



**City of Wilton Manors  
2015-2020 Strategic Plan**

## INTRODUCTION

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future. Strategic planning includes three key requirements: a definite purpose for the organization; an understanding of the environment, particularly of the forces that affect or impede the fulfillment of that purpose; and creativity in developing effective responses to those forces. A strategic plan allows for proactive, instead of reactive, planning and policymaking because the planning process links the organization's mission, values, goals, and objectives to all government activities. As such, it is a management tool that can be used to guide governments by focusing the energy of the organization, ensuring that members of the organization are working toward the same goals, and assessing and adjusting the organization's direction in response to a changing environment.

The purpose of developing a strategic plan is to assist the City of Wilton Manors in establishing and keeping a focus on those policy-making decision items that are critical to maintain the unique character of the City. First, a Strategic Planning Team (SPT) was established, under the leadership of City Manager Joseph Gallegos and Assistant City Manager LeighAnn Henderson, to manage the strategic planning process. The SPT contacted Dr. Leslie Leip to facilitate the process. A plan for the process was developed, which includes the following phases:

1. Analyzing the City's internal and external environments via focus groups and questionnaires (completed);
2. Establishing a staff value statement;
3. Refinement of the City's existing vision and mission;
4. Developing goals to attain the City's mission; and
5. Guiding City departments in developing objectives and performance measures for the City's goals.

### Methodologies for Strategic Planning Process

A series of strategic planning sessions were held in order to analyze the internal and external environments of the City of Wilton Manors. The purpose of the sessions was to have the commission, staff, resident advisory board members, and business owners assess the City's strengths, weaknesses, opportunities and challenges (SWOC). Advisory board members from the following boards attended the focus group: Budget Review; Civil Service Board; Community Affairs; Library; Parks and Recreation; Planning and Zoning; Wilton Manors Historical Society; and Wilton Manors Pension Board of Trustees. Department directors, the City Manager, and the Assistant City Manager participated in the employee SWOC meetings, and the majority of Commission members completed the SWOC. Extensive notes

were taken during each focus group session and completed SWOC worksheets were also used for the analysis.

In order to analyze the external environments of the City of Wilton Manors, a questionnaire was administered to residents to assess their strategic planning priorities and government service satisfaction levels. The questionnaire was mailed to all residents via the City's newsletter. The data from the questionnaires were entered into a statistical database and the analyses of the data are presented later in the report. A total of 456 resident surveys were completed. This sample of respondents is statistically representative of the entire population of the City of Wilton Manors. Using a 95% confidence level for a population of 11,000-12,000, the margin of error is  $\pm 5\%$  (see Appendix A for a statistical sample size chart).

## **RESULTS OF THE SWOC ANALYSIS**

### Analysis of Strengths, Weaknesses, Opportunities, and Challenges (SWOC)

All of the SWOC analyses that were completed by the City directors, commission members, advisory board members, and business owners were aggregated and are listed below (see Appendix B for all comments and Table 1 for the SWOC summary). All four groups identified similar strengths about the City's leadership and staff, including the good working relationships between the staff, city manager, commission, and resident advisory boards. The SWOC analysis also validated the many strengths of the City's staff (i.e., dedicated experienced, knowledgeable). These strengths provide a solid foundation to build solutions to deal with the City's internal weaknesses that were identified in the SWOC. The groups agreed that weaknesses internal to the City are long-term planning and personnel costs.

The SWOC analysis was also used to examine the external opportunities and challenges of the City. All of the groups mentioned the residents and development as opportunities for the City. The current challenges that the City faces include crime and homelessness. The groups indicated another challenge is maintaining a balance between the small-town residential area and the entertainment district, where there is ample parking.

**Table 1. Summary of SWOC analyses completed by Advisory Board Members, Business Owners, City Employees, and Commissioners.**

**Strengths:**

*Staff/Leadership/Resident Advisory Boards*

- Good working relationship between Commission/Mayor, City Manager, Staff, and involved residents
- Some employees have useful historical/institutional knowledge
- Many employees are dedicated
- Advisory Boards are active

*Service-related*

- Fiscally sound so the City is able to offer diverse and high-quality services
- The City's focus is on serving the residents/customers
- Police services are good

*Community*

- Strong sense of community
- Unique culture

**Weaknesses:**

*Organization*

- Lack of long-term planning (Master Development plan, Technology plan, Long-term parking plan, Walkability plan, Sustainability plan)
- Improve communications with residents (eliminate inconsistent/incorrect information)
- Personnel costs (Turnover, pensions)
- Full potential of marketing of the City not yet reached

**Opportunities:**

*Residents*

- Engaged residents
- Talented, contributing, and active community volunteers and civic organizations
- There is a very strong and affirming local LGBT community

*Community*

- Good location
- Small-town feel
- Friendly and safe

*Development*

- Time is right to attract new businesses
- City can use development to attract more tourism/visitors

**Challenges:**

*Community*

- Criminals are coming into Wilton Manors community from neighboring cities
- Increased homelessness in community

*Development*

- Management of limited growth potential
- Maintaining the balance between small-town residential area and entertainment district
- Aging corridors
- Maintenance of infrastructure

## FINDINGS OF THE RESIDENT SURVEY

The purpose of this section is to describe and highlight some of the most important demographic characteristics of the resident survey respondents, as well as summarize the findings of the resident survey that was administered in July 2014. A total of 456 citizens responded to the survey.

### Demographics

The majority of the respondents own their homes (87%). Twenty-eight percent of the respondents live in east side of the city, 43% live in the central area, and 29% live in the west side of the city. Table 2 lists the percentages for the number of years the respondents have lived in the City of Wilton Manors.

**Table 2. Years Lived in the City of Wilton Manors.**

<i>Number of Years Lived in Wilton Manors</i>	<i>Percent of Sample</i>	<i>Number of Years Lived in Wilton Manors</i>	<i>Percent of Sample</i>
0-5 years	33%	16-20 years	9%
6-10 years	21%	21- 30 years	10%
11-15 years	14%	31 years or more	13%

The youngest resident to complete the survey is 18 years old and the oldest resident is 82 years old. The mean age is 57 years old. One percent of the respondents indicated they are age 18 or younger, 23% are between the ages of 19 and 44, 61% are between ages 45-69, and 15% are 70 or older. The percentages for household size, number of children, and number of senior adults are shown in Table 3. Generally, respondents to the survey reflect the general population characteristics of the City as enumerated by the U.S. Census Bureau.

**Table 3. Household size, number of children, number of adults over the age of 66.**

<i>Number of Children 18 or younger</i>	<i>Percent of Sample</i>	<i>Number of Adults 66 and Older</i>	<i>Percent of Sample</i>
0 Children	92%	0 people	67%
1 Child	5%	1 person	24%
2 Children	3%	2 people	9%
<i>Household Size</i>	<i>Percent of Sample</i>		
1 person	35%		
2 people	52%		
3 people	8%		
4 people	4%		
5 people or more	1%		

**Reasons for Living in the City of Wilton Manors**

Residents were also asked to rate the importance of the reasons they live in the City of Wilton Manors. Table 4 shows the results. According to these results, the top ranked reason for living in the City is good city services, and the least important reason for living in the City is access to good educational institutions.

**Table 4. Residents’ reasons for living in the City of Wilton Manors.**

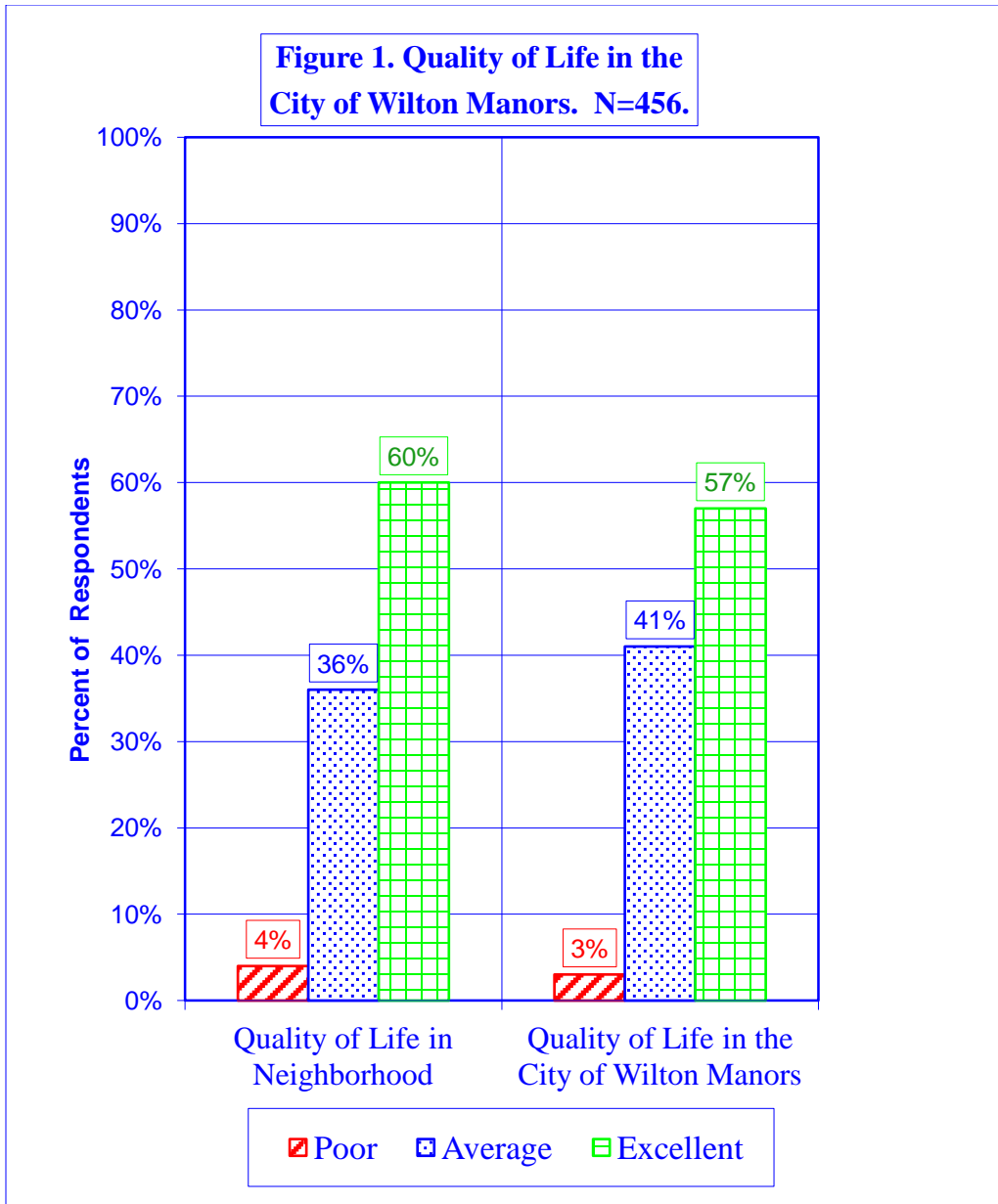
	<i>Not Important</i>	<i>Somewhat unimportant</i>	<i>Neither</i>	<i>Somewhat Important</i>	<i>Very Important</i>
Good City services	1%	1%	6%	29%	63%
Small-town feel	2%	3%	11%	31%	53%
Diverse population	6%	4%	14%	24%	52%
Proximity to nightlife and restaurants	6%	5%	11%	33%	46%
Quality health care and social services	8%	4%	26%	28%	34%
Access to natural resources (waterways)	12%	7%	19%	33%	29%
Access to good educational institutions (K-12)	37%	7%	25%	12%	18%

The survey included a question asking residents to identify three words to describe Wilton Manors to an out-of-town friend. Based on the respondents who answered the question, most included these words in their descriptions: fun, convenient, friendly, diverse, and small-town environment. Several respondents described Wilton Manors as “a small town surrounded by a big city,” which directly relates to the “Island City” motto. Several residents referred to Wilton Manors as “Mayberry with a swish/twist.”

**Quality of Life and Perceptions of Neighborhoods**

Two questions about the quality of life were included on the survey. Residents were asked to rate the quality of life in their neighborhood and in the City of Wilton Manors. Figure 1 illustrates the results (see next page). Sixty percent rated the quality of life in their neighborhood as excellent, 36% rated it as average, and 4% rated it as poor. Fifty-seven percent rated the quality of life in the City of Wilton Manors as excellent, 41% rated it as average, and 3% rated it as poor.

The quality of life questions were analyzed by the sections of the City, and Table 5 shows the results. More respondents who live in the east section rated their quality of life in their neighborhood and in the City as excellent than those people who live in the central and west sections. Very few respondents rated their quality of life as poor.



**Table 5. Quality of Life in Neighborhood and Wilton Manors by City section.**

<i>Quality of Life in Neighborhood</i>	<i>City Section</i>		
	<i>East</i>	<i>Central</i>	<i>West</i>
<b>Poor</b>	2%	4%	7%
<b>Average</b>	28%	38%	42%
<b>Excellent</b>	70%	58%	51%
<i>Quality of Life in the City of Wilton Manors</i>	<i>City Section</i>		
	<i>East</i>	<i>Central</i>	<i>West</i>
<b>Poor</b>	2%	3%	2%
<b>Average</b>	37%	40%	47%
<b>Excellent</b>	61%	58%	51%

Residents were asked to make suggestions about the ways in which the City can improve the quality of life in Wilton Manors. The residents' comments primarily focused on the following: 1) public safety; 2) cleaning up the city; 3) development; and 4) recreation. Residents are concerned about burglaries, the increase in the number of homeless people who wander around the neighborhoods, and panhandlers, so we they want a proactive police department and an increased police presence in their neighborhoods. Many residents suggested more lighting, cameras, and police on bikes may improve public safety.

The second category of comments focused on cleaning up the city, particularly dealing with trash, store fronts, and the river. Many respondents indicated that the enforcement of codes needs to be improved in order to help clean-up the City. Several residents commented about problems with stray cats and rats.

The third category of suggestions was about development around the City. Many residents want to improve the "walkability" of the City by adding bigger sidewalks, creating a tree canopy along the sidewalks, adding more green spaces, reducing some corridors to two-lane traffic and adding a pedestrian area, adding more pedestrian crosswalks, and adding more parking spaces. In addition, many respondents are concerned about the lack of development of Andrews Blvd. and Powerline Road.

The fourth category of suggestions for improving the quality of life centered on recreation. Many residents want the City to address the problems (i.e., fences need to be taller, separate areas for small and large dogs, "cruising") with Colohatchee Park and some are hopeful that Mickel Field will be completed soon. Other residents suggested a City pool, splash pads, and more clay tennis courts would improve recreation. Many residents want more recreational activities for senior citizens.

Residents were asked to compare their neighborhood to how it was a year ago, and the majority (71%) responded that their neighborhood is "about the same." Twenty percent said that their neighborhood is "a better place to live" compared to a year ago, 9% said it was a "worse place to live." Residents were asked to explain how their neighborhood has changed – for better or for worse during the past year. For those respondents who believe their neighborhood is better than it was a year ago, the majority of comments were about the ways in which property improvements have enhanced the surroundings. For those respondents who believe their neighborhood is worse than it was a year ago, the majority commented that it was due to crime and traffic problems.

The resident survey included a question about neighborhood safety. Overall, 32% of the respondents feel very safe in their neighborhood, 57% feel safe, and 11% of the respondents don't feel



safe in their neighborhoods. Table 6 shows the percentages for the safety categories for the three sections of the city. Most respondents in all sections of the city feel safe, but a higher percentage of people who live in the west section indicated that they don't feel safe in their neighborhoods.

**Table 6 . Safety in Neighborhoods by City section.**

	<i>City Section</i>		
<i>How safe do you feel living in your neighborhood?</i>	<i>East</i>	<i>Central</i>	<i>West</i>
<b>Not Safe</b>	2%	10%	22%
<b>Safe</b>	52%	60%	59%
<b>Very Safe</b>	46%	30%	19%

**Government Contact and Ratings of Government Employees & Services**

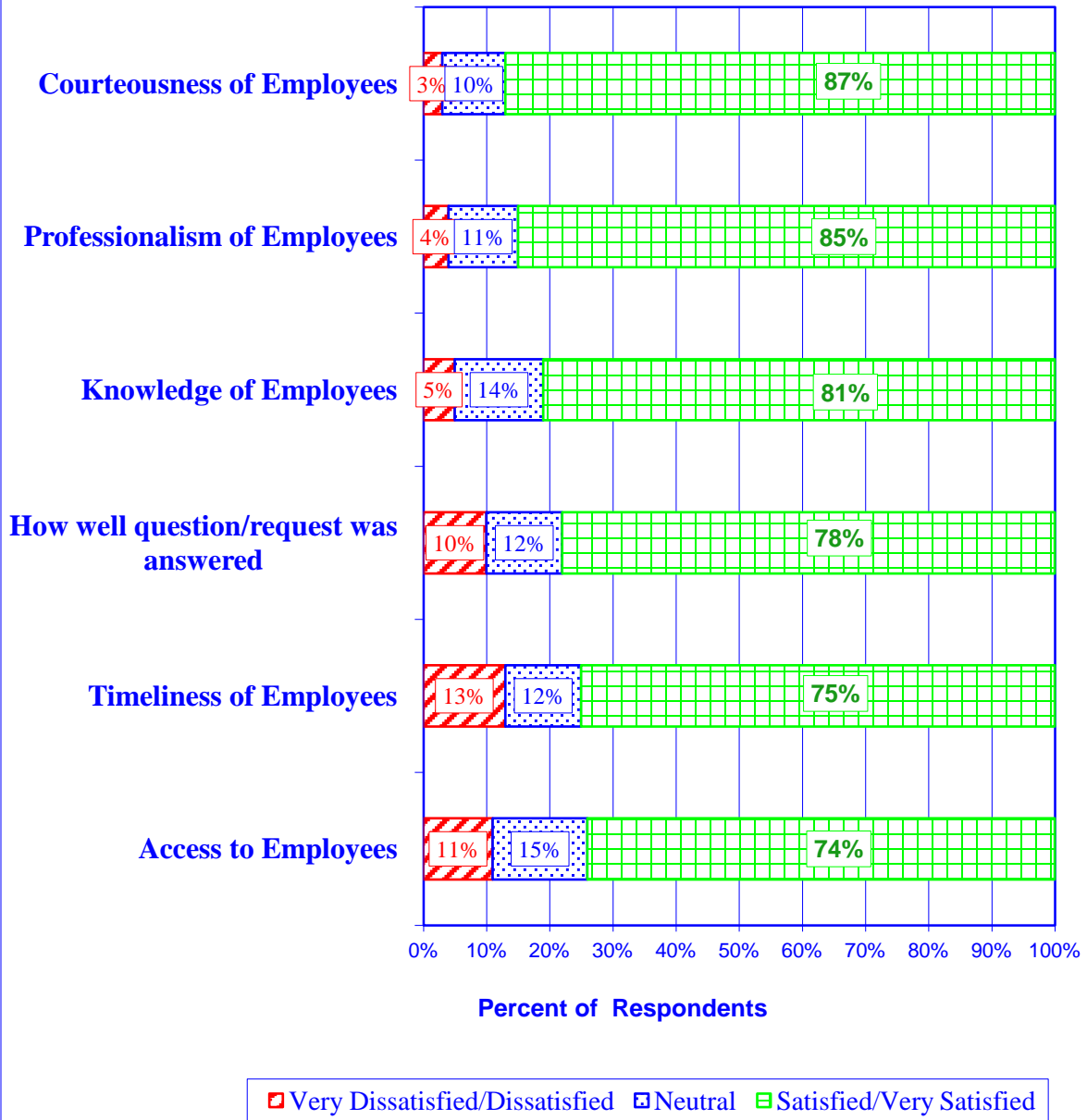
An important part of the survey included questions about the contact residents had with the City government during the past year and their satisfaction with employees and services. For the question about the amount of contact the respondents had with the City of Wilton Manors government departments during the past year, 15% of the respondents said that they have had no contact with the government during the past year, 39% said they have had contact with the City of Wilton Manors government departments 1-3 times during the past year, 29% have had 4-6 contacts, and 17% said they have had contact with the City of Wilton Manors government departments 7 times or more during the past year. Only the respondents who had some contact with the City government answered five additional questions about their experiences. Figure 2 illustrates the results for these five questions.

The majority of respondents indicated they were satisfied or very satisfied with all aspects of their experience(s) with the City of Wilton Manors government. The courteousness of the employees received the highest rating (87% satisfied/very satisfied), followed by the professionalism (85%) and knowledge (81%) of the employees. A small percentage of respondents said they were dissatisfied or very dissatisfied with the timeliness of employees (13%), access to employees (11%), and how well their question/request was answered (10%).

The residents were asked to rate government services overall and their satisfaction with Wilton Manors government services that they have used during the past two years. The majority of respondents (84%) indicated that they were satisfied/very satisfied with government services overall, 13% were neutral, and 3% were dissatisfied/very dissatisfied. Figure 3 illustrates the satisfaction ratings for each type of City service (excluding the “haven't used services” category).

**Figure 2. Ratings of Satisfaction with Government Experience. N=378.**

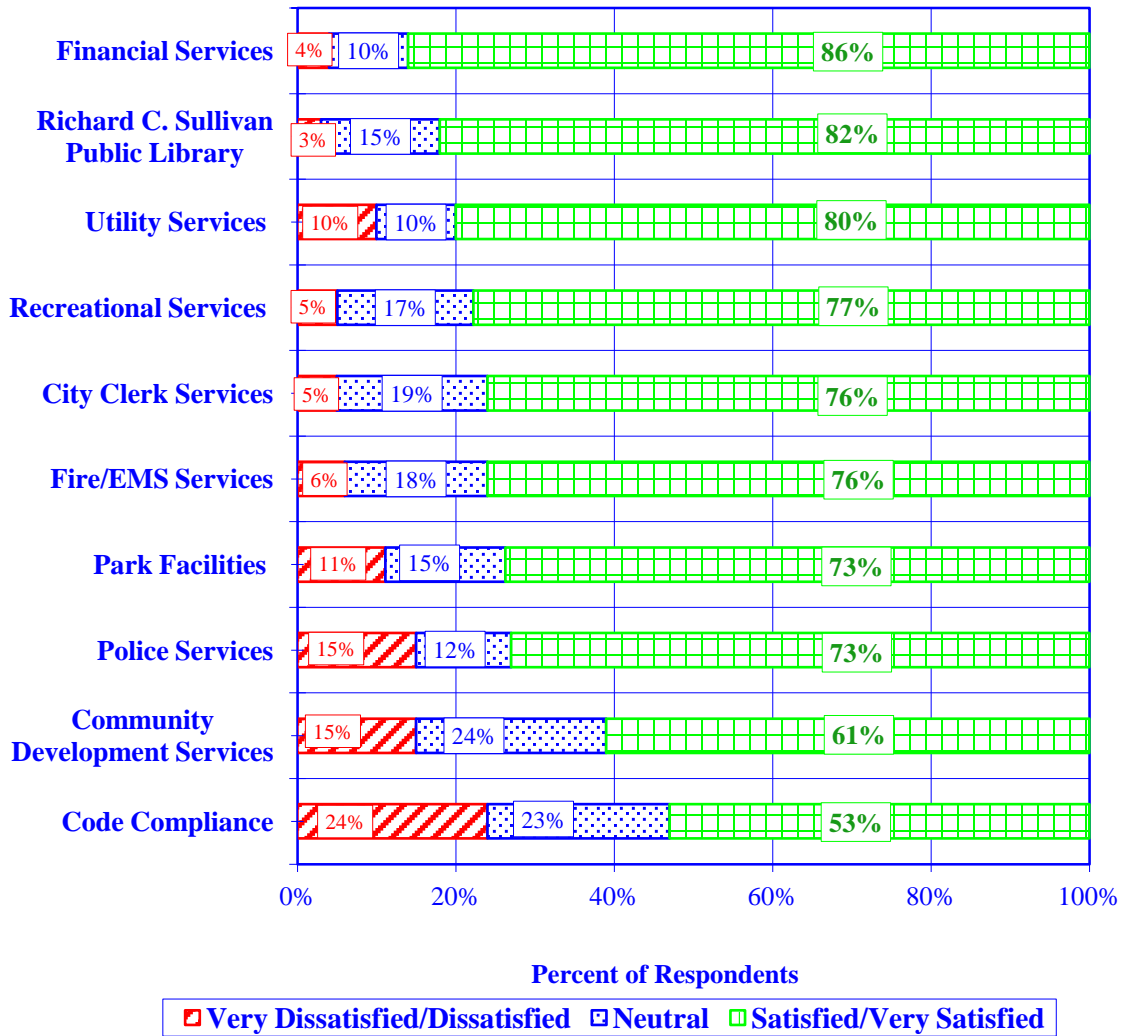
Only respondents who had contact with the City of Wilton Manors government answered these questions.



**Figure 3. Respondents' Ratings of City of Wilton Manors Services.**

Only respondents who used the government services are included.  
The number of cases varies for each service.

Based on your experiences while living in the City of Wilton Manors during the past two years, please rate these services:



Financial services had the highest satisfaction level (86%), followed by library services (82%), utility services (80%), and recreational services (77%). Twenty-four percent of the respondents rated their satisfaction level with code compliance services as dissatisfied/very dissatisfied.

Residents were asked to rate their levels of satisfaction with the resources they use to gather information about government services, events, activities, and meetings. The results show that the majority of respondents are satisfied/very satisfied with the City's informational resources they use (see

Table 7). Eighty-seven percent of respondents who use the City’s newsletter, *The Town Crier*, as a resource indicated they are satisfied or very satisfied with it.

**Table 7. Level of satisfaction of the resources you use to get information about City services/events/activities/meetings.**

	<i>Dissatisfied or Very Dissatisfied</i>	<i>Neutral</i>	<i>Satisfied or Very satisfied</i>
Town Crier	6%	7%	87%
Informational brochures and flyers	6%	18%	76%
City electronic message boards on roads	8%	17%	75%
Contacting the City directly	8%	17%	75%
City website	7%	19%	74%
City emails	7%	22%	71%
Attending City Commission meetings	9%	29%	62%

### Strategic Planning

One of the main purposes of the survey was to gather information that the City of Wilton Manors can use in the development of their strategic plan. Hence, residents were asked to rate the level of focus that should be paid to a variety of strategic plan ideas. Table 8 shows the results. Seventy-eight percent of the respondents indicated that public safety in the City should be a main focus of the strategic plan, followed by good financial management (76%), making the City a destination point for residents and visitors (52%), communication with residents (50%), and road maintenance (50%).

**Table 8. Strategic Plan Ideas.**

	<i>No Focus</i>	<i>Little Focus</i>	<i>Some Focus</i>	<i>Main Focus</i>
Public safety	0%	3%	19%	78%
Good financial management	0%	3%	21%	76%
Make the City a destination point for residents & visitors	3%	12%	33%	52%
Communication with residents	0%	6%	44%	50%
Road maintenance	1%	8%	41%	50%
Commercial corridors	1%	12%	42%	45%
Parks and Facilities	0%	11%	49%	40%
Recreational activities	3%	19%	53%	25%

The question about the focus of the strategic plan was further analyzed by examining the three city sections (east, central, west) separately. There were no significant differences between the three sections of the city for any of the strategic planning focus areas (see Appendix C for these results).

Residents were asked to identify the biggest challenge they believe is facing the City of Wilton Manors during the next five years. The majority of comments focused on four areas: 1) ensuring that all

aspects of City government are sustainable; 2) parking; 3) controlled and responsible growth; and 4) public safety. Many respondents said the biggest challenge the City faces during the next five years is creating a sustainable economic base, ensuring that sustainable services are supported, and striving to become “green.” Over 100 comments were about the constant challenge of parking in Wilton Manors. Numerous respondents indicated that controlled and responsible growth is the biggest challenge for the next five years, with comments about maintaining a sustainable mix of businesses and types of housing and preserving the small-town feel of Wilton Manors. As indicated in the quantitative results in Table 8, many respondents believe the City should focus on public safety/reducing crime in the future.

**Additional Comments**

The final question on the survey asked residents to write any additional comments that they have about the City of Wilton Manors. Three main categories of comments emerged from this qualitative analysis: 1) good/positive comments about the City; 2) traffic and parking issues; 3) property issues, and 4) need for a better mix of businesses. Table 9 summarizes the comments.

**Table 9. Additional comments about the City of Wilton Manors.**

<b>Category #1 – Good comments about the City, including...</b>
City workers are among the best in south Florida
City is well-governed
City did a good job with fiscal management during the recession years
<b>Category #2 – Traffic and Parking Issues, including...</b>
Traffic flow through main corridors is having a negative impact on the quality of life
Speeding on neighborhood roads
More parking needs to be available – should consider free parking
City should invest in free “around town” trolley/bus
Get rid of meter parking, use decals for residents
<b>Category #3 – Property Issues, including...</b>
Need to ensure that all codes are enforced for all properties
Don’t allow any more dense housing
Companies should not be allowed to deliver flyers/newspapers to properties that did not request them
It’s expensive to own property in Wilton Manors
<b>Category #4 – Need for a better mix of businesses, including...</b>
Wilton Manors needs a hotel
Wilton Manors needs more arts and culture, a better mix of restaurants, and health-oriented businesses
Don’t allow any more bars or pawn shops in our community

In conclusion, the results of the front-end analyses provided very useful information that was used for the development of the strategic plan. It is clear that the staff, Commission, advisory board members, business owners, and residents are grateful to be a part of the City. There are some issues/problems that need to be addressed and the strategic plan provides the structure to do so.

## VISION AND MISSION STATEMENTS AND PRIORITY AREAS

Through the front-end analyses, the Strategic Planning Team (SPT) captured what residents and businesses most value about their community and their ideas about what they want their City to become and achieve. This information, along with expertise of the City's directors, was used to develop a vision statement for the City of Wilton Manors. The SPT included specific elements in the vision statement that are necessary to form a forward-looking strategic framework that provides the long-term-comprehensive perspective necessary to make rational and disciplined decisions about City issues.

**Vision Statement:** The City of Wilton Manors government strives to take effective actions to ensure quality services, while sustaining a diverse culture and small-town charm.

Mission statements are directly connected to vision statements but, whereas a vision statement describes the desired future of the City, the mission statement describes how the vision will be achieved. The City's mission statement was crafted through a collaborative process that involved all of the SPT members. The SPT identified the five most important values to guide the City's mission, and those values were incorporated into the mission statement.

**Mission Statement:** The City of Wilton Manors government is committed to improving the quality of life in our community by delivering valued and fiscally-sound services with integrity and respect to the residents, businesses, and guests of our City.

Priority areas on which the City should focus emerged from the analyses of internal and external environments, as well as from several working sessions with SPT. It is important to note that the sequencing of the priority areas is not based on a predefined priority list.

**Priority Areas:**

Proactive Public Safety;

Sound Governance;

Strategic Growth and Development; and

Innovating and Adapting for the Future.

## GOALS, OBJECTIVES, AND STRATEGIES

The SPT discussed the four priority areas in detail, which provided the foundation for the development of the goals, objectives, and strategies. The SPT members gathered more information about the preliminary goals, objectives, and strategies from the employees in their departments, and the information was incorporated into the strategic plan. Once the goals were established, the SPT constructed the corresponding objectives and strategies, which are listed below.

### **Priority Area: Proactive Public Safety**

#### **Goal 1: Utilize technology to reduce crime and increase awareness about crime in the City.**

*Objective 1: Implement RMS's Crime Analysis Plus (CA+) Module to monitor crime.*

Strategy 1: Identify parameters of CA+ that Broward County will provide the WMPD under current contract terms, identify if WMPD needs upgrades in addition to what BC will provide, obtain funding and purchase necessary upgrades.

Strategy 2: Identify lead CA+ facilitator and implement CA+ program.

*Objective 2: Implement RMS's Police-to-Citizen (P2C) module to improve agency/community communications.*

Strategy 1: Identify & obtain funding for P2C and purchase P2C module.

Strategy 2: Identify lead facilitator(s) for P2C and implement P2C program.

Strategy 3: Educate City employees and community about P2C program.

*Objective 3: Explore predictive policing for possible implementation.*

Strategy 1: Communicate with agencies using predictive policing to gather information about the benefits and costs of predictive policing.

Strategy 2: Determine the financial & operational impacts predictive policing would have WMPD and public safety and make implementation decision.

*Objective 4: Enhance social media communications with residents to improve public safety.*

Strategy 1: Research and identify applicable social media outlets.

Strategy 2: Evaluate current "Social Media" policy to identify whether or not adjustments are needed.

#### **Goal 2: Continuously develop capacity of City employees to address public safety.**

*Objective 1: Provide professional development training opportunities.*

Strategy 1: Continued assessment of W.M.P.D. Field Training program.

Strategy 2: Achieve C.I.T. certification for every W.M.P.D. L.E.O.

Strategy 3: Train and employ additional W.M.P.D. bicycle officers.

Strategy 4: Provide reasonable training opportunities for specialty units.

Strategy 5: Provide reasonable training opportunities to develop future supervisors and leaders of our agency.

Strategy 6: Collaborate between W.M.P.D. and other City departments to train staff how to effectively handle public safety.

*Objective 2: Develop a Master Security plan for all public facilities.*

Strategy 1: Identify public facilities and security parameters for each location.

Strategy 2: W.M.P.D. leads collaboration with City Departments to develop a Master Security Plan.

Strategy 3: Identify funding sources as needed for security upgrades/adjustments.

Strategy 4: Educate City employees/public as needed on City's Master Security plan.

**Goal 3: Provide emergency management to ensure public safety in the City.**

*Objective 1: Provide W.M.P.D. and City E.O.C. representatives with continued training.*

Strategy 1: Ensure City has a minimum of two trained EOC representatives.

Strategy 2: Fulfill WMPD accreditation standard to provide annual EOC training.

Strategy 3: Meet FEMA-mandated emergency preparedness training requirements for all City employees to ensure compliance with the National Incident Management System ("NIMS").

*Objective 2: Ensure adequate communications between all disciplines during active E.O.C. scenarios.*

Strategy 1: Ensure City's involvement with county E.O.C. as needed.

Strategy 2: Ensure proper use of City E.O.C. facility to maintain adequate face-to-face communications.

*Objective 3: Utilize all resources to include C.E.R.T., volunteers, etc. in appropriate E.O.C. scenarios.*

Strategy 1: Utilize C.E.R.T. and volunteers for E.O.C. scenarios.

Strategy 2: Designate City liaison(s) to maintain adequate communications between CERT and volunteers.

*Objective 4: Ensure City employee Emergency Management plan is up-to-date.*

Strategy 1: Review Agency E.O.C. policy and make adjustments if needed.

Strategy 2: Lead City Department Emergency Management Plan update meeting.

Strategy 3: Maintain the Emergency Management Plan for the City of Wilton Manors, in conjunction with Broward County, to ensure NIMS compliance.

*Objective 5: Ensure mitigation awareness throughout the City.*

Strategy 1: City employees to attend Broward County EOC mitigation training.

Strategy 2: City employees to disseminate relevant mitigation information by using City website and pamphlets.

Strategy 3: Maintain contracts for emergency debris removal, emergency debris monitoring, and food services.



**Goal 4: Provide fire safety and emergency medical services to ensure public safety in the City.**

*Objective 1: W.M.P.D. cross training with F.L.F.D.*

Strategy 1: Identify cross training opportunities that will improve officer/firefighter safety and public safety, and facilitate crosstraining sessions.

*Objective 2: Evaluate the future lifespan of the Fire Station.*

Strategy 1: Conduct inspection of Fire Station 16 to determine areas where maintenance/repairs are needed and the costs of repairs.

Strategy 2: Analyze all Fire Station 16 repairs within past five (5) years and continue to keep track of repairs.

*Objective 3: Continuously assess and provide appropriate fire and emergency medical services.*

Strategy 1: Conduct cost-benefit analysis /cost comparison report.

Strategy 2: Maintain contracts for fire and emergency medical services.

**Goal 5: Utilize Code Compliance to support and enhance public safety.**

*Objective 1: Assign geographic areas of responsibility to code officers to promote community engagement and improve levels of customer service.*

Strategy 1: Deploy Code Officers into geographical zone assignments for both residential and commercial properties.

Strategy 2: Conduct periodic Action Plans that educate our community on the most commonly violated and applicable City ordinances.

*Objective 2: Research and implement Code Enforcement civil citation system.*

Strategy 1: Develop and implement an equitable civil citation program that assists with the overall mission of Code Compliance.

Strategy 2: Train all personnel in the implementation of a civil citation program.

Strategy 3: Engage our residents, business community and Code Compliance Special Magistrate to ensure enforcement of civil citations.

**Goal 6: Provide safe roadways for all users.**

*Objective 1: Employ Traffic Safety Operational plans.*

Strategy 1: Maintain our partnership with Florida's Law Enforcement Liaison program.

Strategy 2: Employ coordinated traffic initiatives promoted by Florida's LEL program.

Strategy 3: Identify traffic safety improvement opportunities and employ operations.

Strategy 4: Create Traffic Safety Operational plan, obtain approval / adoption of Plan by City Commission, and implement Traffic Safety Operational plan.

*Objective 2: Employ Pedestrian Safety Operational plan.*

Strategy 1: Use partnership with Florida's Law Enforcement Liaison program to develop the Pedestrian Safety Operational plan.

Strategy 2: Employ coordinated pedestrian safety initiatives promoted by Florida's LEL program.

Strategy 3: Identify pedestrian safety improvement opportunities and employ operations.

*Objective 3: Employ Bicycle Safety Operational plan.*

Strategy 1: Maintain our partnership with Florida's Law Enforcement Liaison program.

Strategy 2: Employ coordinated bicycle safety initiatives promoted by Florida's LEL program.

Strategy 3: Identify bicycle safety improvement opportunities and employ operations.

Strategy 4: Create Bicycle Safety Operational plan, and implement Bicycle Safety Operational plan.

*Objective 4: Continued involvement in traffic, bicycle & pedestrian safety programs.*

Strategy 1: Maintain our partnership with Florida's Law Enforcement Liaison program.

Strategy 2: Promote bicycle safety via City's Bike Rodeo, events, and disseminate bicycle safety program information.

Strategy 3: Investigate safety programs relative to traffic, bicycle and pedestrian.

*Objective 5: Collect data related to motorists driving patterns/speeds.*

Strategy 1: Strategically monitor roadways/areas of concern with data collection devices.

Strategy 2: Evaluate data to identify potential ways to improve traffic safety in applicable areas and then use Traffic Calming Manual for guiding traffic calming.

*Objective 6: Adopt a Complete Streets Policy.*

Strategy 1: Meet with Metropolitan Planning Organization (MPO) to determine if City qualifies for Complete Streets Program, draft regulations based on new requirements from MPO for Complete Streets Program, get Commission approval, and implement the Complete Streets Program.

*Objective 7: Encourage pedestrian-friendly development and walkability.*

Strategy 1: Review existing development regulations, and amend development regulations to provide additional requirements for pedestrian-friendly development and walkability.

Strategy 2: Ensure compliance of regulations during site plan review and building permit process.

Strategy 3: Promote pedestrian-friendly areas to walk.

## **Goal 7: Ensure marine and water safety.**

*Objective 1: Enhance educational efforts to promote marine safety.*

Strategy 1: Promote boating safety by utilizing social media and other sources/pamphlets to disseminate safety education.

*Objective 2: Enhance educational efforts to promote drowning prevention.*

Strategy 1: Partner with DCF to promote their "#SaferBy4" campaign and employ educational efforts in concert with the "#SaferBy4" campaign.

Strategy 2: Promote the prevention of drowning, by creating and disseminating pamphlets to residents.

*Objective 3: Employ an additional marine patrol officer within current staffing.*

Strategy 1: Obtain additional grant money for marine patrol officer from Broward County and hire a new marine patrol officer.

*Objective 4: Keep waterways clean for public safety.*

Strategy 1: Pursue legal action / citation of illegal dumping when feasible.

Strategy 2: Train City employees on properly identifying and reporting waterway hazards for correction.

Strategy 3: Educate public how to report waterway hazards.

Strategy 4: Maintain City's involvement in annual Waterway Cleanup, and increase Annual Water Way Cleanup participation.

Strategy 5: Track waterway pollution prevention activities for the National Pollution Discharge Elimination System (NPDES) program within the City.

### **Priority Area: Sound Governance**

#### **Goal 1: Operate in a fair and transparent manner.**

*Objective 1: Use the City's website to publish relevant and easily accessible information in a timely manner.*

Strategy 1: Utilize departmental website liaisons to help assess department website content, ensure accurate and current information is posted, and help with "cross-check" of department websites.

Strategy 2: Utilize RMS's Police-to-Resident (P2C) module to provide information accessibility.

Strategy 3: Develop searchable databases for disclosure items to meet Broward County Ethics Code.

*Objective 2: Provide the public access to information about how the City operates, establishes priorities, and makes decisions.*

Strategy 1: Research options to provide important City information to residents in alternate languages.

Strategy 2: Implement and utilize an incident notification system to provide information to residents.

Strategy 3: Enhance social media communications to provide information to residents.

Strategy 4: Research the feasibility of creating a "Wilton Manors Government Academy" that residents would attend to learn about various aspects of municipal government.

Strategy 5: Inform residents through articles for the Town Crier on subjects related to the water, sewer and stormwater systems, garbage, recycling and emergency preparedness.

*Objective 3: Provide timely responses to all resident inquiries.*

Strategy 1: Adhere to the "1 business day" policy for resident inquiries when possible.

Strategy 2: Train staff on customer service to ensure responsiveness to residents.

Strategy 3: Enhance and automate public records request procedures.

Strategy 4: Act as the liaison for residents’/businesses’ concerns and complaints with FPL, Comcast, AT&T, FDOT and Broward County.

**Goal 2: Provide excellent services to the community.**

*Objective 1: Improve service delivery methods.*

Strategy 1: Explore and implement “on-line” police and accident report dissemination possibilities.

Strategy 2: Explore enhanced alarm monitoring and education programs designed to reduce false alarms, thus allowing employees more time to respond to other needs of the community.

Strategy 3: Incorporate appropriate software that supports City department operations.

Strategy 4: Monitor contract requirements to ensure excellent service delivery.

*Objective 2: Continue to assess the service needs of the community and garner feedback about services provided.*

Strategy 1: Actively participate in Neighborhood Association meetings to gather information related to their concerns, needs, interests and priorities.

Strategy 2: Actively participate in Business Association meetings to gather information related to their concerns, needs, interests and priorities.

Strategy 3: Utilize resident/business surveys to periodically assess the service needs of the community and get feedback about City services.

*Objective 3: Continue to focus on providing service excellence through employee training and development.*

Strategy 1: Continue sensitivity training for City employees.

Strategy 2: Expand employee training on GIS software applications.

Strategy 3: Continue employee training that focuses on providing excellent services.

**Goal 3: Promote and maintain financial stability and integrity.**

*Objective 1: Maintain fund balance level in accordance with policy set by City Commission.*

Strategy 1: Develop a budget that maintains the required minimum fund balance.

Strategy 2: If budgets fall below the minimum required balance, prepare a plan in conjunction with the proposed budget to restore the minimum requirement.

*Objective 2: Implement ethical fiscal policies.*

Strategy 1: Monitor fiscal policies and procedures to continuously adapt to changing fiscal environment.

Strategy 2: Train staff about the ethical expectations when dealing with the City’s fiscal policies and procedures.

Strategy 3: Develop a “whistleblower” procedure to detect and report unethical fiscal procedures.

*Objective 3: Develop operating and capital budgets in line with the City’s strategic plan.*

Strategy 1: Annually evaluate budgetary needs in order to accomplish strategic plan goals.

Strategy 2: Conduct workshops to prioritize areas to allocate City resources.

Strategy 3: Maintain the 5-year Capital Improvement Plan to be consistent with the City's strategic plan.

Strategy 4: Maintain the Capital Replacement Plan that allows replacement at the end of an asset's life.

Strategy 5: Annually evaluate funding sources in order to accomplish strategic plan goals.

*Objective 4: Ensure fiscally sound decision making.*

Strategy 1: Assess the need for equipment/items to be purchased.

Strategy 2: Use established RFP process and price comparison strategies.

Strategy 3: Ensure compliance with the budget throughout the year.

*Objective 5: Safeguard all City assets.*

Strategy 1: Utilize the uniform inventory system for all City property.

Strategy 2: Evaluate insurance coverage for all City assets on an annual basis.

Strategy 3: Train staff on the proper use and care of City equipment/vehicles.

Strategy 4: Conduct periodic vehicle and personnel inspections to ensure compliance.

Strategy 5: Comply with established investment policy.

*Objective 6: Explore additional resource opportunities.*

Strategy 1: Examine ways to enhance current grants that garner additional resources.

Strategy 2: Identify new and feasible grant opportunities.

Strategy 3: Develop a grant portfolio for the City.

Strategy 4: Expand sponsorship opportunities to include naming rights.

Strategy 5: Pursue collaboration with organizations to increase resource opportunities.

Strategy 6: Periodically review fees for services.

#### **Goal 4: Ensure government employees are qualified and competent.**

*Objective 1: Continuously support employee training, educational opportunities, and licensing/certification.*

Strategy 1: Periodically survey employees about their professional development needs.

Strategy 2: Approve training requests that are directly applicable to one's responsibilities, future ambitions, and/or work outcomes.

Strategy 3: Provide funding for employee training costs.

Strategy 4: Provide employee training about the history of Wilton Manors and community resources.

Strategy 5: Encourage City staff to participate in professional organizations.

Strategy 6: Provide tuition reimbursement for educational opportunities to employees.

Strategy 7: Provide funding for employee certification costs.

*Objective 2: Ensure the continued use of quality annual performance reviews.*

Strategy 1: Utilize a performance evaluation system that meets the City's needs.

Strategy 2: Provide performance evaluation training for supervisory personnel.

Strategy 3: Through the performance evaluation system, identify employee performance successes and deficiencies.

*Objective 3: Use diverse recruitment efforts and effective hiring practices to hire qualified and competent staff.*

Strategy 1: Utilize in-person, online, print ad, and professional networking for recruitment.

Strategy 2: Identify new sources to use for recruitment.

Strategy 3: Assess labor market information on a routine basis and use information for hiring decisions.

Strategy 4: Evaluate the need to make adjustments/improvements in hiring practices.

Strategy 5: Fill vacancies in a timely manner.

Strategy 6: Utilize background checks for perspective employees.

Strategy 7: Develop and utilize a Succession plan in order to prepare for future vacancies.

### **Goal 5: Support and make use of community resources.**

*Objective 1: Support and utilize advisory boards.*

Strategy 1: Utilize information from advisory boards when appropriate and possible.

Strategy 2: Provide opportunities for Advisory Boards to update the City Commission about board activities.

Strategy 3: Inform advisory boards about current City services/activities/events so they can provide accurate information to residents and community groups.

*Objective 2: Utilize the pool of volunteers to assist the City.*

Strategy 1: Employ additional volunteer recruitment tactics.

Strategy 2: Continue volunteer appreciation events and initiatives.

Strategy 3: Appoint a volunteer to be the City Volunteer Coordinator.

Strategy 4: Provide training opportunities for volunteers.

*Objective 3: Support neighborhood associations throughout the City.*

Strategy 1: Attend quarterly neighborhood association meetings and discuss relevant topics.

### **Priority Area: Strategic Growth & Redevelopment**

#### **Goal 1: Utilize development standards to maintain small-town feel in the City.**

*Objective 1: Evaluate Code of Ordinances and Unified Land Development Regulations.*

Strategy 1: Review existing Code of Ordinances and Unified Land Development Regulations, determine necessary recommended changes, seek approval from City Commission and Planning & Zoning Board (if applicable).

Strategy 2: Inform residents, businesses, contractors, and consultants about code changes.

*Objective 2: Assess Land Use Study for Andrews Avenue and Oakland Park Boulevard corridors to create new regulations.*

Strategy 1: Present study to City Commission to obtain input.

Strategy 2: Work with consultant to implement findings from corridor studies.



*Objective 3: Develop an Affordable Housing Plan.*

Strategy 1: Determine general cost of creation of Affordable Housing Plan and obtain City Commission approval for consultant/scope of work.

Strategy 2: Create Affordable Housing Plan, obtain City Commission approval, and implement Affordable Housing Plan.

**Goal 2: Ensure that the City’s properties and infrastructure meet the present and future needs of the City.**

*Objective 1: Develop and utilize inventories for future development plans for City properties and infrastructure.*

Strategy 1: Periodically inventory all City owned properties, including existing uses, zoning and land uses.

Strategy 2: Implement future development plans for City properties and infrastructure.

*Objective 2: Implement park redevelopment for aging infrastructure to ensure parks provide adequate amenities and facilities.*

Strategy 1: Evaluate current Parks System Master Plan every five years and prioritize plan.

Strategy 2: Hire consultant to revise and update Parks System Master Plan to align with the City Strategic Plan.

Strategy 3: Adopt 5 Year CIP.

**Goal 3: Develop and use a Master Economic Development Plan.**

*Objective 1: Develop and use an Economic Development Plan.*

Strategy 1: Evaluate established businesses in the City, and assess the business potential of the Wilton Manors market.

Strategy 2: Develop and implement an Economic Development Plan.

*Objective 2: Create a Parking Master Plan.*

Strategy 1: Evaluate parking demand, and develop a Parking Master Plan.

Strategy 2: Obtain approval and implement a Parking Master Plan.

*Objective 3: Promote the City as a tourism destination point.*

Strategy 1: Support community festivals and events.

Strategy 2: Collaborate with Broward County, Fort Lauderdale Convention and Visitors Bureau, OP/WM Chamber, Consulates, and relevant organizations to bring events to the City.

Strategy 3: Feature unique City opportunities in appropriate communication forums, including the television market, print, and social media.

## **Priority Area: Innovating and Adapting for the Future**

### **Goal 1: Explore the possibilities of environmentally sustainable City policies within the parameters of the established budget.**

*Objective 1: Implement technologies that can eliminate the use of paper.*

Strategy 1: Conduct comparative analysis of upfront vs. long-range costs / savings.

Strategy 2: Develop procedures and training that minimize the need/use of paper documents.

Strategy 3: Invest in a records storage software program, accessible and usable by all departments with certain rights allowed to information sensitive departments (Police, HR).

*Objective 2: Continue the City's commitment to buying and utilizing fuel-efficient vehicles.*

Strategy 1: Conduct comparative analysis of upfront vs. long-range costs/savings.

Strategy 2: Investigate relevant grant opportunities/alternative funding, and apply for appropriate grants.

*Objective 3: Consider the use of biodegradable materials in maintenance.*

Strategy 1: Conduct comparative analysis of upfront vs. long-range costs/savings.

Strategy 2: Investigate relevant grant opportunities / alternative funding, and apply for appropriate grants.

*Objective 4: Explore additional alternative energies and incorporate into the City's green policies.*

Strategy 1: Research alternative energy sources available to the City and implement alternative energy sources.

Strategy 2: Research feasibility of LEED requirements for City buildings, and implement feasible LEED requirements.

Strategy 3: Investigate relevant grant opportunities/alternative funding, and apply for appropriate grants.

### **Goal 2: Encourage environmentally sustainable practices.**

*Objective 1: Continue efforts to explore and promote green policies for businesses.*

Strategy 1: Create regulations, in addition to existing regulations, that help promote green building standards.

Strategy 2: Offer financial incentives to businesses using green alternatives.

*Objective 2: Continue efforts to explore and promote green policies for residents.*

Strategy 1: Continue efforts to promote resident recycling participation.

Strategy 2: Create regulations, in addition to the existing regulations, that help promote green building standards.

Strategy 3: Offer financial incentives to residents using green alternatives.

Strategy 4: Explore pilot programs for recycling larger plastics and electronics.



**Goal 3: Utilize relationships with other agencies to address future regional issues.**

*Objective 1: Engage with leaders about transit initiatives.*

Strategy 1: Meet with other agencies to discuss transit initiatives.

*Objective 2: Continue to explore opportunities with regional grant initiatives.*

Strategy 1: Meet with other agencies to discuss regional grant initiatives.

*Objective 3: Explore opportunities to collaborate with proximate municipalities to attract mutual constituencies to our region.*

Strategy 1: Meet with other agencies to discuss ways to attract mutual constituencies to our region.

*Objective 4: Identify multi-agency opportunities that address law enforcement occurring in our City and region.*

Strategy 1: Meet with other agencies to discuss multi-agency law enforcement initiatives.

**PERFORMANCE MEASURES**

The final step of developing the City’s strategic plan was assembling the databases of performance measures. The performance measures are directly tied to the objectives and strategies, and each performance measure is composed of a number and a unit of measure. The number provides the magnitude (how much) of the measure and the unit gives the number a meaning (what). The performance measure databases for each goal have been constructed. The performance measures allow the City to gauge their progress towards achieving the strategic plan goals, as well as provide information necessary for decision-making.

**CONCLUSION**

This strategic plan allows for proactive, instead of reactive, planning and policymaking because the planning process links the organization’s mission, values, goals, performance measures to all government activities. The plan provides a framework for short and long-term planning and fiscal decision-making. Building on the plan will be the cornerstone of the City’s commitment to providing accountable and responsive local government. The vision and strategic objectives contained in the Strategic Plan can only be realized if there is a commitment by the Commission and staff to implementing the plan, and through this process it is clear that both are steadfast.

## Appendix A.

TABLE 7-2 95 Percent Confidence Level

SIZE OF POPULATION	<i>Sample size for reliability of</i>				
	$\pm 1$ PERCENT	$\pm 2$ PERCENT	$\pm 3$ PERCENT	$\pm 4$ PERCENT	$\pm 5$ PERCENT
1,000	M*	M*	M*	375	278
2,000	M*	M*	696	462	322
3,000	M*	1,334	787	500	341
4,000	M*	1,500	842	522	350
5,000	M*	1,622	879	536	357
10,000	4,899	1,936	964	566	370
20,000	6,489	2,144	1,013	583	377
50,000	8,057	2,291	1,045	593	381
100,000	8,763	2,345	1,056	597	383
500,000 and more	9,423	2,390	1,065	600	384

\*In these cases more than 50 percent of the population is required in the sample.

Source: Adapted from and extended from tables in H. R. Hill, J. L. Roth, and H. Arkin, *Sampling in Auditing* (New York: The Ronald Press, 1962). Copyright 1962 by John Wiley & Sons. Reprinted by permission of John Wiley & Sons. Percent in population assumed to be 50 percent (see page 188).

Appendix B.

<b>Strengths of the City of Wilton Manors</b>	
<b>Advisory Boards</b>	<p><b>Advisory Groups/Volunteer Groups</b></p> <ul style="list-style-type: none"> <li>• Very engaged advisory boards</li> <li>• Strong volunteer groups that are willing to work with the City to accomplish goals</li> <li>• Great people who care about WM and its successful future</li> <li>• Engaged Neighborhood Associations - representatives attend commission meetings</li> </ul> <p><b>Elected Officials</b></p> <ul style="list-style-type: none"> <li>• The same mayor is in office</li> <li>• Active City Commission has proven abilities</li> <li>• Good interaction between public and City staff/elected officials</li> <li>• Accessibility of elected officials</li> </ul> <p><b>Staff</b></p> <ul style="list-style-type: none"> <li>• Good interaction between public and City staff</li> <li>• Accessibility of City staff; good one-on-one responsiveness</li> <li>• Dedicated and knowledgeable City staff with low turnover</li> <li>• Knowledgeable and mostly longer tenured staff and volunteers</li> <li>• General willingness of employees to achieve customer satisfaction</li> <li>• Many City employees live in the community they serve, which provides for continuity and collective memory</li> </ul> <p><b>Service-related</b></p> <ul style="list-style-type: none"> <li>• Good municipal services and infrastructure</li> <li>• Good solid governance and fiscal structure</li> <li>• City police force that is trusted</li> <li>• Parks and Recreation provide needed services and well-rounded selection of programs</li> <li>• Good parks and community centers</li> <li>• The library is a major source of interest to mothers who come from even far locations for the library's activities</li> <li>• Walkability of the City has improved because of the City's efforts</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Strong sense of community – we are family</li> <li>• Citizens take part in community activities</li> </ul>
<b>Business Community</b>	<ul style="list-style-type: none"> <li>• City police force that is trusted – they have a good physical presence and they are more professional and responsive</li> <li>• Willingness to collaborate with business owners and organizations</li> <li>• Large and stable tax base</li> <li>• Could change name of City to a name that reflects tourist-friendly destination</li> </ul>
<b>Commission</b>	<p><b>Staff/Leadership/Resident Volunteers</b></p> <ul style="list-style-type: none"> <li>• Strong working relationship between Commission/Mayor, City Manager, staff, and involved citizens</li> <li>• Committed, passionate, and professional staff who work harmoniously</li> <li>• Socially and politically astute City team</li> <li>• Dedicated employees and management</li> <li>• Great volunteerism</li> <li>• Advisory Boards are very active in City planning</li> <li>• Commission runs smoothly</li> <li>• Longevity of management</li> <li>• Good police</li> </ul> <p><b>Organization</b></p> <ul style="list-style-type: none"> <li>• Strong resources</li> <li>• Fiscal outlook good</li> <li>• Good codes that encourage development</li> <li>• Strong code enforcement</li> </ul>

	<ul style="list-style-type: none"> <li>• Integrity and public service are foremost in objectives</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Unique city culture unlike any other</li> <li>• Provide a safe environment for the LGBT community, where diversity is embraced</li> <li>• Great community spirit</li> <li>• Well-maintained infrastructure</li> <li>• Good neighborhoods</li> <li>• Location</li> <li>• Waterways</li> </ul>
<b>Employees</b>	<p><b>Staff</b></p> <ul style="list-style-type: none"> <li>• Self-motivated, loyal, dedicated, friendly, creative, competent, hard-working, professional, and cooperative staff</li> <li>• Diversity of City staff (religion, gender, race, sexual orientation, tenure with City, skill sets)</li> <li>• Staff respects each other</li> <li>• Employees with historical/institutional knowledge</li> <li>• Knowledgeable staff/cross training, Small staff: cross-functional competencies</li> <li>• Responsive problem solvers</li> </ul> <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Strong working relationship between Commission/Mayor, City Manager, Staff, and involved citizens</li> <li>• Experienced and skilled City Manager, who is approachable and provides feedback/guidance</li> <li>• Management employees are dedicated and hard-working</li> <li>• City Commission is supportive of staff</li> <li>• Open communication type of leadership</li> </ul> <p><b>Work Environment</b></p> <ul style="list-style-type: none"> <li>• Good working relationship between departments</li> <li>• Pretty good interdepartmental communication and cooperation</li> <li>• Financially stable/strong, utilizing creative fiscal ideas and sound management. Growing tax base.</li> <li>• Adequate resources</li> <li>• New City Hall provides good working environment</li> <li>• Organizational culture is supportive</li> <li>• Collaboration with other agencies enhances the City’s ability to be a community catalyst/builder</li> <li>• Utilization of technological advances</li> </ul> <p><b>Service-related</b></p> <ul style="list-style-type: none"> <li>• Excellent/great/strong/very good/good customer service</li> <li>• Diverse and high-quality services</li> <li>• Small City allows for better service due to being able to know the community</li> <li>• Information is easily available</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Strong sense of community</li> <li>• Strong relationships with community</li> <li>• Improved branding of “Wilton Manors” as the place to be</li> </ul>

<b>Weaknesses of the City of Wilton Manors</b>	
<b>Advisory Boards</b>	<p><b>Organization</b></p> <ul style="list-style-type: none"> <li>• Closed city offices on Friday</li> <li>• No coordination between departments with database, there are software needs</li> <li>• Impulsive City reaction to pacify small minority (passing regular commission and budget processes that are disruptive to the strategic plan and budget)</li> <li>• Somewhat of a " we would like WM to be the small town it was when our kids were growing up". This can lead to a blocking of progressive and innovative changes and ideas.</li> <li>• Not sure we have the internal talent to think more broadly</li> <li>• Outreach efforts to public are limited; No significant, proactive educational/communication outreach to community (Other than emails from Commission focused on social issues and City business)</li> <li>• Limited delegation to department directors due to commission control</li> <li>• Need to better balance conflicting needs of residents vs. business interests</li> <li>• Balancing new changes with concerns of those who don't want or like change</li> <li>• Leadership vs. Management</li> </ul> <p><b>City/Advisory Board/Resident Issues</b></p> <ul style="list-style-type: none"> <li>• Reactive or late involvement of Advisory Boards in processes related to City mission, Involve boards early in the planning process</li> <li>• Value input of boards' recommendations and effectively use them</li> <li>• Duplication of effort of external groups and/or city committees due to lack of communication or isolation</li> <li>• Value the resident volunteers</li> <li>• Need to engage residents, most have a high interest of volunteerism and interest in making our city a better place for all</li> <li>• "Old Guard" vs. "New Guard Residents"</li> </ul> <p><b>Fiscal and Planning</b></p> <ul style="list-style-type: none"> <li>• Small community equals small tax base (12,108 pop)</li> <li>• Increasing cost of closed W.M. Pension Plan</li> <li>• Lack of a citywide technology master plan</li> <li>• Greater use of technology for efficiency</li> <li>• Lack of a 5-YEAR City master development plan</li> <li>• Accountable monitoring of strategic plan</li> <li>• Performance evaluations tied to strategic planning</li> </ul> <p><b>Service Related</b></p> <ul style="list-style-type: none"> <li>• Cost of drinking water/wastewater treatment is too high</li> <li>• Few technology based educational opportunities</li> </ul> <p><b>Development and Parking</b></p> <ul style="list-style-type: none"> <li>• Heavy focus on gay issues/visitors &amp; Wilton drive to detriment majority straight pop. and development of other areas of the city</li> <li>• Parking and lack of long-term plan</li> <li>• No public art in the A &amp; E district</li> <li>• Need to update zoning regulations to bring about new development</li> <li>• Proactive in establishing more art-related events in A &amp; E District</li> <li>• Relaxing rules or zoning to attract new business (two story minimum height along Wilton Drive not enforced)</li> </ul> <p><b>Image and City Branding</b></p> <ul style="list-style-type: none"> <li>• No City branding</li> <li>• The Image of the City: A thoughtful architectural redesign of Wilton Manors that promotes walkability, allows traffic to flow and creates a unique cohesive look would improve the quality of life for citizens, visitors and business owners</li> <li>• Lack of eye catching architectural features /landscape designs that define and unite the city</li> <li>• Being viewed as "gay only" destination and town</li> </ul> <p><b>Transportation and Walking in the City</b></p>

	<ul style="list-style-type: none"> <li>• Hazardous City to walk - difficult to cross streets, even with the light, at all main intersections. Wilton Dr, Five-Points, Dixie</li> <li>• Very few sidewalks</li> <li>• Often plantings along sidewalks are overgrown forcing pedestrians into streets</li> <li>• Traffic traveling above speed limits</li> <li>• WM as a "fly thru" traffics means (Andrews and Wilton drive speeding and un-pedestrian friendly feel)</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>• Moving beyond the status quo and begin to embrace solutions for a modern urban environment (TRANSIT-WATER USAGE- WALKABILITY- SOLAR)</li> <li>• Availability of drinking water, reuse of wastewater, rising seas w/ climate change</li> </ul>
<b>Business Community</b>	<ul style="list-style-type: none"> <li>• City Commission is not imaginative</li> <li>• City government is not at all attentive to the needs of business</li> <li>• Bad traffic</li> <li>• Lack of parking</li> <li>• 26<sup>th</sup> street has issues that need to be addressed (should not have multi-family dwellings)</li> <li>• Need to ensure that hurricane/natural disaster plan is in place</li> <li>• Flushing out the “old boy” network</li> <li>• Need for Charter reform</li> <li>• Better use waterways in City for more recreational purposes</li> </ul>
<b>Commission</b>	<p><b>Organization</b></p> <ul style="list-style-type: none"> <li>• Communication with citizens</li> <li>• Community engagement is still not maximized</li> <li>• IT/Technology is limited based on budget</li> <li>• Budget constraints because of tax rate</li> </ul> <p><b>Staff</b></p> <ul style="list-style-type: none"> <li>• Staff turnover and costs associated with it, especially in police department</li> <li>• Union issues</li> <li>• Limited workforce in terms of total number of workers</li> <li>• Pension liability and managing pension costs</li> <li>• Men are still compensated more highly than women</li> <li>• There still exists a division between the police department and general employees</li> <li>• Lack of adequate compensation for all employees</li> </ul> <p><b>Administration</b></p> <ul style="list-style-type: none"> <li>• City administration is not reflective of the community diversity</li> </ul> <p><b>Community (physical)</b></p> <ul style="list-style-type: none"> <li>• Older community that is “built out” so there is no buffer between commercial and residential areas.</li> <li>• Lack of parking and underutilization of municipal property for parking</li> <li>• Lack of sidewalks/bike paths</li> </ul> <p><b>Service related</b></p> <ul style="list-style-type: none"> <li>• Reliance on Ft. Lauderdale for water and sewer services</li> <li>• Difficulty of maintaining the integrity and livability of our neighborhoods</li> </ul>

<p><b>Employees</b></p>	<p><b>Organization</b></p> <ul style="list-style-type: none"> <li>• Management training for all management levels</li> <li>• Internal processes are not consistent</li> <li>• Lack of documentation/procedures, which may lead to tasks falling through the cracks if positions turnover</li> <li>• Lack of employee and customer input to ensure optimal services</li> <li>• Lack of long-term planning/strategic plan</li> <li>• Lack of expertise in certain areas</li> <li>• Lack of communication processes</li> <li>• No process to manage distractions</li> <li>• Don't always seek "best practices"</li> <li>• Full potential of marketing of the City not yet reached</li> </ul> <p><b>Staff</b></p> <ul style="list-style-type: none"> <li>• Staff turnover and costs associated with it</li> <li>• Need to retain knowledgeable employees</li> <li>• Many long-term employees with excellent institutional knowledge will retire soon</li> <li>• Size of workforce</li> <li>• Strain of many responsibilities in a small workforce, staff forced to wear several hats, insufficient staff to complete tasks, which can result in less quality</li> <li>• Some staff transfer the phone because they don't want to deal with the issue</li> <li>• Staff need to be allowed to think outside of the box and give input</li> </ul> <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Departments are micromanaged</li> <li>• Commission not always aware of department functions</li> <li>• Disconnect between the Commission and understanding their role as a leading body that sets the tone of the City as both an employer and service provider</li> <li>• Communication could be improved</li> </ul> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Lack of funding for salary increases</li> <li>• Very poor compensation, not competitive</li> <li>• Lack of career development</li> <li>• Limited budgets – lack of funding to maintain quality of services</li> <li>• Outdated pay plan</li> <li>• Underfunded pension plans, large obligations for pension funding</li> <li>• Pay-as-you-go capital improvement plan</li> <li>• Need to offer alternative education opportunities</li> </ul> <p><b>Customer related</b></p> <ul style="list-style-type: none"> <li>• Inconsistent information provided to customers</li> <li>• Squeaky wheel syndrome – tasks/actions assignment based on complaints/comments of few</li> <li>• Constant challenge to effectively "get the word out" to citizens about City matters</li> </ul>
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<b>Opportunities of the City of Wilton Manors</b>	
<b>Advisory Boards</b>	<p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>• Ensuring Wilton Manors is well-served by county bus system &amp; future transit system</li> </ul> <p><b>Development/Redevelopment</b></p> <ul style="list-style-type: none"> <li>• Economic development of N. Andrews Ave and Oakland Park Blvd in Wilton Manors, especially with small professional businesses</li> <li>• Redevelopment of Manor Square on NE 26th street--perhaps w/ mini mall. This is best location for small hotel</li> <li>• ANDREWS AVENUE and DIXIE HIGHWAY SOUTH OF 5 POINTS need attention</li> <li>• Cleaning up Middle River around W.M. to increase kayaking/paddle boarding recreation</li> <li>• Economic upswing w good solid budget basis</li> </ul> <p><b>Community (physical)</b></p> <ul style="list-style-type: none"> <li>• Small size of the city- manageable, walkable</li> <li>• Abundant green space and recreational facilities (Could host open-air concerts at Mickel Field Park)</li> <li>• Small town atmosphere</li> <li>• Good location, with nearby access to major roads, airport, beach, shopping, culture, and medical facilities</li> <li>• Located in Center of county</li> <li>• Safe living environment</li> </ul> <p><b>Residents/Associations and Community Involvement</b></p> <ul style="list-style-type: none"> <li>• Educated, though aging, population with strong spirit of volunteerism</li> <li>• Interaction with active neighborhood associations and business associations</li> <li>• Use external organizations to help communicate messages/issues/requests for involvement Diversity of population</li> <li>• Grow Community Involvement: Technology based adult education might entice technology driven business to the city. Create a technology hub where citizens could meet-up to learn Open Source software, coding, etc. Community gardens provide educational opportunities for adults and children. It could also be used to market Wilton Manors push toward technology by allowing participants to create solar panel lighting &amp; other innovations for the garden</li> <li>• Engaged citizens</li> <li>• Talented, contributing, and active community volunteers and civic organizations</li> <li>• There is a very strong and affirming local LGBT community</li> <li>• Relatively high education rates</li> <li>• Relatively high median income levels</li> <li>• Relatively high home values</li> </ul> <p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>• Chance to make WM an even bigger tourist destination- given many of the demographics of new residents and visitors we can push for an even more "upscale feel" to WM but with a more friendly vibe</li> <li>• Outreach for tourism and dollars that follow</li> </ul>
<b>Business Community</b>	<p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Well-known to LGBT community</li> <li>• Known as friendly and safe</li> <li>• Location of City</li> <li>• Large population base for businesses, should attract all segments of population to businesses</li> </ul> <p><b>Business</b></p> <ul style="list-style-type: none"> <li>• A very livable community surrounds the business district</li> <li>• Many well-established businesses</li> <li>• Could cleanup store fronts to attract more people</li> <li>• Could attract thriving businesses to "alibi" plaza</li> </ul>
<b>Commission</b>	<p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Good image</li> <li>• Promote our diverse community as a positive influence</li> </ul> <p><b>Revenue-related</b></p>

	<ul style="list-style-type: none"> <li>• Economic environment is ripe for investment in our city</li> <li>• Opportunities for new businesses because the economy is stronger</li> <li>• Grant opportunities revealed by our recent grant study will improve funding</li> <li>• Solve parking availability by adding additional/adequate spaces</li> <li>• Possible annexation of property</li> <li>• Funding from federal/state/county for projects</li> </ul> <p><b>Local/Regional</b></p> <ul style="list-style-type: none"> <li>• Expand partnerships with government agencies</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Attract rail enhancement, Future transit rail on FEC</li> </ul>
<b>Employees</b>	<p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Engaged citizens</li> <li>• Talented, contributing, and active community volunteers and civic organizations</li> <li>• There is a very strong and affirming local LGBT community</li> <li>• Comfortable, small-town feel within an easily accessible larger urban environment</li> <li>• Changing demographics (younger population, new businesses)</li> <li>• Expand/implement volunteer program</li> <li>• Collect data from public forums, surveys</li> </ul> <p><b>City</b></p> <ul style="list-style-type: none"> <li>• Go Green</li> <li>• City development (underground utilities, gas lines, parking)</li> <li>• Acquire vacant and additional land</li> <li>• City's 501c3 – Island City Foundation</li> <li>• Use media/PR firm to reach more customers</li> </ul> <p><b>Revenue-related</b></p> <ul style="list-style-type: none"> <li>• Stable/Rising property values and tax revenue</li> <li>• Utilize Federal grants even though requirements are challenging/stringent, Contract with a grant writer to seek more funding sources</li> <li>• Seek complete street grants</li> <li>• Create new programs to attract new businesses</li> <li>• Economic development, BID</li> <li>• Area redevelopment</li> <li>• City is attractive to international and national visitors/tourism, especially the LGBT community</li> <li>• Parking availability</li> </ul> <p><b>Local/Regional</b></p> <ul style="list-style-type: none"> <li>• Expand partnerships with government agencies</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Attract rail enhancement, Future transit rail on FEC</li> </ul>

<b>Challenges of the City of Wilton Manors</b>	
<b>Advisory Boards</b>	<p><b>Housing</b></p> <ul style="list-style-type: none"> <li>• Proliferation of vacation home rentals are changing the character of our neighborhoods, and not necessarily in a good way. The state legislature put the city into a corner on this one.</li> <li>• Transient populations (some vacation rentals and house flippers)</li> <li>• Number of renters almost equals homeowners, causing transient mentality, lower vested emergency response interest in city future</li> </ul> <p><b>Residents/Associations</b></p> <ul style="list-style-type: none"> <li>• Ever changing demographics</li> <li>• Income inequality</li> <li>• Population growth</li> </ul> <p><b>Infrastructure and Transportation</b></p> <ul style="list-style-type: none"> <li>• Antiquated railroad bridge over Middle R.</li> <li>• Increasing number of trains &amp; railroad crossings</li> </ul> <p><b>Development</b></p> <ul style="list-style-type: none"> <li>• Achieving the right balance between future development and keeping our urban village quality of life</li> <li>• Getting developers to build more condos rather than rental units</li> <li>• Overdevelopment and high-rise buildings</li> <li>• Andrews Avenue Corridor has many issues that need to be addressed</li> <li>• Too much growth happening too fast</li> <li>• High percentage of businesses are bars, need other types of businesses</li> <li>• No big retail stores or service stores</li> </ul> <p><b>Surrounding Municipalities and Region</b></p> <ul style="list-style-type: none"> <li>• No regional solutions for addressing the increasing homeless/vagrant population</li> <li>• Lack of coordination with neighboring municipalities</li> <li>• Competition from greater Ft Lauderdale for many of the same \$'s</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Sunshine Laws</li> <li>• External groups with competing or conflicting interests</li> </ul>
<b>Business Community</b>	<ul style="list-style-type: none"> <li>• Lack of day-time businesses</li> <li>• Repetitive businesses and many businesses only focus on LGBT clientele</li> <li>• Too many bars/happy hours</li> <li>• Businesses working together to improve</li> <li>• High turnover of businesses</li> <li>• Late night businesses have brought more vehicular and feet traffic in, which has increased trash on streets, intoxication, etc.</li> <li>• Need to attract a mix of businesses (cultural, hotels, theaters)</li> <li>• Rental and sale prices squeeze out independent businesses</li> <li>• Spaces that are not leased</li> </ul>
<b>Commission</b>	<p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Perception that Wilton Manors is only a “gay city” and not affordable for traditional families</li> </ul> <p><b>City</b></p> <ul style="list-style-type: none"> <li>• Maintaining a balance between small town residential community and upscale entertainment center</li> <li>• Dealing with “grandfathered” properties (i.e., pawn shops)</li> </ul> <p><b>Local/Regional/State</b></p> <ul style="list-style-type: none"> <li>• State government infringement on municipal rights</li> <li>• State/county mandates</li> <li>• Crime from outside the City – protecting our neighborhoods</li> <li>• Competing for the train station</li> <li>• Inability to develop state and county roads</li> </ul> <p><b>Funding Issues</b></p> <ul style="list-style-type: none"> <li>• Funding to maintain infrastructure into the future</li> </ul>

<p><b>Employees</b></p>	<p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Divisiveness within the community caused by some feeling as though they are not getting attention</li> <li>• Declining population</li> <li>• Aging population</li> </ul> <p><b>City</b></p> <ul style="list-style-type: none"> <li>• Management of growth</li> <li>• Combating negative perceptions</li> <li>• Aging infrastructure</li> <li>• EM training City-wide</li> <li>• Public safety</li> </ul> <p><b>Local/Regional/State</b></p> <ul style="list-style-type: none"> <li>• Influx of crime and problems from deteriorating areas surrounding the City</li> <li>• Due to small size of the City, there is a reliance on larger municipalities for the provision of some services (i.e., water, fire rescue)</li> <li>• Competing areas demanding upgrade of infrastructure – needs to be balanced against compensation</li> <li>• Competition from Oakland Park’s CRA and downtown</li> </ul> <p><b>Funding Issues - Economic-related issues</b></p> <ul style="list-style-type: none"> <li>• Contracted costs can’t be fully controlled</li> <li>• Impact of legislation (i.e.. amendments 1 and 4) on revenue sources</li> <li>• Foreclosures, slowing housing market</li> <li>• Limited growth potential</li> <li>• State/county mandates</li> <li>• Aging commercial corridors and lack of property maintenance</li> <li>• Increasing parking availability</li> <li>• Increasing percent of one-person households is detrimental for maintaining tax revenue levels</li> <li>• Small size of real estate parcels on Wilton Drive limit the number of financially-sound medium-sized businesses</li> <li>• Economic factors can make it difficult to maintain property values</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Weather/climate change</li> <li>• Increasing homelessness</li> <li>• Increasing crime</li> <li>• Pollution</li> <li>• Affordable housing</li> </ul>
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Appendix C

**Strategic plan focus - improving communications with citizens \* In which section do you live?**

		In which section do you live?		
		East Side	Central Area	West Side
Strategic plan focus - improving communications with citizens	No/Little Focus	4.3%	6.0%	8.3%
	Some/Extensive Focus	95.7%	94.0%	91.7%
Total		117 100.0%	182 100.0%	121 100.0%

**Strategic plan focus -commercial corridors \* In which section do you live?**

		In which section do you live?		
		East Side	Central Area	West Side
Strategic plan focus - commercial corridors	No/Little Focus	16.9%	10.5%	13.6%
	Some/Extensive Focus	83.1%	89.5%	86.4%
Total		118 100.0%	181 100.0%	118 100.0%

**Strategic plan focus -Good financial management \* In which section do you live?**

		In which section do you live?		
		East Side	Central Area	West Side
Strategic plan focus -Good financial management	No/Little Focus	5.8%	1.1%	3.3%
	Some/Extensive Focus	94.2%	98.9%	96.7%
Total		120 100.0%	182 100.0%	122 100.0%

**Strategic plan focus - destination point \* In which section do you live?**

		In which section do you live?		
		East Side	Central Area	West Side
Strategic plan focus - destination point	No/Little Focus	16.1%	12.6%	16.0%
	Some/Extensive Focus	83.9%	87.4%	84.0%
Total		118 100.0%	183 100.0%	119 100.0%

**Strategic plan focus - parks and facilities \* In which section do you live?**

		In which section do you live?		
		East Side	Central Area	West Side
Strategic plan focus - parks and facilities	No/Little Focus	9.0%	10.4%	12.6%
	Some/Extensive Focus	91.0%	89.6%	87.4%
Total		122 100.0%	183 100.0%	119 100.0%

**Strategic plan focus - public safety \* In which section do you live?**

		In which section do you live?		
		East Side	Central Area	West Side
Strategic plan focus - public safety	No/Little Focus	3.3%	3.3%	2.5%
	Some/Extensive Focus	96.7%	96.7%	97.5%
Total		123 100.0%	183 100.0%	121 100.0%

**Strategic plan focus - recreational activities \* In which section do you live? Crosstabulation**

		In which section do you live?		
		East Side	Central Area	West Side
Strategic plan focus - recreational activities	No/Little Focus	19.2%	22.7%	23.3%
	Some/Extensive Focus	80.8%	77.3%	76.7%
Total		120	185	120
		100.0%	100.0%	100.0%

**Strategic plan focus - road maintenance \* In which section do you live?**

		In which section do you live?		
		East Side	Central Area	West Side
Strategic plan focus - road maintenance	No/Little Focus	9.2%	9.6%	9.2%
	Some/Extensive Focus	90.8%	90.4%	90.8%
Total		119	178	119
		100.0%	100.0%	100.0%