

Delray Beach Draft Strategic Business Plan

Jacquelyn McCray, Senior Manager

November 13, 2018

Management
Partners



Purpose

Present the 2019 to 2022 Draft Strategic Business Plan, including:

- Process and methodology
- Workshop with City Commissioners
- Elements of the draft document

Process and Results

- Interviews with the Mayor, Commission members, City Manager, administrative leadership team and directors
- Strategic planning workshops on April 20 and 21 and June 12
- Preparation of the draft strategic plan
- Review of the draft by the Executive Leadership Team
- Preparation of the final draft

Elements of the Draft Plan

Vision – An aspirational statement of what the city intends to be in the future; the guiding principle for the provision of services and programs.

Delray Beach is a charming, vibrant city of dynamic and diverse communities with a bright future.

We proudly celebrate our heritage and provide a welcoming, healthy hometown for residents and visitors.

Elements of the Draft Plan

Mission – The purpose and rationale for programs carried out by the organization. It defines what the organization stands for, what it will do and guides the prioritization of opportunities.

To foster an authentic and inspiring community that celebrates our history while building toward the future.

Elements of the Draft Plan

Core Values – The principles of the organization that drive the priorities and goals and provide staff with guidance on how services are to be provided.

Service before Self

Performance Excellence in All We Do

Integrity First

Responsible to our Community

Innovative Mindset

Teamwork, a Must

Elements of the Draft Plan

Priorities – Broad, high-level ideas that define the short-term issues most important to address and the desired outcomes that will be achieved.

1. **Improve Infrastructure**
2. **Implement Development Plans and Initiatives**
3. **Improve Transportation and Mobility**
4. **Create a City Organization of Excellence**
5. *[Improve]* **Health, Safety, and Quality of Life**
6. *[Advance]* **Economic Vitality and Education**

Draft Priorities and Goals

P1. Improve Infrastructure

1. Develop an Infrastructure and Facilities Master Plan and related Maintenance Plans for all major buildings, utilities infrastructure and facilities.
2. Encourage the development of reliable, citywide high-speed internet services throughout the community while improving the internet connectivity infrastructure.
3. Create and sustain an effective land management and real estate program for City-owned property.
4. Address the digital divide by assessing the City's technology infrastructure, bandwidth options for the City of Delray Beach and digital infrastructure within the corporate limits to support businesses and industries.



Draft Priorities and Goals

P2. Implement Development Plans and Initiatives

1. Maintain and enhance the look and charm of the downtown.
2. Implement the Set Transformation Plan to advance further stabilization and revitalization efforts in the West Atlantic Avenue corridor and Northwest and Southwest neighborhoods.
3. Assess development opportunities that have multi-tiered benefits, access to affordable housing, promote neighborhood pride, and increase homeownership rates along prime commercial and transportation corridors.
4. Review the City's Land Design Regulations (LDRs), including defining and setting the development intensity for specific areas of the City.
5. Pursue a comprehensive approach to local and environmental sustainability issues.

Draft Priorities and Goals

P3. Improve Transportation and Mobility

1. Assess and implement downtown mobility solutions, along with creating and implementing a Bike-Pedestrian Master Plan.
2. Improve way-finding signage and communication.
3. Evaluate and maintain the current parking management program and plan for the City's future needs.
4. Participate in regional transportation planning and coordination to represent the City's interests and secure transportation grant funding.

Draft Priorities and Goals

P4. Create a City Organization of Excellence

1. Foster a culture of innovation to promote operational efficiencies and deliver the best outcomes for residents.
2. Strengthen the City's fiscal sustainability by increasing the tax base, managing costs, maximizing negotiations for contracting and monitoring tax burdens.
3. Leverage technology and promote innovation that improves government processes, provides self-service portals for customers and residents and leads to greater efficiency.
4. Use procurement practices that are solution-oriented, legal, practical, efficient, equitable and transparent.
5. Hire, develop, and retain top talent, who are engaged and produce results.
6. Perform annual in-depth departmental reviews, internal audits, and/or major, multi-departmental systemic assessments to promote continuous improvement.



Draft Priorities and Goals

P5. Health, Safety, and Quality of Life

1. Ensure a safe city through effective public safety enforcement, prevention and emergency response programs.
2. Enhance neighborhoods through innovative enforcement techniques, emphasizing voluntary compliance with City codes and regulations.
3. Partner with agencies and organizations to increase access to a diversity of housing options that are safe, accessible and affordable.
4. Leverage and appropriately allocate federal funds based on service delivery citywide and within the Community Reinvestment Area (CRA) boundaries.
5. Provide a high quality, sustainable water supply that meets or exceeds all public health standards and supports a healthy and safe community.

Draft Priorities and Goals

P5. Health, Safety, and Quality of Life (continued)

6. Prepare the community for natural and manmade disasters.
7. Improve facilities and healthy community programs to promote a safe, fun and inclusive environment for recreation and leisure services.
8. Promote community engagement through programs and strategies that provide a feedback loop that empowers communities, neighborhoods and all residents to achieve the vision of the City.
9. Create public spaces that promote residents' health, happiness and well-being.

Draft Priorities and Goals

P6. Economic Vitality and Education

1. Cultivate a more competitive business climate to grow and diversify the economy and create and maintain a sustainable tax base.
2. Preserve the City's sense of place by building on its status as a beach community and enhancing our vibrant downtown, commercial districts and employment centers.
3. Support and promote inclusive and social entrepreneurship that enhances employment, expands and grows small businesses, and creates new housing opportunities.
4. Establish policies and programs to advance equitable development and economic inclusion.

Draft Priorities and Goals

P6. Economic Vitality and Education (continued)

5. Partner with Palm Beach County School Board to support and advocate for the needs of local schools and other organizations to improve educational attainment and the Florida Department of Education School Grading Scale.
6. Improve workforce readiness and development by supporting programs to increase literacy and industry skills to support Delray Beach's "grow our own" talent pipeline.

Discussion

Identifying your key goals
for implementation

Next Steps

- Incorporate priority goals into the upcoming budget process
- Complete the workplans for budgeted goals
- Provide quarterly implementation status reports

Thank You!

- Questions and Comments