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Prepared for the City of West Palm Beach by Management Partners

Project direction provided by Dorritt Miller, Deputy City Administrator

Images were provided by the City of West Palm Beach
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Inputs into this strategic plan included:

- Financial forecasts
- Development projections
- Uniform Crime Report statistics
- Survey of strengths, weaknesses, opportunities and threats (SWOT)
- Progress on last year’s strategic plan implementation

Project Background

Since the early 1990s the City of West Palm Beach has engaged in strategic planning to direct the use of city resources to address the policy priorities established by the City Commission. Each strategic plan has resulted in a document that provides the community with a clear vision of where West Palm Beach is headed and policy direction for the city administrator and staff. While the vision, mission and values have remained fairly consistent, they are periodically reviewed to ensure they continue to reflect the long-term direction of West Palm Beach.

In 2016, the Mayor and City Commission worked to update the strategic plan, revisiting the vision, mission, values, goals and objectives. Using interviews with the Mayor and each Commissioner, an environmental scan, and a strengths, weaknesses, opportunities, and threats (SWOT) exercise, the plan was completely updated and aligned with the STAR Communities program. The plan was further refined in October 2017 to reflect changes in the community and updated again in 2018.
Strategic Planning Update Workshop

The West Palm Beach Mayor and City Commissioners, city administrators, and senior managers in the organization gathered in a workshop at Gaines Park Community Center on August 30, 2018 to review the administration’s progress toward fiscal year 2017-18 initiatives, review the current vision, mission, values and direction set forth in seven priorities for next five years. During the workshop, the Mayor, City Commissioners and the city leadership team discussed and revised the current elements of the West Palm Beach strategic plan after considering changing local conditions and projected regional trends likely to impact the City over the next ten years. Commission members discussed and evaluated the directional statements to ensure that they were aligned with current needs, resulting in numerous changes to better synchronize operations with the strategies.

The Elements of the Strategic Plan

There are six major elements of this plan. The first four, the vision, the mission, values, and strategic pillars for success, which serve as foundational policy directives, developed by the Mayor and Commissioners and set direction for City staff. The last two, initiatives and key performance indicators, are staff’s response to the direction provided.

The vision statement is aspirational. It describes a future state that the City Commission has identified as their intended result. It is the “why” of the plan, the reason that the organization exists.

The mission statement provides the purpose of the organization. It gives a rationale for programs carried out by the organization and guides the prioritization of opportunities. It defines what the organization stands for and what it will do.

Values express the ideals of the organization that drive strategic priorities and service delivery and provide staff with guidance on how services are to be provided.

Strategic pillars for success are broad, high-level policy goals that state the direction the organization will move and the areas where outcomes should be measured and achieved.

For each strategic pillar, a number of directional statements are identified that further define the intent of the policy directives. They provide guidance on the key issues within each area, and generally are focused on specific community needs.

Staff response to this plan comes in two forms: programs and projects that address the priorities of the plan and key performance measures that define success and provide a mechanism for managing and measuring implementation.

Ongoing and new initiatives have been implemented by the administration, designed to address the strategies included in the plan. Each initiative is assigned to a cross-functional task team,
which implements an action plan. Each action plan provides a description, the person assigned responsibility for carrying out the action, alignment with the strategic plan, key tasks, milestones, intended outcomes, and *key performance indicators* of success to evaluate implementation. The measures identified will be collected into a dashboard for use by staff in monitoring execution and reporting to the Commission and the public.

**Vision**

West Palm Beach is a vibrant world-class city.
Mission

In Partnership with our communities, West Palm Beach delivers exceptional customer service that enhances quality of life.
Values

“DIRECT”

Diversity

We find strength in celebrating our differences, promoting mutual understanding and inclusiveness

Integrity

We demonstrate the ethical principles underlying public service; believing honesty and follow-through support credibility

Respect

We treat our constituents, stakeholders, and each other with dignity, courtesy, and esteem

Excellence

We deliver high-quality services in a friendly manner, based on an understanding of our constituents and their needs

Collaboration

We build partnerships, which ensure our community’s success

Transparency

We recognize that openness, accountability and two-way communication makes mutual trust possible and invites participation
The City Commission has designated seven strategic pillars as the foundation for future budgeting and resource allocation. The pillars align with the tenets of framework of the STAR Community Rating System and represent the Commission’s policy direction to City staff.

1. Built Environment
2. Climate & Energy
3. Education, Arts & Community
4. Economy & Jobs
5. Equity & Empowerment
6. Health & Safety
7. Natural Systems
Pillar 1 – Built Environment

“Achieve livability, choice, and access for all where people live, work, and play”
— STAR Communities

A. Adopt comprehensive land use planning to ensure compatibility, diversity and sustainability while promoting efforts to mitigate noise and light pollution
B. Encourage alternative modes of transportation and enhance connectivity between all forms of mobility
C. Promote neighborhoods that are clean, green, safe and connected
D. Support the development of affordable and workforce housing accessible to jobs and transit options
E. Include placemaking strategies in the development of public infrastructure and private projects
F. Develop and maintain active parks and public spaces, to promote public engagement
G. Improve and maintain existing infrastructure to ensure functionality and accessibility

Key Performance Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of parks and recreation facility users who rate the programs as good or excellent</td>
<td>Parks and Recreation</td>
</tr>
<tr>
<td>Percent change in the number of workforce housing units completed</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Average Pavement Condition Index (PCI) of all paved city roads at the end of the fiscal year</td>
<td>Engineering</td>
</tr>
</tbody>
</table>
Pillar 2 – Climate & Energy

“Reduce climate impacts through adaptation and mitigation efforts and increase resource efficiency.”
— STAR Communities

A. Work to mitigate the City’s vulnerability to climate conditions, resource availability, and energy issues, including sea-level rise, and improve stormwater management
B. Require “green” building standards, including LEED (Leadership in Energy and Environmental Design) and WELL (a program of the WELL Building Institute) certifications for new development, including the use of renewable energy sources
C. Eliminate the use of fossil fuels in the City fleet by 2025
D. Make the City of West Palm Beach carbon neutral by 2050

Key Performance Indicators

<table>
<thead>
<tr>
<th>Miles of storm water pipeline cleaned</th>
<th>Public Utilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent change in buildings receiving LEED certification</td>
<td>Sustainability</td>
</tr>
<tr>
<td>Percent reduction in greenhouse gas emissions for government operations</td>
<td>Sustainability</td>
</tr>
</tbody>
</table>
Pillar 3 – Education, Arts & Community

“Empower vibrant, educated, connected, and diverse communities.”
—STAR Communities

A. Partner with and support primary, secondary, vocational schools and other organizations to create a skilled workforce and cultivate a highly educated community
B. Promote arts, culture, education, and recreation activities that reflect the diversity of the community
C. Support the City’s world-class library
D. Promote the design and utilization of public space to encourage public interaction and discourse
E. Promote public art throughout the community

Key Performance Indicators

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of city-sponsored special events rated as good or excellent</td>
<td>Parks and Recreation</td>
</tr>
<tr>
<td>Percent change in the number of Library visits</td>
<td>Library</td>
</tr>
<tr>
<td>Number of new owner-occupied homes</td>
<td>Housing and Community Development</td>
</tr>
</tbody>
</table>
Pillar 4 – Economy & Jobs

“Create equitably shared prosperity and access to quality jobs.”
— STAR Communities

A. Promote and support job creation
B. Create a quality of life that attracts and retains companies
C. Encourage redevelopment and modernization of commercial and industrial properties
D. Promote an economic development plan with emphasis on business expansion, diversity and retention
E. Actively address national business trends
F. Develop, attract and retain good talent in the City

Key Performance Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall bond rating for General Obligation Bonds and Water &amp; Sewer Bonds</td>
<td>Finance</td>
</tr>
<tr>
<td>Number of newly created jobs from economic development initiatives</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Mean annual salary of jobs created through economic development incentive programs</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Percent of building construction plan reviews completed within 14 days (residential) and 30 days (commercial)</td>
<td>Development Services</td>
</tr>
<tr>
<td>Percent change in the new business licenses issued</td>
<td>Development Services</td>
</tr>
</tbody>
</table>
Pillar 5 – Equity & Empowerment

“Ensure equity, inclusion, and access to opportunity for all citizens.”
— STAR Communities

A. Develop partnerships with the community, local agencies, and nonprofit organizations to address equity and opportunities for all residents
B. Promote awareness of community assistance programs
C. Promote programs, training and economic opportunities for minority-, women-owned and other small businesses
D. Develop requirements and goals for local businesses that receive tax dollars for workforce development
E. Maintain and promote workforce diversity
F. Be a “Great Place to Work”
G. Promote, support and provide programs that expand opportunities for home ownership
H. Support the expansion of services to assist and reduce the homeless population in our community

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent change in workforce diversity</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Percent of new homeowners resulting from assistance programs</td>
<td>Housing and Community Development</td>
</tr>
<tr>
<td>Percent change in the number of recipients receiving services to address homelessness</td>
<td>Housing and Community Development</td>
</tr>
</tbody>
</table>
Pillar 6 – Health & Safety

“A. Maintain a safe city through community based law enforcement, strong code enforcement and effective fire prevention and emergency response programs

B. Measure and address community perceptions of crime and safety

C. Maintain a robust plan for disaster recovery, community health and other emergencies

D. Protect water quality and availability

E. Eliminate all fatalities, serious traffic accidents and preventable injuries on our roadways through Vision Zero

F. Promote and strengthen access to primary health care programs, services and education, including mental health and wellness

G. Provide opportunities for access to quality fresh food throughout the community

Key Performance Indicators

<table>
<thead>
<tr>
<th>Metric</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of incidents where total response time is six minutes or less</td>
<td>Fire</td>
</tr>
<tr>
<td>Fire incidents per 1,000 population.</td>
<td>Fire</td>
</tr>
<tr>
<td>Percent of crime (Part 1 Offenses) change annually</td>
<td>Police</td>
</tr>
<tr>
<td>Percent of code enforcement cases resolved within 60 days.</td>
<td>Development Services</td>
</tr>
<tr>
<td>Number of homeless people in West Palm Beach identified in the</td>
<td>Housing and Community Development</td>
</tr>
<tr>
<td>Homeless Coalition of Palm Beach County’s Point-in-Time Count</td>
<td></td>
</tr>
</tbody>
</table>
“Protect and restore the natural resource base upon which life depends.”
— STAR Communities

A. Protect natural water sources, particularly Grassy Waters Preserve
B. Increase the size and diversity of the City’s shade-tree canopy
C. Support “green” initiatives
D. Support ecosystems management that enhance the benefits of city-owned natural resources
E. Maximize natural resources and protect our water system

Key Performance Indicators

<table>
<thead>
<tr>
<th>Number of trees distributed for canopy improvement</th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of participants in environmental education/interpretation programs at Grassy Waters Preserve</td>
<td>Public Utilities</td>
</tr>
</tbody>
</table>
Strategic Alignment

This strategic plan sets the high-level policy direction for the City. It is supported by initiatives and key performance indicators designed to drive and measure progress toward successfully implementing the plan. Other management tools and plans, including the City budget and capital improvement program, the Comprehensive Plan, and other tactical documents will be linked to and aligned with the Strategic Plan, to ensure all city efforts are working toward common ends.

Other Supporting Plans

The City has developed a number of other issue-specific tactical and work plans that link to and support the strategic direction identified in this plan, including:

- Comprehensive Plan (including the Downtown Master Plan and Parks Master Plan)
- The City’s five-year HUD Consolidated Plan and yearly Action Plans
- Five-Year Capital Improvement Plan
- The Southeast Florida Regional Climate Change Compact and the Mayor’s Climate Action Pledge
- Sustainability Action Plan
- Art in Public Places Master Plan
- Library Strategic Plan
- Stormwater Master Plan
- Water Supply Plan
- Initiative team work plans

The Strategic Plan supports the City’s commitment to the STAR Communities Rating System (Sustainability Tools for Assessing and Rating). STAR, which provides a framework for sustainability and measures progress through a national certification program. STAR includes seven goals, 44 objectives, and more than 500 outcome and action measures included in the rating system.
Conclusion

This plan represents a further refinement of policy direction from the Mayor and Commissioners aimed at achieving the City’s vision. Staff will continue to identify initiatives and performance measures to support the policy priorities in this plan. Resources are allocated through the budget process to support initiatives and ongoing programs. Milestones will be developed to monitor progress and the successful execution of the initiatives.

Throughout the next fiscal year, staff will monitor the implementation of this plan and report back to West Palm Beach residents about what has been achieved.

West Palm Beach City Commission

Jeri Muoio
Mayor

Kelly Shoaf
Commissioner, District One

Cory Neering
Commissioner, District Two

Paula Ryan
Commission President, District Three

Keith A. James
Commissioner, District Four

Christina Lambert
Commissioner, District Five

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