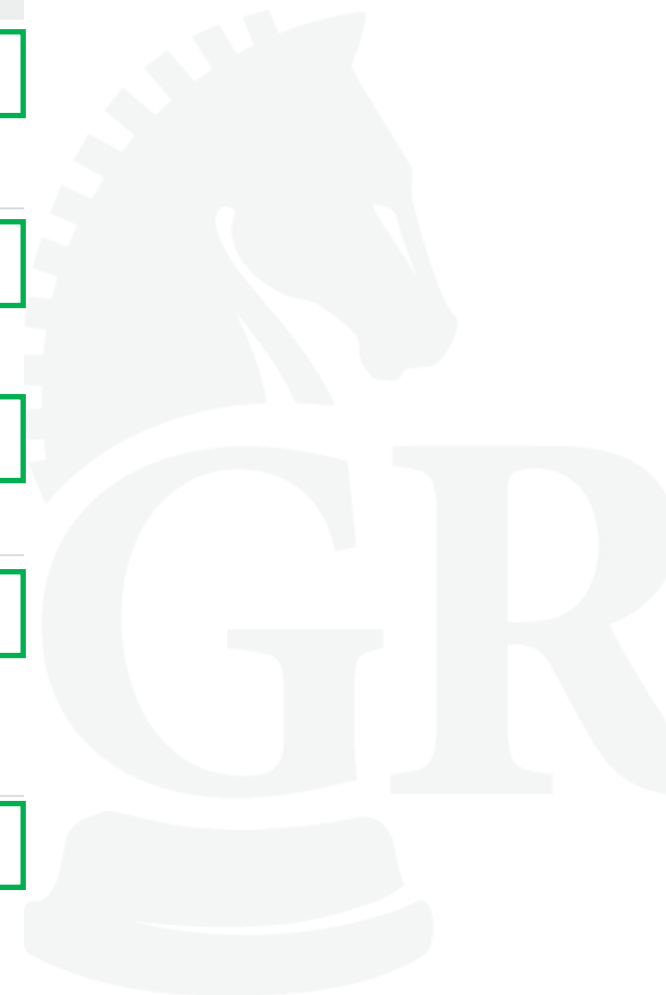
Governance Pillar

“To build and maintain strong governance practices internally and externally through continues civic engagement efforts with residents, effective management and operational policies, and strategic partnerships with other agencies to support the City’s directions.”



Governance Goals

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Strive to achieve the public's trust through honest, transparent, respectful, and equitable behavior in conducting City business	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	4.80
Provide citizen education and engagement processes to assist in the community's decision-making in policies, ordinances, and programs	20.00% 1	0.00% 0	20.00% 1	0.00% 0	60.00% 3	5	3.80
Attract, develop, and support the best talent for Ormond Beach to be recognized as an Employer of Choice	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	4.80
Provide convenient, modern, and technologically advanced municipal services to improve efficiencies and accessibility of services to both internal and external customers	0.00% 0	0.00% 0	20.00% 1	20.00% 1	60.00% 3	5	4.40
Advocate Ormond Beach's Goals and Priorities and promote related regional action through active participation in intergovernmental relations and partner agencies	0.00% 0	0.00% 0	40.00% 2	20.00% 1	40.00% 2	5	4.00





Governance Priorities

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Develop a Mayor & City Commission Norms & Procedures Policy	40.00% 2	0.00% 0	0.00% 0	20.00% 1	40.00% 2	5	3.20
Continue Chamber partnership for Youth Leadership Program and Student Government Day to encourage future leaders in Ormond Beach	0.00% 0	0.00% 0	40.00% 2	0.00% 0	60.00% 3	5	4.20
Continue Citizen's Academy	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	4.60
Purchase an electronic information sign to promote upcoming events	0.00% 0	0.00% 0	60.00% 3	20.00% 1	20.00% 1	5	3.60
Complete the City website redesign and other technology upgrades	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	5	4.20



Public Safety Pillar

“To provide a safe and secure community with effective, efficient and responsive emergency services, staffing, and infrastructure.”



Public Safety Goals

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Provide efficient, effective staffing to ensure a high level of services and response times for Public Safety services	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	4.80
Strive to maintain one of the lowest crime rates among comparable cities	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	4.80
Ensure the physical security of City assets and operations	0.00% 0	0.00% 0	20.00% 1	20.00% 1	60.00% 3	5	4.40
Explore measures with the Fire & Utilities Departments that could result in improvements to Ormond Beach's current ISO #3 rating to attain benefits of reduced insurance costs for our residents and businesses	0.00% 0	0.00% 0	60.00% 3	20.00% 1	20.00% 1	5	3.60



Public Safety Goals

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Consider enhancements to City's property maintenance Codes to achieve a higher adherence to community standards in support of beautifying Ormond Beach	0.00% 0	40.00% 2	0.00% 0	0.00% 0	60.00% 3	5	3.80
Consider options including dialogue with churches and social service providers, establishment of Task Force, ordinances, regulations, and other measures to mitigate the impact of homelessness in Ormond Beach	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	4.60



Public Safety Priorities

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Evaluate compensation, benefits, and training programs that enhance recruitment, retention and succession planning in a competitive market	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	4.60
Encourage collaboration with drug/alcohol treatment providers and Narcan/Safety measures in response to affected populations	0.00% 0	40.00% 2	20.00% 1	20.00% 1	20.00% 1	5	3.20
Mental wellness signage and resources on the website/first responder assistance	0.00% 0	0.00% 0	60.00% 3	20.00% 1	20.00% 1	5	3.60
Maintain DARE program and other youth outreach programs	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	4.40
Pursue the relocation of the Police Department, Emergency Operations Center (EOC), and the Public Works Facility from their current flood zone locations	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	5	4.20
Convert city parking lots to LED	20.00% 1	0.00% 0	60.00% 3	0.00% 0	20.00% 1	5	3.00



Quality of Life Pillar

“To ensure Ormond Beach remains the crown jewel of Central Florida, by providing for the quality, quantity and variety of passive and active recreation areas and facilities to serve the needs of our community.”



Quality of Life Goals

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Recognized as a leader in Parks & Recreation through the offering of diverse, high-quality parks and natural spaces	0.00% 0	20.00% 1	20.00% 1	0.00% 0	60.00% 3	5	4.00
Improve the attraction and beautification of Ormond Beach by supporting the placement of public art, community gateway planting/landscaping, and lighting of bridge	20.00% 1	20.00% 1	0.00% 0	20.00% 1	40.00% 2	5	3.40
Consider the development of additional facilities for public programs and community gatherings/events	0.00% 0	20.00% 1	20.00% 1	40.00% 2	20.00% 1	5	3.60
Pursue the expansion of recreation fields in Ormond Beach and prioritize the projects in the City's current Park & Recreation Master Plan for funding and development	0.00% 0	0.00% 0	20.00% 1	0.00% 0	80.00% 4	5	4.60



Quality of Life Priorities

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Explore improved field lighting in sports fields and recreational facilities- Specific need behind Nova Rec to Nova Road on north side and parking lot lighting of Softball Quad	0.00% 0	0.00% 0	20.00% 1	0.00% 0	80.00% 4	5	4.60
Desire to have U.S. National Anthem played at start of every game	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	4.80
Develop policies and collaborate with partner agencies to enhance the beautification of the US 1 Corridor	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	5	4.20
Continue to work with Volusia County and citizen groups to promote and enhance North Beach Street/Scenic Loop and Trail	0.00% 0	0.00% 0	20.00% 1	60.00% 3	20.00% 1	5	4.00



Quality of Life Priorities

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Continue to pursue and promote new Public Art projects in Downtown/Main Street	20.00% 1	0.00% 0	40.00% 2	40.00% 2	0.00% 0	5	3.00
Maintain downtown lights and add bridge uplighting	20.00% 1	20.00% 1	0.00% 0	0.00% 0	60.00% 3	5	3.60
Support the rehabilitation of Chief Tomokie statue	0.00% 0	0.00% 0	80.00% 4	0.00% 0	20.00% 1	5	3.40
Determine the best redevelopment option for the former Church property located at 56 N. Beach St	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	5	4.20
Plan for future needs of East and West Ormond Beach Community Centers/Venues	0.00% 0	0.00% 0	40.00% 2	60.00% 3	0.00% 0	5	3.60
Consider options to return community programs in Downtown Ormond Beach	0.00% 0	0.00% 0	60.00% 3	40.00% 2	0.00% 0	5	3.40
Establish Founder's Day as a community flagship event	0.00% 0	0.00% 0	40.00% 2	0.00% 0	60.00% 3	5	4.20



Water Quality & The Environment Pillar

“To advance the City’s environmental stewardship through projects and outreach promoting water quality, stormwater management and recycling.”



Water Quality & The Environment Goals

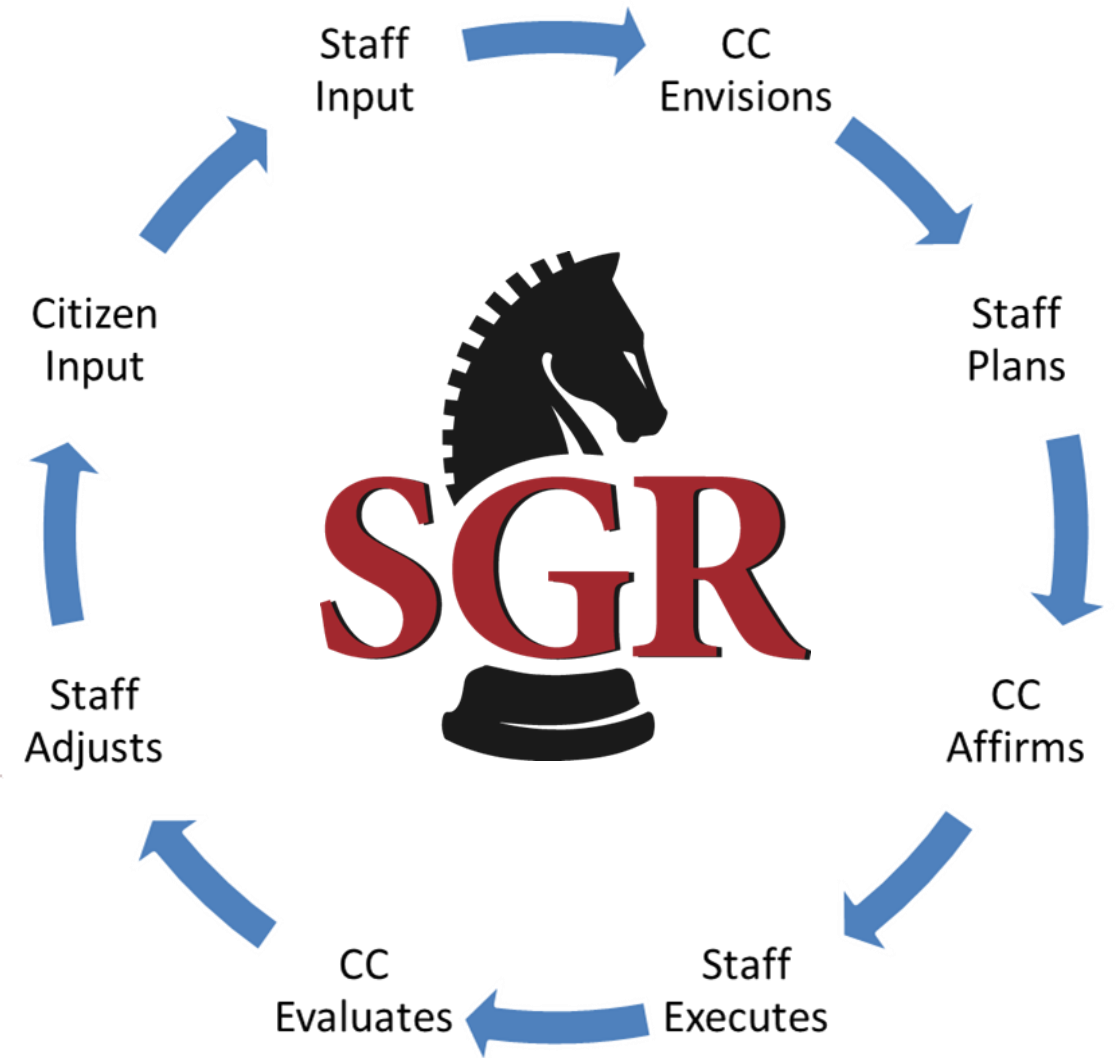
	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Protect and enhance our environment and invest in infrastructure projects and assets that build resilience benefits to reduce flooding risk and increase sustainability	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	4.60
Advocate for projects that can improve the overall quality of Ormond Beach's water bodies	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	4.60
Promote the value of the City's recycling program to reduce the impact of the waste stream sent to the landfill	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	4.40
Consider the establishment of a Protective Wildlife Corridor	0.00% 0	0.00% 0	40.00% 2	0.00% 0	60.00% 3	5	4.20



Water Quality & The Environment Priorities

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Reduce the impacts of localized stormwater flooding through the prioritization of key projects in the Stormwater Master Plan and through pre-storm mitigations activities	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	4.60
Expand reclaimed water system and reuse pond out West	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	4.40
Continue effort of septic to sewer conversions in Magnolia, Oak, and Bonita targeted areas on the mainland	0.00% 0	0.00% 0	40.00% 2	0.00% 0	60.00% 3	5	4.20
Evaluate the possible benefits of a new Federal inlet north of Highbridge to improve the water quality of the Halifax River	20.00% 1	20.00% 1	20.00% 1	20.00% 1	20.00% 1	5	3.00
Enhance commitment to reducing the use of plastic straws/bags/Styrofoam	40.00% 2	40.00% 2	0.00% 0	0.00% 0	20.00% 1	5	2.20

The Strategic Visioning Process is a Journey





Closing Thoughts & Recommendations

- Robust Strategic Plans incorporate resident & stakeholder input through community visioning, surveys, focus groups, charettes, etc. to enhance the process.
- Develop SMART Key Success/Performance Indicators on Strategic Goals.
- Provide a Dashboard on the Strategic Plan's progress on your website.
- Present progress reports on quarterly or semi-annually basis to the Governing Body.
- Ideally review Vision, Mission, Values and Strategic Plan every year, but especially following an election if there are any newly seated Board Member(s) to gain new feedback and buy-in with the newly comprised Governing Body who may not have been part of the current Strategic Plan.
- **Remember to celebrate your successes with your Governing Boady, Citizens, and Staff!**

Thanks & Let's Keep in Touch!

➤ To learn more or subscribe to SGR's 10-in-10 update on Servant Leadership:

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