

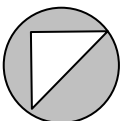
STRATEGIC PLAN

2005 → 2010 → 2020

*Mayor, City Commission
and Executive Team*



*Parkland, Florida
April 2005*



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STRATEGIC PLANNING FOR THE CITY OF PARKLAND

STRATEGIC PLANNING FOR THE CITY OF PARKLAND

VISION

**“What We Want to Become –
Our Preferred Future as Defined in Value-Based Principles.”**

PLAN

**“Our Road Map for 5 Years – How to Realize Our Vision with
Achievable Goals Defined Through: Objectives, Meaning to
Our Citizens, Challenges and Opportunities, Actions 2005-6,
Major Projects 2005-6 and Actions on the Horizon.”**

EXECUTION

**“Actions to Implement the Plan –
A Work Program for Next Year with a “To Do” List for Mayor, City
Council and Management – To be Completed with Accountability
for the Results.”**

MISSION

**“Purposes of City Government – Determined in Service Businesses
Defined in: Operating Elements, Business Successes, Challenges
and Opportunities and Service Improvements 2005-6.”**

BELIEFS

**“Our Core Beliefs Which are the Foundation for Our City
Government – Creating a Corporate Culture of Action and
Accountability, the Primary Value, As Defined in Performance
Standards to Guide Behaviors and Actions.”
HOW WE CONDUCT OUR BUSINESS**

**PARKLAND
VISION 2020**

PARKLAND VISION 2020

**City of PARKLAND is a
BEAUTIFUL AND GREEN,^(A) UPSCALE
RESIDENTIAL COMMUNITY^(B) with SMALL SCALE
COMMERCIAL VILLAGES.^(C)**

**Our HOMETOWN FEELING^(D) and
EXCELLENT NEIGHBORHOOD SCHOOLS^(E)
help to make us FAMILY FRIENDLY.^(F)**

**Our residents enjoy an active lifestyle
through 1st Class LEISURE AND CULTURAL
AMENITIES,^(G) and EASY MOVEMENT THROUGH
OUR STREETS AND MULTI USE TRAILS.^(H)**

**“PARKLAND –
The Place You Call Home”**

PRINCIPLE A

BEAUTIFUL AND GREEN

► **Means**

1. Open and Green Spaces throughout the City
2. Tree Canopied Streets, Trails and Neighborhoods
3. Developments Designed with Environment and Natural Resource Sensitivity
4. Attractive, Distinctive Entrances and Gateways
5. Green Spaces Buffering Commercial and Residential Developments
6. Well Designed and Well Maintained Landscaping, Streetscapes, Medians, Parks and Public Spaces

PRINCIPLE B

UPSCALE RESIDENTIAL COMMUNITY

► **Means**

1. Range of Top Quality Housing Types and Sizes
2. Residential Areas Well Designed and Well Maintained
3. Neighborhoods having a Distinctive Character and Look
4. Elegant Looking Community
5. Small Scale, Village Type Commercial Areas Serving Residents
6. Easy, Convenient Access to Restaurants and Leisure Amenities

PRINCIPLE C

SMALL SCALE COMMERCIAL VILLAGES

► **Means**

1. Quality Restaurant Choices
2. Community Gathering Spaces allowing for Public Events
3. Upscale, Unique/Distinctive Retail Shops
4. Village Type Development that is Pedestrian and Bike Accessible and Friendly
5. Meeting Green Space Standards
6. Compatibly Designed, Well Maintained Buildings and Infrastructure
7. Landscaped Buffers from Neighborhoods and Streets

PRINCIPLE D

HOMETOWN FEELING

► **Means**

1. Small Town Feeling
2. Residents and Businesses Contributing to and Volunteering in the Community
3. Strong Pride in the Parkland Community
4. Neighbors Knowing and Helping Neighbors
5. Being Safe and Feeling Secure Anywhere in Our City
6. Residents going to Community Gathering Places
7. City Providing Personal, Friendly Service with a Smile – Showing the S-P-I-R-I-T

PRINCIPLE E

EXCELLENT NEIGHBORHOOD SCHOOLS

► **Means**

1. Adequate Space with No Overcrowding
2. “A” Rated Quality Education
3. City Providing Resources to Support Schools
4. Small Class Sizes
5. Parents Involved in Child’s Education
6. Only Parkland Children go to Our Schools
7. City Working with Schools to Improve Educational Programs, Facilities

PRINCIPLE F

FAMILY FRIENDLY

► **Means**

1. Community Valuing and Supporting Families and Family Activities
2. Opportunities for Intergenerational Interaction and Learning
3. All Family Generations are Welcome
4. Family Oriented Leisure Activities and Events
5. Commitment to Children
6. Programs, Services and Activities Available to Support Families
7. Our Children want to Stay or Return to Raise their Families

PRINCIPLE G

1ST CLASS LEISURE AND CULTURAL AMENITIES

► **Means**

1. Amphitheater for a Variety of Concerts
2. Recreation and Cultural Programs Responsive to Different Generational Needs
3. Equestrian Center with Services for Horse/Non Horse Owners
4. Top Quality Library Facility and Services
5. Parks Connected by Trails
6. Community Center with a Variety of Venues and Activities
7. Choice of a Variety of Parks

PRINCIPLE H

**EASY MOVEMENT THROUGH OUR STREETS AND
MULTI USE TRAILS**

► **Means**

1. Streets that Facilitate Ease of Movement within the Community
2. Multi Use Trails Connecting Our Community and Neighborhoods
3. 10' Wide Trails
4. Signs, Markers Along Trails
5. Non Vehicular Friendly Community with Walking Opportunities
6. Bike Lane where Appropriate

**CITY OF PARKLAND
OUR MISSION**

PARKLAND OUR MISSION

**Our PARKLAND City Government Mission
is to provide *SUPERIOR CITY SERVICES*⁽¹⁾
that add value to our residents' lives
while maintaining the City's
FINANCIAL SUSTAINABILITY.⁽²⁾**

**The City *ASSURES QUALITY DEVELOPMENT*⁽³⁾
while *PROTECTING OUR ENVIRONMENT
AND CHARACTER.*⁽⁴⁾**

**The City *BUILDS OUR COMMUNITY*⁽⁵⁾ and
*ADVOCATES TO PROTECT PARKLAND'S
INTERESTS.*⁽⁶⁾**

PRINCIPLE 1

SUPERIOR CITY SERVICES

► **Means**

1. Defining Services Based Upon Appropriate Community Needs and Growth
2. Having Well Built, Well Maintained City Infrastructure Based Upon Community Needs
3. Having Appropriate Staff, Equipment and Resources
4. Using Technology to Serve the Customer
5. Evaluating the Service Performance and Outcome
6. Maintaining an 80% Customer Satisfaction Level
7. Applying “State of the Art” and “Best Practice” to Serving the Community

PRINCIPLE 2

FINANCIAL SUSTAINABILITY

► **Means**

1. Recovering Costs of Actual Service when Appropriate
2. Having Adequate Resources to Complete Projects and to Provide Defined Services
3. Delivering Services in the Most Cost Effective and Efficient Manner
4. Having Plan and Funding for Capital Projects – Investing in Our City’s Future, Based Upon Financial Capacity
5. Seeking Outside Revenue Sources First
6. Having Dedicated Resources for Community Investment Program and General Operating Needs

PRINCIPLE 3

ASSURES QUALITY DEVELOPMENT

► **Means**

1. Assuring Developments and Buildings Compliment Our Community and Our Neighborhoods
2. Assuring and Updating Comprehensive Plan
3. Assuring and Updating Development Code and Zoning Ordinance
4. Assuring Appropriate Amenities are Provided by the Developers
5. Having Local (City Based) Concurrency for Developers/Builders
6. Holding Developers and Builders Accountable to Parkland Standards and Regulations
7. Providing a Review Process that is Timely and Predictable

PRINCIPLE 4

PROTECTING OUR ENVIRONMENT AND CHARACTER

► **Means**

1. Protecting the Natural Resources and Living Environment
2. Promoting Quiet and Peaceful Residential Neighborhoods
3. Enforcing Strongly Park Like Development
4. Having Well Designed, Well Maintained Streetscapes, Landscaping and Public Spaces
5. Having Canopied Tree Lined Streets
6. Promoting Air and Water Quality

PRINCIPLE 5

BUILDS OUR COMMUNITY

► **Means**

1. Providing Community Gathering Places for People to Interact
2. Informing Residents about the City – Vision, Goals, Plans, Services, Programs, Projects
3. Supporting Community Events and Festivals
4. Supporting Family Friendly Activities
5. Having Identity and Branding in City Signage
6. Involving Residents in Boards, Commissions, Committees, Taskforces

PRINCIPLE 6

ADVOCATES TO PROTECT PARKLAND'S INTERESTS

► **Means**

1. Actively Lobbying Federal, State and County Governments
2. Partnering with Broward County Schools
3. Promoting and Protecting Parkland's Vision
4. Partnering with Neighborhood Cities to Address Issues of Joint Concern
5. Participating in Regional and Intergovernmental Organizations
6. Protecting the City Interests Through Litigation (When Necessary)

**CITY OF PARKLAND
OUR BELIEFS**

Core Beliefs

The City of Parkland

We S erve

We P roduce

We Act with I ntegrity

We Accept R esponsibility

We Look for I nitiative

We Practice T eamwork

“Show the S-P-I-R-I-T!”

BELIEF	SERVE
---------------	--------------

► **Means**

1. Having a Positive, “Can Do” Attitude
2. Providing a Timely, Prompt Response; Return Phone Calls, Emails or Setting Expectations
3. Knowing who are the Customers, Listen to their Needs, Problems, Concerns and Expectations
4. Dedicated to Serving the Parkland Community
5. Looking for Ways to Say “Yes” and to Make things Happen
6. Acting in a Friendly, Courteous and Respectful Manner
7. Giving 110% to the City and Your Job

BELIEF	PRODUCE
---------------	----------------

► **Means**

1. Completing Assigned Tasks and or Directed Projects on Time and Within Budgets
2. Setting Realistic Goals with Priorities
3. Doing Your Job in the Most Efficient, Cost Effective Manner
4. Getting the Job Done at or Above Expectations and Standards
5. Evaluating the Results
6. Looking for Better Ways to Get the Job Done
7. Being Adaptive and Open to Change

BELIEF	INTEGRITY
---------------	------------------

► **Means**

1. Being Honest, Truthful and Direct
2. Providing Fair, Equitable Consistent Service
3. Meeting Professional Code of Ethics
4. Supporting the City's Vision, Mission, Goals
5. Respecting Others
6. Presenting a Positive Image – Personal Appearance, Work Space, Equipment

BELIEF	RESPONSIBLE
---------------	--------------------

► **Means**

1. Delivering on Your Commitments
2. Forthcoming and Admitting when you are Wrong
3. Taking Responsibility for the Outcomes
4. Developing and Maintaining Your Personal Knowledge and Competencies
5. Being a Positive Representative of the City
6. Holding Self and Others Accountable

BELIEF	INITIATIVE
---------------	-------------------

- **Means**
1. Anticipating Community Needs or Problems
 2. Being Proactive Rather than Reactive
 3. Adapting to Changing Situations by Being Flexible
 4. Willing to Learn New Ideas and Ways of Doing Business
 5. Doing the Operational Task Before you have Been Told to do that Task
 6. Looking for Future Opportunities
 7. Setting Realistic Expectations

BELIEF	TEAMWORK
---------------	-----------------

- **Means**
1. Cooperating with and Supporting Others
 2. Being Loyal to the City, Mayor and City Commission, City Management
 3. Respecting the Chain of Command
 4. Knowing Your Role and Responsibilities and Performance Standards
 5. Pitching in to get the Job Done, and to Achieve Goals
 6. Keeping Others Informed
 7. Accepting the Team's Decision Even if you are in the Minority

PLAN 2005 – 2010

City of Parkland Goals 2010

Financially Sound City Government

Public Schools of Excellence

Preservation of Parkland's Character

Safest City in Broward County

**High Performance City Organization
Providing Superior Service**

Connectivity through Roads and Trails

1st Class Leisure and Cultural Amenities

GOAL 1

FINANCIALLY SOUND CITY GOVERNMENT

► **Objectives**

Objective 1

Reasonable Tax Rate and Fees

Objective 2

Infrastructure Cost Born by those Receiving Special Benefits

Objective 3

Community Investment Program with Capital Project Priorities and Funded Based Upon Financial Capacity

Objective 4

Responsibly Using Debt for Major Projects

Objective 5

City Operating as an Effective Service Business

► **Means to Citizens**

1. Stewardship of the public tax dollar.
2. Value for the tax dollar.
3. City prepared for the future.
4. Protection of quality of life.
5. Protection of property values.

► **Challenges and Opportunities**

1. No Capital Program
2. No Financial Policies
3. No Reserves/Need Set Reserve Level
4. Election – Political Courage
5. County Policies and Mandates

► **Actions 2005 – 2006**

Policy Agenda

1. Community Investment Plan: Development and Funding
2. New Alternative Revenues Study and Direction
3. F.P.L. Franchise Fee: Decision

PRIORITY

Top Priority

High Priority

Management Agenda

4. Five Year Financial Plan with Revenue/Expenditure Forecasts
5. Financial Policies: Development

Top Priority

High Priority

► **Actions on the Horizon**

1. Long Term Staffing Plan
2. Classification and Compensation Study and Plan
3. Special Census: Direction and Funding
4. Purchasing Policy and Procedures
5. Audit Response: Actions
6. Parks and Recreation Fees and Charges Review and Direction
7. Impact Fee Study and Concurrency Policy

GOAL 2

PUBLIC SCHOOLS OF EXCELLENCE

► **Objectives**

- | | |
|--------------------|---------------------------------------------------------|
| Objective 1 | Parkland Children Go to Parkland Schools |
| Objective 2 | Additional Schools to Reduce Overcrowding |
| Objective 3 | School Rated: A+ |
| Objective 4 | City Programs to Support Educational Program Excellence |
| Objective 5 | Positive Working Relationship Between City and Schools |

► **Means to Citizens**

1. Quality public education.
2. Children going to school close to home.
3. Safe learning environment for children.
4. Opportunities to get involved in children's education.
5. Protection of property values.
6. Support healthy families.

► **Challenges and Opportunities**

1. Growing Student Population
2. Funding
3. Available Land
4. Control by School Board
5. State and Federal Mandate

► **Major Projects 2005 – 2006**

1. High School Stadium: Completion

► **Actions on the Horizon**

1. Trails End/University Development (8/06)
2. Westglade Middle School Portable
3. Shield Areas School Commitment (5 Year Plan by 2008)
4. Park Trails Modular
5. Riverglades Portables
6. School Included in Annexations
7. Educational Advisory Board Formation
8. Middle School: Decision and Siting
9. Interlocal Recreation Program for Community Use (High School)
10. Poll Place at School: Direction Elementary

GOAL 3

PRESERVATION OF PARKLAND'S CHARACTER

► **Objectives**

- | | |
|--------------------|-------------------------------------------------------------------|
| Objective 1 | Control Development Through Build Out |
| Objective 2 | Maintaining High Development and Design Standards |
| Objective 3 | Range of Quality Homes (Type, Size) for All Family Generations |
| Objective 4 | Decisions and Actions Consistent with Plans, Policies, Regulation |
| Objective 5 | Developing a Tree Canopied City |

► **Means to Citizens**

1. Protection of property values and neighborhood integrity.
2. Predictable growth and development.
3. New development in character of Parkland.
4. Beauty by design and nature.
5. Choices: living style, homes, neighborhoods.

► **Challenges and Opportunities**

1. Workforce Housing
2. State Legislation: Land Use 2nd Growth Management
3. County and State Roads within the City
4. Soundwall
5. Annexation

► **Actions 2005 – 2006**

Policy Agenda

1. Annexation: Action (400Acres) and Plan
2. Affordable/Workforce Housing Policy and Strategy
3. Road Infrastructure Plan for Pine Tree and Ranch Roads

PRIORITY

Top Priority

High Priority

Management Agenda

4. Environmental Management Plan
5. E.A.R./Comprehensive Plan: Update and Amendments
6. Annexation: Country Acres Direction on Service Provision

High Priority

High Priority

► **Actions on the Horizon**

1. Equestrian Overlay District Development
2. Farmland Area Plan
3. Community Building Strategy with Specific Actions
4. Drainage Plan for the Ranches
5. Adult Establishments Ordinance
6. Master Plan/Strategy for Palm Beach County Triangle
7. Geographic Information System Development (GIS)
8. Residential “Down Sizing” Study and Policy Direction
9. 80/20 Ordinance Review
10. Zoning Amendment
 - Special Events
 - Outdoor Lighting
11. Development Process Review and Revision
12. Community Wildlife Habitat Designation

GOAL 4

SAFEST CITY IN BROWARD COUNTY

► **Objectives**

Objective 1 Meeting or Exceeding Defined Response Times: Fire ___ Police ___ 90%

Objective 2 Appropriate Fire Equipment for Parkland Community

Objective 3 Three Fire Stations Serving Parkland

Objective 4 Low Crime Rate: Part 1 and Part 2

Objective 5 Residents Feeling Safe and Secure

► **Means to Citizens**

1. Timely response to an emergency call.
2. Feeling safe and secure.
3. Protection of property values.
4. No tolerance for crime.
5. Sharing responsibility in community safety.
6. Confidence in city's emergency management and response

► **Challenges and Opportunities**

1. Lack of Capital Funding
2. Publicity: BSO Credibility
3. Alternative Regionalization of Fire Services
4. Contract Fulfillment by BSO/Coral Springs Fire
5. Lack of Control Over Agency and Services
6. Harmony among Service Providers

► **Actions 2005 – 2006**

Policy Agenda

1. Fire Station Evaluation, Direction Funding and Staffing Plan
2. BSO/Fire Contract Performance Review

PRIORITY

High Priority

Management Agenda

3. Fire Department Contingency Plan for the Future
4. Police Department Contingency Plan for the Future
5. Emergency Preparedness and Recovery Plan: Update

Top Priority

Top Priority

► **Major Projects 2005 – 2006**

1. Public Safety Building Completion, Opening with Signage

► **Actions on the Horizon**

1. Fire Wells: Pine Tree and the Ranches
2. Dispatch Direction and Implementation
3. Fire Hydrants: Upgrade Program
4. Patrol Zone and Staffing Direction
5. Fire Engine and Ambulance Direction
6. 60' Turning Radius Ordinance
7. Knox Box Key Entry: Gate Communities
8. Fire Inspection Fee and Billing Procedure
9. CERT Program Development

GOAL 5

HIGH PERFORMANCE CITY ORGANIZATION PROVIDING SUPERIOR SERVICE

► **Objectives**

Objective 1 Realigning the Corporate Culture as a Service Business around Our Mission and S-P-I-R-I-T

Objective 2 Measuring Customer Satisfaction with a ___% Satisfaction Level

Objective 3 Effective Use of Technology to Enhance Service Delivery

Objective 4 Services Delivered in the Most Cost Effective Manner

Objective 5 Citizen Informed and Engaged Positively in City Governance

► **Means to Citizens**

1. Personal, customer service.
2. Services responsive to your needs.
3. Reliable, top quality services.
4. Easy access to city information and services.
5. Efficient delivery of city services.

► **Challenges and Opportunities**

1. Getting on the Bus
2. Current Management Capacity/Talent
3. Size of Organization and Depth
4. Funding
5. Old Philosophy and Operating Style

► **Actions 2005 – 2006**

Policy Agenda

PRIORITY

1. Public Information Program Expansion (Including a Possible P.I.O.)
2. Information Technology Plan for City

Management Agenda

- | | |
|------------------------------------------------------------|---------------|
| 3. S-P-I-R-I-T Program: Implementing Our Corporate Beliefs | Top Priority |
| 4. City Organization: Evaluation and Reorganization | High Priority |
| 5. Service Measurements and Benchmark Program | High Priority |
| 6. City Hall Space Plan | High Priority |

► **Actions on the Horizon**

1. Community Survey Development
2. Performance and Organization Audit for Building Department
3. City Commission Office Space and Staffing
4. Performance Evaluation System Development
5. Code of Ethics Ordinance
6. Retirement Plan for Staff
7. Recycling Program Evaluation and Direction
8. City Commission Candidate Orientation and New Commissioner Briefings
9. Marketing Program for City: Development and Actions
10. Customer Service Program Development
11. Revised Job Description
12. Charter Review and Referendum
13. Succession/Plan and Management Backup
14. Classification and Compensation Study

GOAL 6

CONNECTIVITY THROUGH ROADS AND TRAILS

► **Objectives**

Objective 1

Development of Multi Use Trail System

Objective 2

Avoiding Through Traffic in Parkland

Objective 3

Improved Traffic Flows within the City

Objective 4

Easy, Quick Access to Schools, Commercial Areas, Parks and Amenities by Car or Other Modes

► **Means to Citizens**

1. A beautiful drive.
2. Protection of neighborhood integrity.
3. Choices: automobile, walk, bike.
4. Places connected in the city.
5. Predictable travel times.

► **Challenges and Opportunities**

1. Funding
2. Control over ROW and Roads Construction
3. University Drive
4. Space for ROW

► **Actions 2005 – 2006**

Policy Agenda

- | | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------|---------------|---------------|---------------|
| <ol style="list-style-type: none"> 1. University Extension Prevention and Action Plan 2. Sidewalk Policy and Funding <ul style="list-style-type: none"> • Hillsboro • Parkside • Lox 3. Gateway/Entry Beautification Plan, Projects and Funding 4. Master Plan for Multi Use Trails Development and Direction 5. Street Lights Priority and Funding <ul style="list-style-type: none"> • Hillsboro • Nob Hill • Holmberg | <table border="1"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;">Top Priority</td> </tr> <tr> <td style="text-align: center;">High Priority</td> </tr> <tr> <td style="text-align: center;">High Priority</td> </tr> <tr> <td style="text-align: center;">High Priority</td> </tr> </table> | PRIORITY | Top Priority | High Priority | High Priority | High Priority |
| PRIORITY | | | | | | |
| Top Priority | | | | | | |
| High Priority | | | | | | |
| High Priority | | | | | | |
| High Priority | | | | | | |

► **Major Projects 2005 – 2006**

1. University – Holmberg Road Traffic Light Installation, WCI Landscaping and Aesthetic Improvement
2. Parkside Drive Round-a-Bout Feature
3. Sawgrass Expressway Expansion (FDOT)
4. Holmberg Road/State Road 7 Intersection Improvement Project

► **Actions on the Horizon**

1. City Lobbyist: Transportation Projects
2. Riverside Trail Development: Plan and Funding
3. Bike Lanes throughout the City Plan and Funding
4. Holmberg Road Traffic Management Plan and Beautification Projects and Funding
5. Hillsboro Road Evaluation
6. Local Transit (Intra City) Evaluation Plan for Service, Funding
7. Trotters Lane Direction, Projects and Funding
8. Lox Road Strategy and Direction
9. County Line Extension Plan and Direction
10. Lox Road Multi Use Path Design and Construction
11. Parking for Sale Vehicles Ordinance: Update

GOAL 7

1ST CLASS LEISURE AND CULTURAL AMENITIES

► **Objectives**

Objective 1

Facilities Responding to Parkland’s Community Needs

Objective 2

Recreation Programs and Services Responsive to Needs of Different Generations

Objective 3

Adequate Sports/Athletic Fields for Games and Practice

Objective 4

Strong Community Events that Support Families and Bring Residents Together

Objective 5

Full Range of Cultural Arts Venues and Programs

Objective 6

1st Class Library Serving Residents

► **Means to Citizens**

1. Choices of leisure activities.
2. Park with multiple activities and venues.
3. Places for children to play.
4. Sufficient fields for residents.
5. More cultural activities.
6. Convenience – you can stay in Parkland.

► **Challenges and Opportunities**

1. Funding
2. Identifying Community Needs
3. Competing Interests
4. Staffing Resource
5. Defining City’s Roles

► **Actions 2005 – 2006**

Policy Agenda

1. Pine Trails Park: Direction, Project (Phase I and II) Priority, Funding
2. Community Events Coordinator and Program Enhancements
3. Amphitheater: Direction and Funding
4. Community Center: Direction and Funding
5. Community Spirit Award

PRIORITY

Top Priority

Management Agenda

6. Sports Advisory Board Development

► **Actions on the Horizon**

1. Beaty Property County Purchase and Direction
2. Parking Plan for Parks
3. Teen Center Evaluation, Direction and Funding
4. Multi Cultural Commission and Program Development
5. Library Building Expansion
6. State Funding/ Grants for Library
7. Nature Center Development
8. Public Art Policy and Action Plan
9. Community Foundation Development
10. Dog Park Development
11. Cultural Advisory Board Development
12. Terramar Park Upgrade
13. P and R Office Space Direction
14. Quigley Park Upgrade and Funding
15. The Equestrian Center at Temple Park Upgrade and Funding
16. P and R Staffing Plan
17. Parks, Trails and City Branding and Signage
18. Blount Margate Property Acquisition

ACTION AGENDA 2005 – 2006

Policy Agenda 2005 – 2006

TOP PRIORITY

Community Investment Plan: Development and Funding

School Advocacy for City Education Priorities

Annexation: Action (400 Acres) and Plan

University Extension Prevention and Action Plan

**Pine Trails Park: Direction Project (Phase II & III)
Priority, Funding**

HIGH PRIORITY

New Alternative Revenue Study and Direction

Affordable/Workforce Housing Policy and Strategy

Fire Station Evaluation, Direction, Funding and Staffing Plan

Multi Use Trails/Sidewalk Policy and Funding

Gateway/Entry Beautification Plan Projects and Funding

Management Agenda 2005 – 2006

TOP PRIORITY

Five Year Financial Plan with Revenue/Expenditure Forecasts

Fire/Police Contingency Plan for the Future

S-P-I-R-I-T Program: Implementing Our Corporate Beliefs

Emergency Preparedness and Recovery Plan: Update

HIGH PRIORITY

Service Measurements and Benchmark Program

E.A.R./Comprehensive Plan: Update and Amendments

City Organization: Evaluation and Reorganization

Financial Policies: Development

Environment Management Plan

City Hall Space Plan

Major Projects 2005 – 2006

- 1. High School Stadium: Completion**
- 2. Public Safety Building Completion, Opening with Signage**
- 3. University – Holmberg Road Traffic Light Installation, WCI Landscaping and Aesthetic Improvement**
- 4. Parkside Drive Round-a-Bout Feature**
- 5. Sawgrass Expressway Expansion (FDOT)**
- 6. Holmberg Road/State Road 7 Intersection Improvement Project**