



STRATEGIC FOCUS AREAS, OBJECTIVES & GOALS

1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.

1. Attain world-class performance levels in overall community satisfaction with city services
 1. Attain overall and safety focused questions on the community satisfaction score of XX% satisfied / very satisfied by 2023 / XX% by 2025 (**Solanch**)
 2. Attain/sustain 90th percentile on transactional surveys within departments by 20XX (*parks, sanitation, permitting, emergency services, etc.*) (**Solanch**)
2. Attain world-class performance levels in public safety
 1. Maintain at least 90th percentile overall satisfaction score with fire rescue services (**De La Rosa**)
 2. Maintain at least 90th percentile performance level for response time of fire / EMS (**De La Rosa**)
 3. Achieve police response time of 90% of responses within 9 minutes of call for non-emergency and 5 minutes for emergency calls by 2025 (**Hudak**)
 4. Maintain at least 90th percentile performance for crime rates (USC) within the state of Florida for similar size cities (**Hudak**)
 5. Reduce crash rates by 5% annually (**Hudak**)
3. Improve mobility and safety throughout the city by reducing the intensity of traffic
 1. Increase utilization rate of alternative modes of transportation by 6% by 2025 (**Kevin**)
 2. Increase satisfaction with city transit services to 95% satisfied / very satisfied by 2025 (**Kevin**)
 3. Decrease high incidence rate locations of correctable vehicle-pedestrian accidents, pedestrian injuries, and falls by 50% by 2025
 4. Implement a wayfinding program by 2025 (*include historic sites*) (**Kevin**)
4. Enhance our position as a premier destination for arts, culture, dining, and shopping
 1. Increase residents who are who are satisfied / very satisfied with the downtown experience by 5% by 2023, and by 25% by 2025 (**Warren**)
 2. Increase pedestrian counts to historical sites, art, and cultural events and for dining and shopping by XX% by 2025 (**Warren**)

2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.

1. Ensure sufficient workforce capacity to deliver high quality results
 1. Maintain less than 10% workforce vacancy rate (**Karla**)
 2. Increase workforce retention rate to 75% overall by 2025 (**Karla**)
 3. Achieve parity in pay grades at 105% - 110% of market pay range (compensation plans at 5% to 10% above midpoint compared to other comparable municipalities) (**Karla**)
2. Attain world-class levels of performance in workforce satisfaction and engagement
 1. Attain workforce engagement score of 75% by 2025 (**Karla**)
 2. Attain workforce satisfaction score regarding communication (75%), recognition (75%), Opportunity for growth (75%) and immediate supervisor (75%) by 2025 (**Karla**)
3. Ensure appropriate workforce training, professional development opportunities, leadership skills, and advancement opportunities
 1. Attain 80% very satisfied with training, education, and certification opportunities provided by 2025 (**Karla**)
 2. Achieve satisfaction scores in transactional evaluations of 80% at each training event by 2025 (**Karla**)
 3. Increase internal promotion rates to 20% for leadership and management opportunities by 2025 (**Karla**)

4. World-class performance levels in workforce health and safety
 1. Reduce Restricted Time (DART) rate to 0.XX% by 2025 (**Raquel**)
 2. Increase participation rate in wellness programs to 25% by 2025 (**Karla**)

3 - Financial Excellence: Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.

1. Ensure the financial integrity and sustainability of the city.
 1. Maintain AAA Bond ratings on Moody's, S&P, and Fitch (**Diana**)
 2. Attain XX (metric) for grant funding by 2025 (**Diana**) ROI?
 3. Maintain reserve balance of 25% for operating budget (**Diana**)
 4. Implement a financial sustainability plan by 2025 (**Diana**)
 5. Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability (**Diana**)

4 - Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources

1. Enhance the effectiveness of key city processes
 1. Horizontally integrate Enterprise systems and Dashboards citywide by 2023 (**Raimundo**)
 2. Implement citywide paperless processes and digital efficiencies by 2023 (**Raimundo**)
 3. Implement smart and connected districts, buildings, and facilities (broadband) by 2025 (**Raimundo**)
2. Increase the efficiency of key resource utilization and service processes
 1. Implement an Enterprise Standard Operating Procedure Library & System by 2023 (**Raimundo**)
 2. Improve efficient use of electricity by 20% KW/H per square foot over 2015 consumption levels, gasoline consumption by 5%, and water by XX% per square foot of building and open space by 2025(**Hermes**) *reduce water loss by irrigation by XX% over 2022 baseline by 2025*
 3. Implement a systematic program for process improvement by 2025 (**Raimundo**)
 4. Implement electronic permitting system by 2023 (**Suramy**)
 5. Create a Development Services One-stop shop by 2023 (**Suramy**)

5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.

1. Increase the historical and cultural components in city-sponsored programs and the community's satisfaction with access and the programs
 1. Increase the number of diverse programs sponsored by the city by 5% in 2025 (**Warren**)
 2. Increase participation rates with the historical and cultural components in programs offered by the city to the community by 5% by 2025 (**Warren**)
2. Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses
 1. Increase the number of business tax licenses that complement the brand by 25% by 2025 (**Julian**) *(action plan to include identification of the types of businesses that complement the brand, based on the economic study being completed)*
 2. Design and implement storefront and signage guidelines including Façade Improvement by 2023 (**Julian**) *(metric will be compliance with new guidelines)*
3. Promote world-class neighborhood experience
 1. Increase the percentage of geographic areas within 10-minute walk of a park, playground, or other recreational space to at least 85% by 2025 (**Fred**)
 2. Provide dog parks for the community to meet the top ten benchmark City national standard for dog parks by 2025
 3. Provide a fully operational Country Club for residents achieving 80% operating cost recovery by 2025 (Fred)

4. Enhance the sense of community through educational offerings to meet the needs of residents and small businesses
 1. Provide 2 new offerings annually to address identified needs in technology, literacy, innovation, and business development annually (**Fred**)

6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.

1. Increase the resiliency of the city
 1. Maintain fleet operational readiness rate of at least 90% based on class of vehicle (**Steve**)
 2. Maintain information technology systems uptime rate of 99.9% (**Raimundo**)
2. Support the use of environmentally friendly practices.
 1. Increase electric vehicles in the fleet to 72 by 2025 (**Steve**)
 2. Increase electric charging stations to 120 by 2025 (**Kevin**)
 3. Increase the utilization of Street LED lighting to 85% and City Facilities to 70% by 2025 (**Hermes**)
 4. Increase monitoring capability from 2 to 9 sensors by 2025 in order to analyze, understand, and efficiently improve water quality (**Raimundo**)
 5. Increase monitoring capability from 5 to 16 sensors by 2025 in order to analyze, understand, and efficiently improve air quality (**Raimundo**)
 6. Maintain at least 40% tree canopy (**Deena**)
 7. Maintain a recycling contamination rate below 13% (**Hermes**)