

## Strategic Initiatives

For many years the City of Palm Bay experienced nominal growth and gradual expansion in a slowly changing environment, and in fact had developed a reputation as a typical bedroom community. In recent years, however, change has overtaken Palm Bay in a big way as annexation more than doubled the geographic size of the City, population growth provided an impetus for extraordinary levels of single-family and multi-unit residential development, and the commercial and industrial sectors of the City experienced significant expansion. These and other factors illustrated the growing need for the City to embrace both short and long-term strategic planning. The leadership of the City determined that strategic planning and all that such planning entails should not be something that is done once every five or ten years. Rather, the notion of strategic thinking was recognized as a vital tool that should become a standard *modus operandi* citywide, and the development of a clear, driving vision was deemed a necessity.

The foundation and overall strategic framework for the City's strategic initiatives is found in the *City of Palm Bay Strategic Plan 2010 → 2015 → 2025*, a document that provides both a five and ten year future outlook, and that is updated annually by the elected leadership of the City – the Mayor and City Council. Within this Plan, the following recently adopted *Palm Bay Vision 2025* was identified:

Palm Bay is a **City Prepared for Growth** with **Diverse Business and Job Opportunities**.

We have an **Attractive, Beautiful City**, live in the **Safest City in Brevard County** and continuously enjoy **Recreational and Entertainment Amenities For All**.

**PALM BAY...A PERFECT PLACE TO GROW.**

Through the strategic planning process, clear direction for the 2010-2015 timeframe was given via the development of four strategic goals:

- Goal 1: Strong Local Economy
- Goal 2: Improved Roads, Drainage and Utility Infrastructure
- Goal 3: City Government: Financially Sound, Top Quality Services
- Goal 4: Quality Development and Redevelopment

For each of these goals, a number of strategic objectives were identified:

### **City of Palm Bay Strategic Plan 2011 → 2016 → 2026: Five-Year Goals and Objectives**

#### **Goal 1: Stronger Local Economy**

##### Objectives

1. More job opportunities within Palm Bay – residents do not have to leave to work
2. Actively pursue realistic, doable economic development opportunities for Palm Bay
3. Have strong well-defined relationship within economic development (Chamber, EDC, City)
4. Attract major businesses to locate in Palm Bay
5. Facilitate opportunities to grow a business in Palm Bay
6. Attract light manufacturing businesses to Palm Bay
7. Attract green business to Palm Bay

##### Actions 2011

1. Investment Guide for Website: Development
2. Major Employer Attraction Strategy: Development, City Actions
3. Economic Development Task Force Ordinance: Direction
4. Economic Development Website: Development

5. Economic Incentive Policy: Direction, Funding
6. Market Analysis for Palm Bay: Completion, Direction, Funding
7. Economic Development: Staffing, Funding
8. Impact Fee: Evaluation, Direction
9. Development Review Process: Evaluation, Refinement
10. Balmoral Study: Direction, Actions (Business Survey)

## **Goal 2: Improved Roads, Drainage and Utility Infrastructure**

### Objectives

1. Major highway improvements: Parkway and I-95 Interchange South
2. Improve maintenance level of local roads
3. Safe streets with minimal congestion
4. More attractive and beautiful streetscapes and ROW
5. Partner with Brevard County on Intelligent Transportation System (ITS)
6. Promote "Complete Streets" concept for Palm Bay
7. Expand major corridors: Babcock (South to Malabar Road), Malabar Road
8. Expand local road system with additional new roads
9. Develop Canal Trail System

### Actions 2011

1. South Interchange on I-95: Construction, Schedule, Funding
2. Parkway Phase II (Pace to Emerson): Funding
3. Road Maintenance Program: Funding Level Up to 1 Million (Road District Ordinance)
4. ITS Coordination with Brevard County
5. Speed Limit Studies: Collector Roads and School Zones
6. Landscaping and Maintenance: Service Level, Funding
7. Red Light Cameras: Direction

## **Goal 3: City Government: Financially Sound, Top Quality Services**

### Objectives

1. Well-maintained City infrastructure and facilities
2. Align City services and programs with city resources
3. Adequate resources to support quality services
4. Develop new alternative revenue sources for City
5. Top quality, motivated workforce committed to serving the Palm Bay community
6. Develop city investment fund to reduce long-term costs

### Actions 2011

1. Budget: Services, Service Priority and Revenue
2. Citizens Budget Committee: Direction
3. Fire Contract: Resolution
4. Overtime Time: Evaluation, Direction
5. Collections Policy: Direction, Actions
6. Comprehensive Vehicle Replacement Program: Development, Funding
7. Communications with Residents: Strategy, Actions
8. Virtualization Plan for P.C.: Development, Funding
9. Five-Year Financial Plan and Projections
10. Community Center: Evaluation, Uses, Direction, Funding
11. Manager and Employee Compensation: Evaluation, Direction
12. Wastewater Rates: Analysis, Decision
13. Charter on Special Assessments: Direction
14. Gun Range: Development, Funding
15. Madden Park: Expansion, Matching Dollars
16. Fiber Optic Program (Community Center to City Hall): Funding
17. ERP Software: Direction, Funding
18. Human and Social Services: Needs Assessment, City's Role, Partnerships for Services

**Goal 4: Quality Development and Redevelopment**

Objectives

1. Maintain and increase property values in Palm Bay
2. Redevelop old commercial areas (Malabar Road, Babcock, etc.)
3. Redevelop U.S. 1 Corridor and Riverfront Developments as Palm Bay’s downtown and a destination for residents
4. Palm Bay – the preferred place to live in Brevard County
5. Develop Emerald City
6. Upgrade NE Industrial Area

Actions 2011

1. Emerald City Development
2. Building and Design Regulations: Evaluation, Direction
3. Impact Fees: Evaluation, Direction
4. Sign Code: Review
5. Land Development Code: Update, Funding
6. Foreclosed Properties: Monitoring, Needs, City’s Actions

Each of these goals and objectives were chosen because they were representative of issues that will take a high priority over the next five years, and each will be reviewed annually and fully re-evaluated in 2016 to determine relevance and significance at that time.

**Budget Performance Measurements**

The City leadership has continued to include performance measurements within this budget document, as a method to continually work toward institutionalizing strategic thinking concepts within the organization. There are 3 types of measures grouped into three distinct categories:

- *Service Quality* – Degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- *Efficiency* – Ratio of inputs and outputs.
- *Output* – Quantity of units produced.

**Strategic Plan 2011-2016 Goals: Performance Measure Linkage**

The table below shows where department performance measures are linked to the 2011 – 2016 Strategic Plan Goals.

	Fin.	IT	HR	BCRA	GM	Parks	Police	Fire	PW	Utilities
<b>Goal 1</b> <i>Strong Local Economy</i>							1			
<b>Goal 2</b> <i>Improved Roads, Drainage and Utility Infrastructure</i>									3	4
<b>Goal 3</b> <i>City Government: Financially Sound, Top Quality Services</i>	6	5	9			5	4	5	3	4
<b>Goal 4</b> <i>Quality Development and Redevelopment</i>				4	8			1		