

City of West Palm Beach

Strategic Plan 2016-2020



October 2016

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Project direction provided by Dorritt Miller, Deputy City Administrator

Images were provided by the City of West Palm Beach

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Methodology



Inputs into this strategic plan included:

- *Financial forecasts*
- *Development projections*
- *Uniform Crime Report statistics*
- *Survey of strengths, weaknesses, opportunities and threats (SWOT)*
- *Progress on last year's strategic plan implementation*

Project Background

Since the early 1990s the City of West Palm Beach has engaged in strategic planning to direct the use of city resources to address priorities established by the City Commission. Each strategic plan has resulted in a document that provides the community with a clear vision of where West Palm Beach is headed and policy direction for the city administrator and staff. While the vision, mission and values have remained fairly consistent, they are periodically reviewed to ensure they continue to reflect the long-term direction of West Palm Beach.

In advance of conducting a strategic planning workshop with the City Commission to develop goals and objectives, Management Partners conducted interviews with the Mayor and each Commissioner. City staff also explored emerging issues and prepared an environmental scan to inform the strategy discussion.

The Mayor, Commissioners and staff participated in an exercise to identify strengths, weaknesses, opportunities, and threats (SWOT) to the City and reviewed the previous strategic plan in preparation for the workshop. An online SWOT survey was conducted to allow city volunteers, senior staff, residents, and business owners to contribute their perspective on the key issues in the community. More than 80 people responded, and the results of the survey were summarized for use in the workshop.

Strategic Planning Workshop

The West Palm Beach Mayor and City Commissioners, city administrators, and senior managers in the organization gathered in a workshop at Gaines Park Community Center on April 1, 2016 to review the administration's progress toward fiscal year 2015-16 initiatives, review financial and service demand projections, and set direction for the next five years. During the workshop, the Mayor and City Commissioners reviewed and affirmed West Palm Beach's vision and mission, with minor changes. They added the word "resilient" to the vision and expressed the City's commitment to partnering with other community organizations to deliver services in the mission statement. Commission members discussed and evaluated existing values, strategic priorities, and refined the direction and strengthened the plan's alignment with community sustainability. Lastly, ideas for initiatives were collected for staff to use in developing work plans, management tools and strategies were identified for administrators to implement, and a discussion of big ideas for the future generated a list of potential long-term outcomes.

The Elements of the Strategic Plan

There are six major elements of this plan. The first four, the vision, the mission, values, and priorities, are developed by the Mayor and Commissioners to set direction for City staff. The last two, initiatives and key performance indicators, are staff's response to the direction provided.

The *vision* statement is aspirational. It describes a future state that the City Commission has identified as their intended result. It is the "where" of the plan, the destination.

The *mission* statement provides the purpose of the organization. It gives a rationale for programs carried out by the organization and guides the prioritization of opportunities. It defines what the organization stands for and what it will do.

Values express the ideals of the organization that drive strategic priorities and service delivery and provide staff with guidance on how services are to be provided.

Strategic priorities are broad, high-level goals that state the direction the organization will move and the areas where outcomes should be measured and achieved.

For each priority, a number of *directional statements* are identified that further define the intent of the category. They provide guidance on the key issues within each priority, and generally are focused on specific community needs.

Staff response to this plan comes in two forms: programs and projects that address the priorities of the plan and key performance measures that define success and provide a mechanism for managing and measuring implementation.

Ongoing and new *initiatives* will be proposed by the administration, designed to address the priorities included in the plan. Once adopted, each initiative will be assigned to a cross-functional task team, which will develop an action plan for implementation. Each action plan provides a description, the person assigned responsibility for carrying out the action, alignment with the strategic plan, key tasks, milestones, intended outcomes, and *key performance indicators* of success to evaluate implementation. The measures identified will be collected into a dashboard for use by staff in monitoring execution and reporting to the Commission and the public.

Vision



West Palm Beach will be a vibrant, resilient, attractive, and safe city recognized as a model community which:

- » **Takes pride in its history, diversity and environment**
- » **Promotes and enjoys community respect, pride and cooperation**
- » **Provides visionary and creative governmental leadership**
- » **Is a celebrated cultural and recreational destination**
- » **Values its public employees and recognizes their achievements**

Mission



The City of West Palm Beach partners with the community to preserve and enhance the quality of life through providing efficient and effective community-focused services.

Values

“DIRECT”

Diversity

We find strength in our differences, promoting mutual understanding and inclusiveness

Integrity

We adhere to the ethical principles underlying public service; believing honesty and follow-through support credibility

Respect

We treat our constituents, stakeholders, and each other with dignity, courtesy, and esteem

Excellence

We deliver high-quality services in a friendly manner, based on an understanding of our constituents and their needs

Collaboration

We build partnerships that support the community's success

Transparency

We recognize that openness and accountability makes mutual trust possible and invites participation

Strategic Priorities



1. Built Environment
2. Climate & Energy
3. Education, Arts & Community
4. Economy & Jobs
5. Equity & Empowerment
6. Health & Safety
7. Natural Systems

Priority 1 – Built Environment



“Achieve livability, choice, and access for all where people live, work, and play”
 —STAR Communities

- A. Leverage land use planning to ensure compatibility, diversity, and sustainability
- B. Promote neighborhoods that are clean, green, and safe
- C. Support the development of affordable housing
- D. Improve the maintenance of rental properties
- E. Include deliberate place-making strategies in decisions around infrastructure and development
- F. Provide efficient and effective permitting and inspections processes
- G. Develop and maintain high quality parks and public spaces
- H. Ensure existing sports facilities are adequate to meet community demand
- I. Reconfigure public spaces to promote engagement
- J. Identify ways to mitigate noise and light pollution
- K. Ensure existing infrastructure is in good repair and used effectively

Key Performance Indicators

Average Pavement Condition Index (PCI) of all paved city roads at the end of the fiscal year.	Engineering
Percent of parks and recreation facility users survey responses that rate the programs as satisfactory	Parks and Recreation

Priority 2 – Climate & Energy



“Reduce climate impacts through adaptation and mitigation efforts and increase resource efficiency.”

— STAR Communities

- A. Manage storm water runoff
- B. Assess the City’s vulnerability to climate and energy issues, including projected sea level rise
- C. Develop strategies to adapt to changing climate conditions and resource availability
- D. Encourage “green” building standards, including LEED certifications, for new development

Key Performance Indicators

Miles of storm drain pipeline cleaned	Public Utilities
Number of buildings receiving LEED certification	Sustainability
Reduce greenhouse gas emissions for government operations	Sustainability

Priority 3 – Education, Arts & Community



“Empower vibrant, educated, connected, and diverse communities.”
 —STAR Communities

- A. Partner with and support local schools
- B. Provide activities at City arts, culture, education, and recreation facilities that reflect the diversity of the community
- C. Cultivate a highly educated community
- D. Sustain the City’s world-class library
- E. Develop and strengthen the arts and entertainment district
- F. Improve the quality of the golf course
- G. Support the continued success and growth of the Green Market and other events
- H. Promote home ownership, particularly in historic neighborhoods

Key Performance Indicators

Number of special events held in the city rated as satisfactory	Parks and Recreation
Library visits	Library
Number of new owner-occupied homes	Housing and Community Development
Percent of students from Northmore Elementary School Kindergarten through 2 nd grades that show at least one year’s growth based on the I Ready Diagnostic Lexile Levels	Economic Development

Priority 4 – Economy & Jobs



“Create equitably shared prosperity and access to quality jobs.”

— STAR Communities

- A. Develop incentives to support job creation
- B. Emphasize business expansion and retention
- C. Strengthen the marketing efforts in support of economic development

Key Performance Indicators

City overall bond rating for General Obligation Bonds and Water & Sewer Bonds	Finance
Number of newly created jobs from economic development activities	Economic Development
Mean annual salary of jobs created through economic development incentive programs	Economic Development
Percent of building construction plan reviews completed within 14 days (residential) and 30 days (commercial)	Development Services
Number of new business licenses issued	Development Services

Priority 5 – Equity & Empowerment



“Ensure equity, inclusion, and access to opportunity for all citizens.”

— STAR Communities

- A. Develop partnerships with the community, local agencies, and nonprofits to address equity and opportunity for all residents
- B. Promote awareness of community assistance programs using City communication tools
- C. Develop a Minority- and Women-Owned Business Enterprise (M/WBE) program to support local small businesses
- D. Assess and promote City workforce diversity, including public safety

Key Performance Indicators

Number of individuals (including youth, seniors, disabled, and homeless) receiving services as a result of Housing and Community Development funding

Housing and Community Development

Increase the diversity of the City's workforce

Human Resources

Priority 6 – Health & Safety



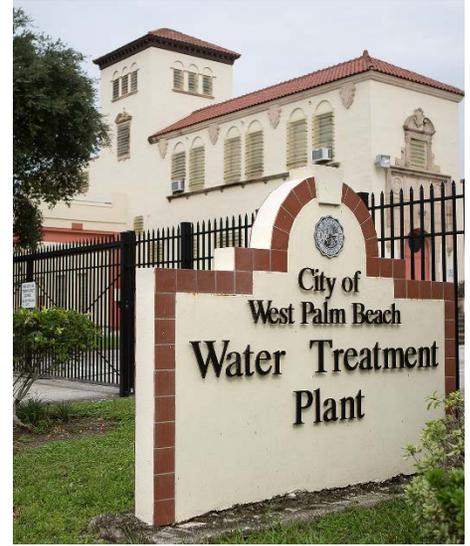
“Strengthen communities to be healthy, resilient and safe places for residents and businesses.”
 — STAR Communities

- A. Create tactical plans to address crime trends
- B. Measure and address community perceptions of crime
- C. Improve code enforcement efforts citywide
- D. Develop strategies to maintain water quality and availability
- E. Assess the impact of “food deserts” in the community
- F. Plan for disaster recovery, particularly for hurricanes and floods
- G. Prepare for and prevent community health emergencies
- H. Promote access to primary health care, including mental health
- I. Support illegal drug use prevention and education programs

Key Performance Indicators

Percent of incidents where total response time is seven minutes or less	Fire
Fire incidents per 1,000 population.	Fire
Percent of crime (Part 1 Offenses) change annually	Police
Percent of code enforcement cases resolved within 60 days.	Development Services
Number of homeless people in West Palm Beach identified in the Homeless Coalition of Palm Beach County’s Point-in-Time Count	Housing and Community Development
Percent of drinking water samples in compliance with state and federal requirements	Public Utilities

Priority 7 – Natural Systems



“Protect and restore the natural resource base upon which life depends.”

— STAR Communities

- A. Emphasize protection of source waters, particularly Grassy Waters Preserve
- B. Support improvement of the City’s tree canopy
- C. Plan for “green” infrastructure

Key Performance Indicators

Number of trees distributed for canopy improvement	Sustainability
Number of participants in environmental education/interpretation programs at Grassy Waters Preserve	Public Utilities

Strategic Alignment

This strategic plan contains the high-level priorities and policy direction for the City. It is supported by initiatives and key performance indicators designed to drive and measure progress toward successfully implementing the plan. Other management tools and plans, such as the City budget and capital improvement program, the Comprehensive Plan, and other tactical documents will be linked to and aligned with the Strategic Plan, to ensure all City efforts are working toward common ends.

Other Supporting Plans

The City has developed a number of other issue-specific tactical and work plans that link to and support the priorities identified in this strategic plan, including:

- > Comprehensive Plan (including the Downtown Master Plan and Parks Master Plan)
- > The City's five-year HUD Consolidated Plan and yearly Action Plans
- > The Southeast Florida Regional Climate Change Compact and the Mayor's Climate Action Pledge
- > Sustainability Action Plan
- > Art in Public Places Master Plan
- > Library Strategic Plan
- > Stormwater Master Plan
- > Water Supply Plan
- > Initiative team work plans

The Strategic Plan is designed to support the City's participation in the STAR Communities Rating System (Sustainability Tools for Assessing and Rating). The program is designed to provide a framework for sustainability and measure progress through a national certification program. There are seven goals, 44 objectives, and more than 500 outcome and action measures included in the rating system.

Conclusion



This plan represents the first step toward realizing the vision the Mayor and Commissioners have for the City. Next, staff will identify initiatives and performance measures to support the priorities in this plan. Then resources will be allocated through the budget process to support initiatives and ongoing programs. Milestones will be developed to monitor progress and the successful execution of the initiatives.

Throughout the next fiscal year, staff will monitor the implementation of this plan and report back to West Palm Beach residents about what has been achieved.

West Palm Beach City Commission

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