

City of West Palm Beach

Strategic Plan Update 2022-2023



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Prepared for the City of West Palm Beach by Management Partners



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Methodology



Inputs into this strategic plan included:

- *Financial forecasts*
- *Survey of strengths, weaknesses, opportunities, and threats (SWOT)*
- *Progress achieved toward strategic priorities and projects from 2019*

Project Background

Since the early 1990s the City of West Palm Beach has engaged in strategic planning to direct the use of city resources and accomplish policy priorities established by the Mayor and 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 clarity of policy direction for the City Administrator and leadership team to pursue.

While the vision, mission and values have remained fairly consistent over the years, they are periodically reviewed, and revised, as appropriate, to ensure they continue to reflect the long-term direction of the city. This plan updates the 2018 strategic plan.

Strategic Planning Update Workshop

The West Palm Beach Mayor and City Commissioners, City Administrators, and senior managers gathered for a workshop at Gaines Park Community Center on November 8, 2021, to review the administration's progress toward fiscal year 2020-21 initiatives and review the current vision, mission, values and direction set forth in seven priorities for next five years. During the workshop, the Mayor, Commissioners, and the leadership team discussed current and changing local conditions and projected regional trends likely to impact the city in the coming years, including recommendations for increasing diversity, equity, and inclusion throughout the city.

The Elements of the Strategic Plan

There are six major elements of this plan. The first four, the vision, mission, values, and strategic pillars for success serve as foundational policy directives and provide direction and guidance to the City Administrator directors and staff. While the Mayor and City Commissioners are responsible for establishing the vision, priorities, goals and initiatives, the City Administrator and directors are responsible for setting key performance indicators and completing initiatives and projects adopted by the Mayor and Commission. Staff will provide periodic reports on the progress of implementation.

The *vision* statement is a clear, aspirational declaration of where the city is headed. It describes a future state that the Mayor and Commissioners identified as the intended result. It is the “why” of the strategic plan and states the direction the organization is pursuing.

The *mission* statement articulates the purpose of the organization. It gives a rationale for programs carried out by the city 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 decision-making, the allocation of resources, the intentions behind services delivered to the public, and provide staff with guidance.

Strategic pillars for success are broad, high-level policy goal areas that state the direction the city organization will follow, with associated outcomes that measured and tracked. For each strategic pillar, *priority initiatives and projects* have been identified. They provide guidance on the key issues in each area and focus on specific community needs. Staff response to the strategic plan comes in two forms: work planning to accomplish priority initiatives and projects that address the strategic pillars and the development, tracking and reporting of key performance measures that define success and provide a mechanism for managing and measuring implementation.

Ongoing and new *initiatives and projects* are implemented by the administration and assigned to a department or cross-functional task team to implement based on an action plan. Each action plan provides a description; the person assigned responsibility for carrying it out, defined activities including, key tasks, milestones, intended outcomes, alignment with other approved city plans; and *key performance indicators* of success to assess implementation results. The measures will be used by staff to monitor progress and will be reported to the Mayor, Commissioners, and the public.

Vision



West Palm Beach is a vibrant and diverse world-class city.

Mission



In partnership with our communities, West Palm Beach delivers exceptional customer services that enhances quality of life, embraces inclusion, and promotes opportunity for all.

Values



Our Values are “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.

Strategic Pillars for Success



The Mayor and City Commission have designated eight strategic pillars as the foundation for future budgeting and resource allocation. Seven of the pillars align with the tenets of the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) for cities and communities. The City of West Palm Beach was formerly a member of the STAR Community Rating System, which was integrated into the LEED system in 2018. The pillars reflect the Mayor and Commission's policy direction to city staff based on community needs. An eighth pillar was added to emphasize high performance in the delivery of city services.

1. **Arts, Neighborhood & Community Engagement**
2. **Built Environment**
3. **Climate and Energy**
4. **Education, Economy & Jobs**
5. **Equity & Empowerment**
6. **Natural Systems**
7. **Public Health & Public Safety**
8. **Financial Sustainability & Organizational Excellence**

The following pages include the priority initiatives and projects for each pillar for 2022 through 2023.



Pillar 1 Arts, Neighborhood & Community Engagement



“A range of arts and cultural resources that encourage community participation.”

—LEED Cities and Communities (Formerly STAR Communities)

Priority Initiatives

- A. Develop partnerships and programs to combat homelessness, including increasing the number of affordable housing units.
- B. Increase community engagement by introducing neighbors to each other (i.e., neighborhood walks, community tables).
- C. Increase community engagement by introducing neighbors to each other through neighborhood walks, community roundtables, etc.
- D. Support private sector community initiatives.

Priority Project

1. Increase the number of affordable workforce housing units by 20% (based on 2021 data).

Pillar 2 Built Environment



“Adopt an integrated approach toward urban planning through mixed-use development, efficient transportation and better connectivity.”

— LEED Cities and Communities

Priority Initiatives

- A. Support the adoption and implementation of a mobility fee.
- B. Develop partnerships that will advance transportation and transit opportunities along key city arterials and routes.
- C. Address and improve transportation, mobility, and traffic challenges.
- D. Expand mass transit service to solve traffic problems.

Priority Projects

- 1. Develop a master plan for Broadway Avenue.
- 2. Fund drainage and road improvements for Roosevelt Estates.
- 3. Complete Currie Park infrastructure improvements
- 4. Improve gateways into the community (Forest Hill, South end).
- 5. Develop golf course site.
- 6. Fund the Sea Wall Master Plan.

Pillar 3 Climate and Energy

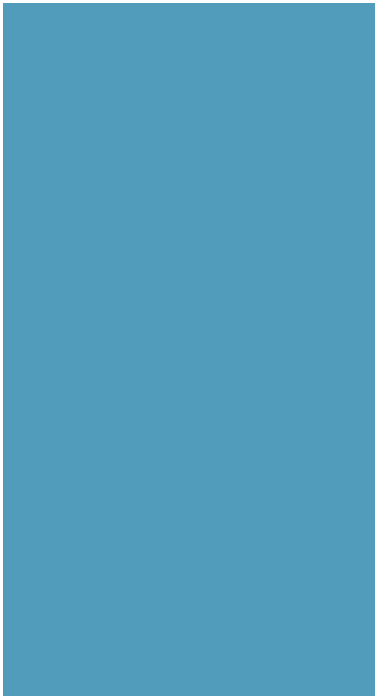


“Reduce climate impacts through adaptation and mitigation efforts and increase resource efficiency.”

—LEED Cities and Communities (Formerly STAR Communities)

Priority Initiative

- A. Proactively manage the effects of sea level rise in the community.
- B. Enhance community preparedness resilience to incidents (i.e., natural disaster, terrorism, crisis).



Pillar 4 Education, Economy and Jobs



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

Priority Initiatives

- A. Bring education and job training to neighborhoods.
- B. Develop a redevelopment plan for the northwest areas of the city.
- C. Improve business retention and attraction efforts.
- D. Establish West Palm Beach as a hub for technology and innovation.
- E. Focus on the tourism sector.

— LEED Cities and Communities (Formerly STAR Communities)

- F. Brand, and market the core identity of West Palm Beach.
- G. Increase hotel space to support the convention center.

Priority Projects

1. Work with schools and community-based organizations to develop technology, vocational education, and trades programs in schools.
2. Develop a revitalization plan for business development along Okeechobee and Palm Beach Lakes Boulevard.
3. Create a plan for redevelopment of the South Dixie Highway corridor.
4. Initiate the Anchor site mixed-use development.

Pillar 5 Equity and Empowerment



Priority Initiatives

- A. Acknowledge and support greater diversity.
- B. Address implicit bias in government.
- C. Increase economic equity.
- D. Initiate and complete the One Narrative Plan.

“Equitably address the needs of all people.”

—LEED Cities and Communities

Priority Projects

- 1. Increase funding by 20% for M/WBE programs.
- 2. Implement recommendations of the Diversity Study.
- 3. Translate West Palm Beach public communications in various languages.

Pillar 6 Natural Systems



“Cities depend on nature and

Priority Initiatives

- A. Develop partnerships to support and protect the Grassy Waters Everglades Preserve.
- B. Protect the Grassy Waters Everglades Preserve from the effects of climate change.

ecosystem services to sustain and enhance the quality of life."

—LEED Cities and Communities

Pillar 7 Public Health and Public Safety



"Strengthen communities to be healthy, resilient and safe places for residents and businesses."

Priority Initiatives

- A. Increase understanding of mental health and substance abuse through education and training.
- B. Enhance community preparedness resilience to natural disaster, terrorism, pandemic, and other community crises.
- C. Increase partnerships to expand the accessibility of health care to residents.
- D. Combat crime in the city's western communities through enhanced traffic enforcement.

—LEED Cities and Communities (Formerly STAR Communities)

- E. Improve crime prevention and enforcement throughout the city.
- F. Increase the use of crime prevention through environmental design (CPTED) techniques.
- G. Provide staff with tools and technology to improve public safety.
- H. Strengthen cyber-security throughout the city.

Priority Projects

- 1. Increase police enforcement of vagrancy and panhandling.
- 2. Reduce speeding on Australian Avenue, Northlake Boulevard, and Congress Avenue.
- 3. Assess and determine fire station staffing to achieve baseline coverage.

Pillar 8 Financial Sustainability and Organizational Excellence



“Support high-performance, cost-effective, and

Priority Initiatives

- A. Track and monitor the achievement of projects and initiatives to ensure success.
- B. Adopt technology to solve city service challenges (e.g., mobility).
- C. Increase transparency throughout the city.

*equitable project and
service outcomes.”*

*—LEED Cities and
Communities*

Strategic Alignment



This Strategic Plan sets the high-level policy direction for the city. It is supported by initiatives and performance indicators that will be developed by the leadership team to drive progress toward successfully implementing the Mayor and Commission's vision for the future. 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.



Conclusion



This plan represents the policy direction of the Mayor and Commissioners for achieving the city's vision. City staff will continue to identify and implement initiatives and to support the policy priorities in this plan. As resources are allocated through the budget process, milestones and metrics will be used to monitor progress and the execution of the priority initiatives and projects included in this update.

Throughout the next fiscal year, staff will monitor the implementation of this plan and provide reports to the Mayor, City Commission and West Palm Beach residents. The progress reports will detail the status of projects and initiatives, and achievements.

West Palm Beach City Commission

Honorable Keith James
Mayor

Kelly Shoaf
Commissioner, District One

Shalonda Warren
Commission President, District Two

Christy Fox
Commissioner, District Three

Joseph Peduzzi
Commissioner, District Four

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