

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

**VISION 2022**

*“Desired Destination for Boca Raton”*

**PLAN 2012**

*“Map to Boca Raton’s Destination”*

**EXECUTION**

*“Route for Next Year”*

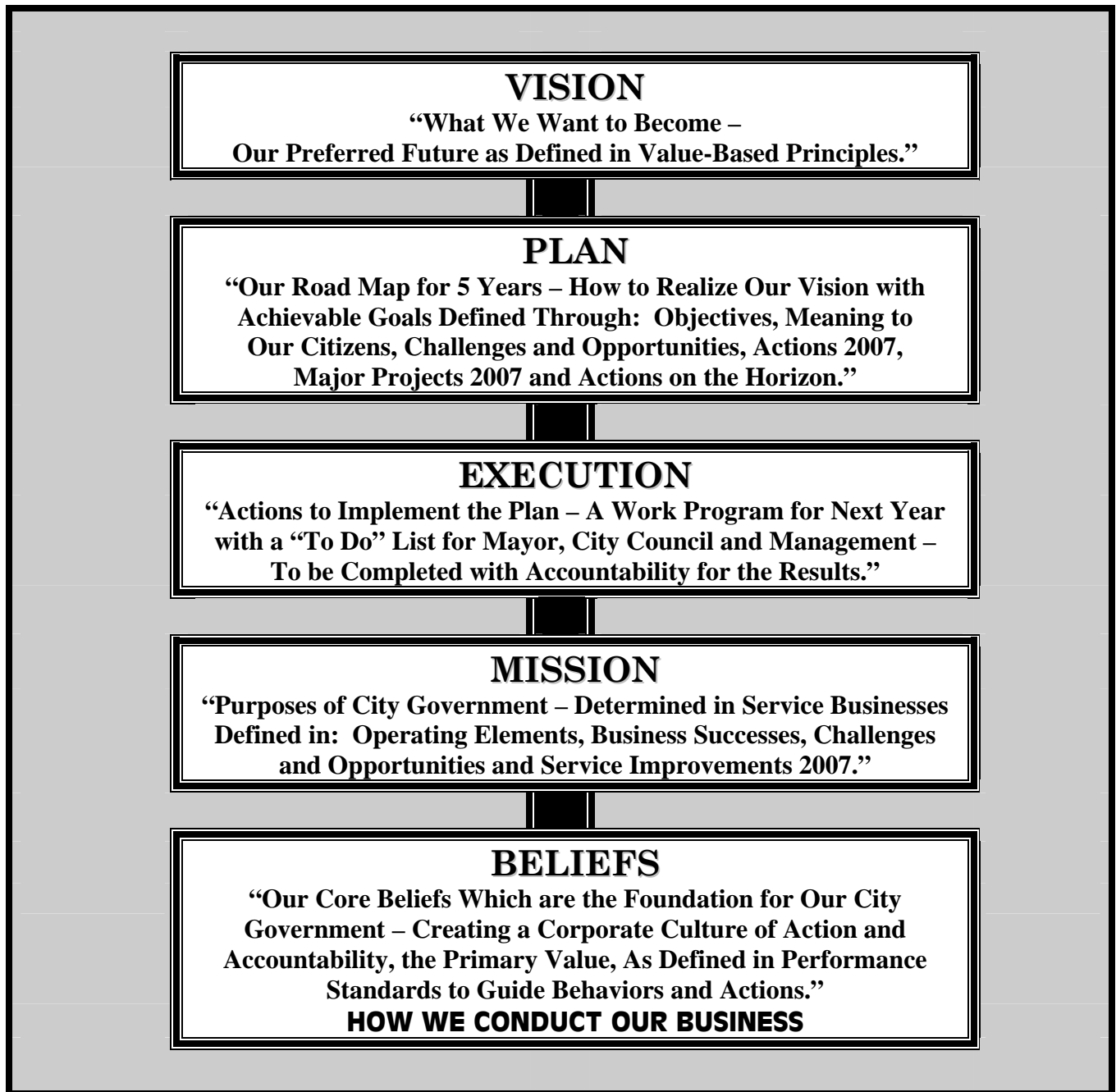
**MISSION**

*“Responsibilities of Boca Raton”*

**BELIEFS**

*“How Boca Raton Should Operate”*

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



# BOCA RATON VISION 2022

## THE PREMIER COMMUNITY

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

A WORLD CLASS  
LOCAL GOVERNMENT

# BOCA RATON VISION

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

## THE CITY OF BOCA RATON

is a PREMIER COMMUNITY<sup>(A)</sup>  
with *BEAUTY BY DESIGN*,<sup>(B)</sup>  
a *VIBRANT DOWNTOWN*<sup>(C)</sup> and  
*GREAT BEACH AND WATERWAYS*.<sup>(D)</sup>

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

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

There is a *BALANCED ECONOMY WITH  
DIVERSE JOB OPPORTUNITIES*<sup>(J)</sup>  
and *QUALITY EDUCATIONAL OPPORTUNITIES*.<sup>(K)</sup>

# Boca Raton Vision 2022 Guiding Principles

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# **Vision 2022 Keys to Success**

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

**Success 2 Rental and Ownership Housing Availability for Workforce**

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

**Success 4 Functional and Effective Multimodal Transportation System**

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

**Success 6 Diversifying Local Economy with Growth Oriented Businesses**

**► Challenges and Opportunities**

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

**► Actions 2007 – 2008**

1. Workforce Housing Policy Direction & Strategy
2. Downtown Vision and Plan
3. FAU Strategy
4. FAU / Boca Raton Community Hospital Project
5. Light Industrial Research Park Interim Guidelines
6. FAU/I-95 Interchange
7. Retirement / Pension Cost Containment Strategy
8. Wildflower Property Direction & Actions

PRIORITY
Top Priority
Top Priority
Top Priority
Top Priority
High Priority
High Priority
High Priority
High Priority

**► Goals**

1. Employee Recruitment, Retention and Career Pathing
2. Multimodal Transportation District
3. North Federal Highway Development Project and Beautification
4. Comprehensive Environmental Report (Issues Analysis and Review)
5. Traffic Issues
6. Annexation (Analysis and Review)
7. Integrated Technology Strategy
8. Branding

# **City of Boca Raton Goals 2012**

**Financially Sound City Government**

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**World Class Municipal Services**

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**Strong Partnership with Our Stakeholders**

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

Expand economic base

**Objective 2**

Cost-effective delivery of city services

**Objective 3**

Pursuit of revenue generating programs

**Objective 4**

Adequate reserves

**Objective 5**

Sufficient revenues to maintain or enhance current services

**Objective 6**

Secure alternative funding sources

**► Means to Citizens**

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

**► Challenges and Opportunities**

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

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

Professional, highly competent and motivated workforce

**Objective 2**

Attracting top-quality candidates for positions

**Objective 3**

Retaining quality employees

**Objective 4**

Improved city facilities, including City Hall and other aging facilities

**Objective 5**

Continuous improvement of city service delivery and management

**Objective 6**

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

**Objective 7**

Positive work environment recognizing employee performance

**► Means to Citizens**

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

**► Challenges and Opportunities**

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

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

Well-informed citizens

**Objective 2**

Citizens involved in city government

**Objective 3**

Open government: from our records to new ideas

**Objective 4**

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

**Objective 5**

More involved, meet with private sector and universities/service

**Objective 6**

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

**► Means to Citizens**

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

**► Challenges and Opportunities**

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

## **City of Boca Raton Our Mission**

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

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**City of Boca Raton  
Our Core Businesses**

**Make Our Community Safe**

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**Respond to Emergency Situations**

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**Provide Basic Utilities For Daily Living**

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**Build and Maintain City Infrastructure**

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**Provide Leisure and Recreational Services**

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**Plan Boca Raton’s Future Growth and Development**

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**Protect/Enhance Natural Resources and Beauty**

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**Protect Interests of Boca Raton**

# Core Businesses Definition and Strategy

**CORE BUSINESS 1**

**MAKE OUR COMMUNITY SAFE**

► **Operating Elements**

**Operating Element 1**

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

**Operating Element 2**

Homeland Security: Vigilance and Preparedness

**Operating Element 3**

Enforce Laws and Codes

**Operating Element 4**

Investigate Crimes and Prepare Cases for Prosecution

**Operating Element 5**

Inspect Buildings

**Operating Element 6**

Evaluate Water Quality: Potable, Surface, IRIS

**Operating Element 7**

Educate Public on Their Responsibility for Community Safety

**Operating Element 8**

Provide Safe Equipment and Facilities

**Operating Element 9**

Involve Citizens in Safety: Volunteer Programs, DARE, COPS

**► Value to Citizens**

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

**CORE BUSINESS 2****RESPOND TO EMERGENCY SITUATIONS****► Operating Elements****Operating Element 1**

Respond to Emergency Calls

**Operating Element 2**

Put Out Fires

**Operating Element 3**

Provide Emergency Medical Services

**Operating Element 4**

Plan for Disasters

**Operating Element 5**

Provide Rescue Services

**Operating Element 6**

Link Citizens to Community Resources through Effective Communications

**Operating Element 7**

Train Community on Health Actions: CPR, Defibrillators

**Operating Element 8**

Handle Hazardous Materials Problems/Emergencies

**Operating Element 9**

Provide Ocean Rescue

**Operating Element 10**

Plan for Disaster Recovery

**► Value to Citizens**

1. Timely response in an emergency
2. We can save your life, your property
3. Confidence: We are prepared for an emergency or a disaster
4. Protect your property, your life
5. Preserves your property value

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

Maintain Quality Water Supply

**Operating Element 2**

Treat and Distribute Potable Water – Meets State and Federal Standards

**Operating Element 3**

Treat and Distribute IRIS Water

**Operating Element 4**

Collect Wastewater

**Operating Element 5**

Treat Wastewater

**Operating Element 6**

Collect and Dispose of Solid Waste

**Operating Element 7**

Operate Citywide Storm Water Management System

**Operating Element 8**

Operate Recycling Program (Solid Waste)

**Operating Element 9**

Insure Availability of Telecommunications Infrastructure

**► Value to Citizens**

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

**CORE BUSINESS 4**

**BUILD AND MAINTAIN CITY INFRASTRUCTURE**

► **Operating Elements**

**Operating Element 1**

Manage Traffic Flow

**Operating Element 2**

Build and Maintain City Streets

**Operating Element 3**

Work with County, State on Other Highway Improvements

**Operating Element 4**

Build and Maintain City Streetscapes and ROW

**Operating Element 5**

Build and Maintain City Facilities, including City Hall

**Operating Element 6**

Clean Up Neighborhood Public Spaces and Beaches

**Operating Element 7**

Develop and Maintain Bikeways, Sidewalks

**Operating Element 8**

Maintain Beaches, Inlets and Canal System

► **Value to Citizens**

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

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

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

**CORE BUSINESS 6****PLAN BOCA RATON'S FUTURE GROWTH AND DEVELOPMENT****► Operating Elements****Operating Element 1**

Develop and Update Comprehensive Plan

**Operating Element 2**

Develop Redevelopment Strategies for Specific Areas

**Operating Element 3**

Develop and Update Service/Programs/Facilities Master Plans

**Operating Element 4**

Decide on Annexations

**Operating Element 5**

Evaluate Community Needs

**Operating Element 6**

Develop and Update Comprehensive Transportation Strategy

**Operating Element 7**

Establish Land Use Plans and Policies

**Operating Element 8**

Develop and Implement Development Standards and Regulation; Zoning Categories

**Operating Element 9**

Code Enforcement

**Operating Element 10**

Review Conceptual Plans

**Operating Element 11**

Issue Construction Permits

**Operating Element 12**

Inspect Buildings, Issue Certificates of Occupancy

**► Value to Citizens**

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

<b>CORE BUSINESS 7</b>	<b>PROTECT/ENHANCE NATURAL RESOURCES AND BEAUTY</b>
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- **Operating Elements**
- |                            |  |
|----------------------------|--|
| <b>Operating Element 1</b> | Maintain Boca Raton Inlet                            |
| <b>Operating Element 2</b> | Protect Waterways and Surface Water Quality          |
| <b>Operating Element 3</b> | Beautify and Maintain Streets and Public Areas       |
| <b>Operating Element 4</b> | Enforce Aesthetic Codes                              |
| <b>Operating Element 5</b> | Maintain Public Buildings and Facilities             |
| <b>Operating Element 6</b> | Protect Beaches                                      |
| <b>Operating Element 7</b> | Maintain and Acquire Environmentally Sensitive Lands |
| <b>Operating Element 8</b> | Acquire Open/Green Spaces                            |

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

<b>CORE BUSINESS 8</b>	<b>PROTECT INTERESTS OF BOCA RATON</b>
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- Operating Elements**
- |                            |   |
|----------------------------|---|
| <b>Operating Element 1</b> | Lobby State and Federal Government  |
| <b>Operating Element 2</b> | Advocate Policy and Interests of Boca Raton: County, Regional, State, Federal |
| <b>Operating Element 3</b> | Work with F.A.U.  |
| <b>Operating Element 4</b> | Develop Effective Partnerships with Community Organizations                   |
| <b>Operating Element 5</b> | Actively Pursue Grants  |
| <b>Operating Element 6</b> | Represent City in Legal Actions   |
| <b>Operating Element 7</b> | Play Role in Shaping Educational Decisions                                    |
| <b>Operating Element 8</b> | Develop and Maintain Relationships with Legislative Representatives           |

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

**City of Boca Raton  
Policy Agenda 2007 – 2008**

**TOP PRIORITY**

**Workforce Housing Policy Direction and Strategy  
Downtown Vision and Plan  
FAU Strategy  
FAU / Boca Raton Community Hospital Project**

**HIGH PRIORITY**

**Light Industrial Research Park Interim Guidelines  
FAU / I-95 Interchange  
Retirement / Pension Cost Containment Strategy  
Wildflower Property Direction & Actions**

## **Major Projects 2007 – 2008**

- 1. Countess de Hoernle Park**
- 2. Downtown Library**
- 3. North Beach Renourishment**
- 4. In-City Reclamation Irrigation System (IRIS)**
- 5. Water Treatment Facility Improvements**
- 6. NW 12<sup>th</sup> Ave.**
- 7. Hidden Valley**
- 8. Boca Raton Heights Drainage Improvements**
- 9. Raw Water Well Equipment / Expansion**
- 10. South Beach Renourishment**

# Action Outlines 2007 – 2008

<b>TARGET</b>	<b><u>Workforce Housing Policy Direction and Strategy</u></b>	<b>PRIORITY</b> <i>Policy – Top</i>
	<p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. Explore alternatives</li> <li>2. Develop and recommend Comprehensive Plan and Zoning Code Amendments to implement program</li> <li>3. Develop policies and procedures needed to establish a Trust Fund for Workforce Housing funds to assist in program implementation</li> </ol>	
	Responsibility: Development Services	

<b>TARGET</b>	<b><u>Downtown Vision and Spine Direction</u></b>	<b>PRIORITY</b> <i>Policy – Top</i>
	<p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. Establish a Downtown Boca Raton Advisory Committee</li> <li>2. Hire a consulting service</li> <li>3. Obtain Public input to create an update vision for the Downtown</li> <li>4. Review recommendations</li> <li>5. Develop action plan for implementation of initiatives</li> </ol>	
	Responsibility: Development Services	

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

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

<b>TARGET</b>	<b><u>L.I.R.P. Interim Guidelines</u></b>	<table border="1" style="margin: auto;"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy – High</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
<b>PRIORITY</b>				
<i>Policy – High</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. Create LIRP zoning district</li> </ol>			
		<table border="1" style="margin: auto;"> <tr><td>Responsibility: Development Services</td></tr> </table>	Responsibility: Development Services	
Responsibility: Development Services				

<b>TARGET</b>	<b><u>FAU/I-95 Interchange</u></b>	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;"><b>PRIORITY</b></td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
<b>PRIORITY</b>				
<i>Policy – High</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. Coordinate with Federal Agencies and FDOT to determine best configuration for additional I-95 Interchange</li> <li>2. Lobby for accelerated project implementation</li> <li>3. Secure funding</li> <li>4. Monitor design and construction process</li> </ol>			
		<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">Responsibility: Municipal Service</td></tr> </table>	Responsibility: Municipal Service	
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<b>TARGET</b>	<b><u>Retirement/Pension Cost Containment Strategy</u></b>	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;"><b>PRIORITY</b></td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
<b>PRIORITY</b>				
<i>Policy – High</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. Report on impacts of prior pension decisions</li> <li>2. Analyze impacts of current pension and retirement benefit plans and any proposed changes</li> <li>3. Determine direction and actions by City</li> </ol>			
		<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">Responsibility: City Manager's Office / Office of Management and Budget</td></tr> </table>	Responsibility: City Manager's Office / Office of Management and Budget	
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<b>TARGET</b>	<b><u>Wildflower Property Direction and Actions</u></b>	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;"><b>PRIORITY</b></td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
<b>PRIORITY</b>				
<i>Policy – High</i>				
	<p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. Evaluate pros/cons of acquisition and goals</li> <li>2. Determine potential costs, feasibility and funding</li> <li>3. Determine direction</li> </ol>			
		<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">Responsibility: City Manager’s Office</td></tr> </table>	Responsibility: City Manager’s Office	
Responsibility: City Manager’s Office				

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

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

Responsibility: City Manager's Office / Human Resources Division

**GOAL**     **Multimodal Transportation District (Continued Implementation)****Actions**

1. Establish a citywide MMTD to address the City's major issue, mobility through a variety of transportation means
2. Complete feasibility study
3. Prepare comprehensive plan amendments, MMTD level of service standards and land development regulations and design criteria
4. Complete Land Use and Urban Form Studies for each subdistrict

Responsibility: Development Services

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

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

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

**GOAL**     **Traffic Issues****Actions**

1. Prioritize actions to improve mobility and traffic flow citywide
2. Continue to implement Advanced Traffic Management System
3. Pursue shuttle system link activity centers and mass transportation
4. Integrate traffic planning with Multi-Modal Transportation District planning and implementation
5. Complete critical care road improvement project

Responsibility: Municipal Services

**GOAL**     **North Federal Highway Development Project and Beautification****Actions**

1. Encourage redevelopment on the North Federal Highway corridor
2. Explore strategies for preservation and enhancement of the New Pines neighborhood, including funding
3. Evaluate impact and results of Village Center zoning district

Responsibility: Development Services

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

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

Responsibility: City Manager's Office / Development Services

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

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

Responsibility: City Manager's Office – Information Technology Division

**GOAL     Branding****Actions**

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

Responsibility: City Manager's Office