

City of Wilton Manors, Florida

Strategic Plan 2021 – 2026

August 2021

(KPIs Modified November
2024)



Prepared for the City of Wilton Manors by Management Partners



Table of Contents

Message from Mayor Newton 1

City Commission 2

Background 3

Vision, Mission and Organizational Values 4

City of Wilton Manors Goals 5

Goal A. Advance Infrastructure Improvements..... 6

Goal B. Promote Economic Development..... 7

Goal C. Enhance Quality of Life and Livability 8

Goal D. Cultivate Efficient and High Performing Government 9

Goal E. Exhibit Fiscal Responsibility 10

Goal F. Improve Environmental Sustainability 11

Conclusion..... 12



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Message from Mayor Newton



Dear Wilton Manors Community Member:

The City Commission is pleased to present the Wilton Manors Strategic Plan for 2021 through 2026. The City has a history of preparing strategic plans to clearly articulate where Wilton Manors is headed, along with priorities and goals for the future. This Strategic Plan is the City's policy direction for decision-making and the allocation of resources in the years ahead. The process used to prepare it incorporated input from residents, business leaders, and other community stakeholders. This input was used to inform the Commissioners and City leaders in determining a path forward and the objectives required to achieve success.

Over the next five years, the Strategic Plan will help Wilton Manors City leaders prioritize and plan our work. This document is accompanied by an Implementation Action Plan, which we will use to communicate with you regularly about our progress and outcomes for each of the six goals included in the plan.

We are excited about the future of our vibrant *Island City* and look forward to continuing our commitment to diversity, growth, sustainability, transformation and meeting the needs of Wilton Manors residents.

Respectfully,

Scott Newton
Mayor
June 2021



City Commission



Chris Caputo

Vice Mayor



Mike Bracchi

Commissioner



Don D'Arminio

Commissioner



Paul Rolli

Commissioner



Background



Introduction

The strategic planning efforts allowed community members and City leaders to establish what is important for future success by identifying opportunities for new initiatives that will support and enhance the desirability and attractiveness of the City as a destination for the LGBTQ community. Under the leadership of Mayor Justin Flippin, an update of the previous Strategic Plan was initiated in 2019. In July 2020, the City Commission agreed to delay its completion until after the November election and the new Mayor and at least one new Commission member were selected. This Strategic Plan is the result of an extensive process that engaged the community, City leaders, and staff to develop this policy and decision-making framework for the future.

Methodology

The process included interviews with the Mayor, Commissioners, City Manager, and leadership team; design and deployment of a community and employee survey; review of local and regional data; and a review of financial trends to lend context to the current and anticipated operating environment.

The resulting Strategic Plan elements (vision, mission, values priorities, goals, and objectives) were crafted during a Commission-led Strategic Planning Workshop held on January 28, 2021. The Plan includes six goals that address infrastructure improvements, economic development, quality of life and livability, efficient and high performing government, fiscal responsibility, and environmental sustainability. Accompanying the goals are key objectives and success measures. A separate Implementation Action Plan has been prepared to guide progress in achieving each goal.



Vision, Mission and Organizational Values



Vision

Wilton Manors is an inclusive, innovative, vibrant City with best-in-class services.

Mission

Improving the quality of life for Wilton Manors residents, businesses, and guests by delivering fiscally-sound, highly responsive services with pride and integrity.

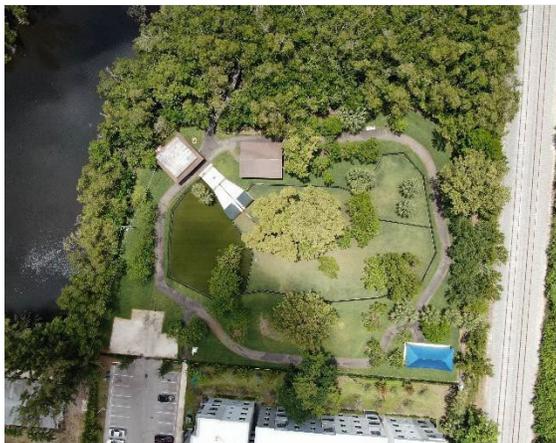
Organizational Values

We Value:

- *Honesty, Integrity, and Respect*
- *Transparency*
- *Cultural Diversity and Inclusion*
- *Fiscal Responsibility*
- *Customer-Friendly Service*
- *Strategic Innovation*
- *Sustainability*
- *Accountability*



City of Wilton Manors Goals



This Strategic Plan has six overarching goals as listed below. Each contains key objectives.

A. Advance Infrastructure Improvements

B. Promote Economic Development

C. Enhance Quality of Life and Livability

D. Cultivate Efficient and High Performing Government

E. Exhibit Fiscal Responsibility

F. Improve Environmental Sustainability



Goal A. Advance Infrastructure Improvements

Select Key Performance Indicators

- Completed projects in Water Wastewater and Stormwater Master Plan
- Percent reduction in lift station pump run times and flow volume due to improvements
- Percent increase in linear footage of water main replaced where useful life has been reached or exceeded
- Transportation Mobility Plan Completed
- ~~Percent change in number of new bicycle and pedestrian amenities~~
- Number of major thoroughfares either complete streets or pedestrian/bike friendly
- ~~Percent changed in miles of repaved roads~~
- Average age of City-owned roads since last rehabilitation/maintenance
- Recommendations of Transportation Mobility Plan implemented

Key Objectives

1. Improve Water, Stormwater, and Wastewater Infrastructure
2. Improve, Roadway, Pedestrian, and Cyclist Infrastructure and Amenities
3. Identify Opportunities to Improve Transportation Flow



Goal B. Promote Economic Development

Select Key Performance Indicators

- ~~Number of new businesses annually year-over-year~~
- Annual business retention rate
- ~~Average business tenure~~
- ~~Percent change in number of tourists year-over-year~~
- Percent change in total private investment for commercial activity year over year
- Percent change in property value compared to Broward County
- Percentage of business incentives utilized

Key Objectives

1. Promote Business Retention and Attraction
2. Increase Density to Accommodate Mixed-Use Commercial and Residential Development
3. Ensure Application of Smart Growth Planning and Land Use Policies
4. Promote Wilton Manors as a Tourist Destination



Goal C. Enhance Quality of Life and Livability

Select Key Performance Indicators

- Increase in number of code violations per property year-over-year
- Percent change in annual uniform crime data
- Percentage of residents rating the city as very or somewhat safe in WMPD Survey
- Increase in number of recreational program options
- Leisure Services customer satisfaction survey score for recreational programing
- Percent of residents rating the City as good or excellent for addressing service needs
- Creation of an Arts and Culture Policy by 2022
- Response time for Fire/EMS
- Response time for Police 911 calls for Priority 1 - 4

Key Objectives

1. Enhance Beautification through Progressive City Codes and Proactive Enforcement
2. Support Proactive Public Safety
3. Promote the Public Health and Welfare of City Residents
4. Assess and Adapt to the Changing Needs of Residents
5. Support Recreation and Open Space Programs and Initiatives
6. Develop a Public Arts and Culture Policy



Goal D. Cultivate Efficient and High Performing Government

Select Key Performance Indicators

- Implement recommendations of Organizational Review Reports
- Completion of a Technology Master Plan by 2023
- Percent change in social media engagement by the City
- ~~Collect and report benchmark data on four service areas by 2023~~
- Completion of a compensation and classification study by 2023
- Percentage change in overall employee turnover

Key Objectives

1. Identify Operational Efficiencies and Improvements for City Departments and Programs
2. Develop a Technology Master Plan
3. Enhance Internal and External Communication
4. Achieve Greater Diversity on City Boards and Committees
5. Initiate Municipal Benchmarking
6. Ensure the City is Competitive in Attracting and Retaining a Diverse, High-Quality Workforce



Goal E. Exhibit Fiscal Responsibility

Select Key Performance Indicators

- Achieve a balanced budget in all fund groups
- Percent of planned infrastructure projects that are funded
- General Fund unassigned fund balance of 15% or higher

Key Objectives

1. Develop a Long-Term Funding Plan for Infrastructure Projects
2. Assess and Evaluate the Use and Necessity of City Owned Real Estate
3. Reduce Interfund Transfers from enterprise to general fund



Goal F. Improve Environmental Sustainability

Select Key Performance Indicators

- Completion of vulnerability assessment by 2023
- Update Climate Action Plan
- Begin a mitigation plan by 2022
- Percent change in community's overall carbon footprint
- Percent of goals achieved in the Climate Action Plan
- Citywide energy consumption in kilowatt-hour (kWh)
- Percent change in ride share Utilization

Key Objectives

1. Advance City's Climate Action Plan
2. Initiate a Mitigation Plan
3. Reduce the City's Carbon Footprint by at Least 1% Each Year through 2028
4. Identify Resources to Support Climate Resiliency by Residents and Businesses
5. Incentivize Less Dependence on Fossil Fuels



Conclusion



EXECUTIVE LEADERSHIP TEAM

Leigh Ann Henderson
City Manager

Pamela Landi
Assistant City Manager

Jeremy L. Cramarossa
Assistant to the City Manager

Elizabeth Beckford
City Clerk

Roberta Moore
Community Development Services
Director

David J. Archacki
Emergency Management and
Utilities Director

Carol Conol
Acting Finance Director

Dio Sanchez
Human Resources and Risk
Management Director

Michelle Parks
Leisure Services Department
Director

Gary Blocker
Chief of Police

This Strategic Plan provides a clear path forward for the City of Wilton Manors. City leaders are committed to achieving the goals and objectives through the planned allocation of resources over the next five years. Doing so will make Wilton Manors an attractive place for all residents, businesses, and visitors, promote a diversity of businesses, and maintain our critical infrastructure. The City Manager and the Executive Leadership Team will finalize the Implementation Action Plan to guide our actions and track our progress over time. The action plan is a tool that will be reviewed periodically to ensure it remains current with the Commission's policy priorities in future years.

Successful implementation will require a collective effort by City employees in all departments and continued partnerships with external partners. The City of Wilton Manors is committed to working collaboratively with members of our community and periodically communicating with residents and businesses about how we are doing, how we are going about our work, and how well we are meeting the goals of the plan.

We look forward to working with you to ensure our City is vibrant, progressive, and committed to improving the prosperity of all residents.

