

Town of Miami Lakes



STRATEGIC PLAN

2006 – 2011

**TOWN OF MIAMI LAKES
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Preamble

In order to continue the Town of Miami Lakes' successful Strategic Management process, we, the Town Council of Miami Lakes, hereby adopt this 2006-2011 Strategic Plan as a blueprint for continued progress in achieving our Town vision. In addition, we pledge that any ordinances or resolutions passed by this Council will be consistent with the concepts, goals and priorities represented herein.

Our Vision for Miami Lakes

(By 2011)

Miami Lakes is widely recognized as a Town with extraordinary beauty, vibrancy, livability, safety, and quality of life for all its residents. Its local governance provides quality, customer-friendly public services and sound economic development in an effective and efficient manner.

Mission Statement

We want Miami Lakes to be a friendly, peaceful, safe, and beautiful Town whose residents and business leaders take pride in where they live, work and play.

The Town vision is a brief description of what we want our community to be like 5 years from now.

The Mission is a clear and concise statement of what the Town Government must accomplish in order to realize our 5-year vision.

Taken together, the 5-Year Vision and Mission Statement serve as the primary steering mechanism for the growth and development of the Town's governmental priorities and services.

Town Council's Operating Principles

The ultimate success of the strategic planning process will depend on the Town Council's ability to operate as a highly effective and high performance policy making team. With appropriate levels of cooperation, active listening and participation by the Mayor and each Council Member, the Town Council will empower itself to make prudent, timely decisions that are in the best interest of the Town.

To that end, the Mayor and Town Council have both developed and made a firm commitment to abide by these operating principles:

- **Each of us is personally responsible and accountable for our behavior**
- **We are respectful of one another whether we agree or disagree on points of view**
- **We trust one another**
- **When necessary, we agree to disagree respectfully**
- **We are willing to compromise for the good of the Town**
- **If we have questions or concerns with one another, we resolve them directly... one to one**
- **We use language constructively to facilitate our interaction**
- **We are mindful of the amount of time we take to express our ideas and points of view**
- **We encourage full participation in our discussions of all issues affecting our Town**
- **We encourage public input on issues and discourage personal attacks on our Council members**
- **We defend each other from personal attacks**
- **We do not pander to special interests at the cost of alienating other Council members**

Core Values

Our Town Government's core values represent our most basic beliefs. They define what we stand for, and serve as our foundation for the development of the Strategic Plan.

Streamlined, People-Friendly, Business-Friendly, Innovative Government:

- Make the Town Government accessible to the public
- Demonstrate a passionate commitment to customer satisfaction
- Relate and communicate effectively with the Business Community
- Recruit and retain empowered employees, who display a can-do, caring attitude, and take professional responsibility for their actions
- Stay focused on efficiency and cost effectiveness
- Provide localized services with minimum duplication
- Provide effective political and managerial leadership
- Make prudent use of cutting-edge technology
- Focus on internet-based, user-friendly, interactive public communication

Positive Town Identity and Sense of Community:

- Make Miami Lakes a highly desirable Town in which to live, work and play
- Make Miami Lakes a "full service" community
- Focus on strategic economic and business development
- Commit to achieve uniform levels of service, beautification, and overall ambiance throughout the entire Town
- Maintain a "Small Town" environment
- Keep the cows
- Provide a meaningful and important array of community activities

Unyielding Respect for All:

- Our Citizens
- Our Business Community
- Our Environment
- Our Elected Officials
- Our Employees

Enhancing Quality of Life:

- Maintain and nurture a peaceful environment and way of life
- Develop creative solutions to achieve smart growth
- Provide enriching cultural activities
- Support the development and promotion of business and employment opportunities
- Celebrate the cultural diversity of our residents
- Focus on enhancing aesthetics throughout the entire Town
- Demonstrate a commitment to strict, consistent code enforcement
- Implement high standards of safety and security for all our residents
- Foster a sense of hometown pride
- Minimize noise and prevent any further aircraft activity at Opa Locka Airport

Excellent Public Service:

- Demand absolute integrity from our public officials as well as our employees
- Achieve the highest levels of cost efficiency and effectiveness at all levels of Town Government

Priority Services & Strategic Goals

Our priority services are the strategic areas where the Town Government must deliver outstanding results in order to realize our vision and achieve our mission. Each priority service area is supported by one or more strategic goals.

This section introduces several specific strategic initiatives that will be fully developed and scheduled as part of our Business Plan.

Public Safety

As Miami Lakes continues to mature, it is essential for the Town to provide a high level of Public Safety throughout our community. We must increase Police presence, while insisting that our residents are treated courteously by all Public Safety Officials.

We are committed to the development of a public safety infrastructure that will give all of our residents a genuine sense of security and peace of mind.

Strategic Goals:

- Maintain or improve an emergency response time of 4 minutes.
- Maintain or improve on an 85% approval rating from our residents toward our Public Safety Officials within one year.

Strategic Initiatives:

- Complete the construction of a Fire Station for the area west of the Palmetto Expressway.
- Expand and enhance the Comprehensive Town Disaster Plan
- Promote family planning for hurricane preparedness.
- Work with individuals and groups to enhance the development of medical facilities within the community.

Code Enforcement

We understand the importance of maintaining the integrity of our neighborhoods through strict, consistent code enforcement. We must enforce all applicable codes and deed restrictions equitably, and in a way that reflects our Town's high standards for safety, aesthetics, and environmental protection.

In order to enjoy the high quality of life we all desire, we must first commit to achieving full compliance and adherence to our codes and deed restrictions.

This priority is essential to achieving our mission.

Strategic Goal:

- Establish a code that reflects the views and values of our residents and achieve a code compliance rate of 90% or higher and a citizen satisfaction rating of at least 70%.

Strategic Initiative

- Fully complete, adopt, and enforce the Land Development Chapter of the Comprehensive Code.

Building - Plan Review, Permitting & Inspections

Proper Building Plan Review, Permitting and Inspections are critical functions of the Town of Miami Lakes. The Building Code, designed for the safety of our Residents, must be vigorously enforced throughout the building plan review, permitting and inspection processes. The importance of providing courteous and responsive service in carrying out these responsibilities cannot be over-stressed.

Strategic Goal:

- Provide effective, efficient and customer friendly processes and personnel within the Building Department under the Building Official.
- Complete the initial review and respond within (10) ten days or less for residential properties and within (14) fourteen days or less for commercial properties.

Strategic Initiatives:

- Conduct and implement the results of a Best Practices Review to identify processes, technology, staffing configurations (in-house versus outsourcing), training initiatives, etc. to improve the Town's permitting, plans review and inspection services.

Citizen Service

This priority is at the core of our mission. We realize that in order to provide quality services, we must first understand our residents' needs. As our Town continues to evolve, we must establish a variety of mechanisms that will enable us to remain in constant communication with our residents. Telephone hot lines and on-line communication networks must be supported by timely, effective response capability within our organization. Town Council meetings must be accessible to as many of our residents as possible through a variety of technologies.

By making a firm commitment to constantly monitor and respond to our residents' needs, we will be able to refine and deliver our services in a timely and effective manner.

Strategic Goal:

- Establish an effective, open communication system between our residents, the business community, our professional staff, and our Town Council.

Strategic Initiatives:

- Develop and implement a customer friendly training program for Town staff including telephonic courtesy and responsiveness, “over the counter” and “in the field” training.
- Enhance the access of residents and the business community to relevant town records and services – particularly through internet availability of Town information.
- Increase the communications flow between residents, the business community, Town employees, the Town Manager and Town Council – including access to the annual State of the Town Report.

Parks & Recreation

Desirable parks and effective recreational programming are essential to achieving a high quality of life. We are committed to expanding and developing our Parks and Recreation facilities to serve the entire Town.

We know that the appropriate combination of accessible and usable park land, park facilities, recreational programming for youth, adults, and senior citizens, and well managed after school programs will make Miami Lakes an even more desirable place to live and raise a family.

Strategic Goal:

- Provide excellent parks, recreational facilities, and recreation programs that meet the needs of all our residents and receive at least an 85% satisfaction rating on the citizen survey.

Strategic Initiatives:

- Complete the community center at Royal Oaks Park.
- Study funding alternatives to provide (purchase, replace or construct) expanded park, cultural, and recreational facilities for all residents.
- Continue working with the School Board and local schools' Principals to develop recreational programs at various school sites in our community.
- Continue the Town's efforts to preserve the Indian Park mound for a future park.
- Develop a Parks and Recreation Master Plan that reflects the current and emerging needs of our citizens – including the possibility of more bike paths, Vita Courses, etc.
- Build a state-of-the-art Youth Center.
- Build a state-of-the-art Senior Citizen Center.
- Build a Multi-purpose Gymnasium.
- Build a Community Swimming Pool.

• **Beautification**

The beauty of Miami Lakes is one of our most important assets. We will continue our efforts to replant, reforest, and oversee maintenance of our tree canopy and to enforce standards that will preserve and enhance our lakes, landscapes, architecture, and natural vistas.

Establishing a sense of community ownership and commitment to neighborhood beautification, enhancement, uniform signage, anti-graffiti programs, xeroscaping and a unified Town image will distinguish Miami Lakes as an extraordinarily beautiful place to live.

Strategic Goal:

- Develop Miami Lakes into the most uniformly beautiful community in Miami-Dade County.

Strategic Initiatives:

- Continue the implementation and enhancement of the Common-Area Landscaping Plan for the Town.
- Continue and enhance the involvement of schools and students in the Town's beautification initiatives.
- Enhance the aesthetic features of town property and streets to reflect our desired image as a canopy covered, small town community.
- Work with businesses to enhance the aesthetic of the business areas.
- Conduct a tree inventory and develop and implement a Multi-Year Tree Planting and Replacement Plan.

Educational Excellence

All residents should have the best opportunity to receive a quality education. We will work closely with our local Education Committee, the School Board and the State Legislature to reduce school overcrowding, improve performance in our public schools, and explore the feasibility of developing charter schools and recreational classes. By enhancing our schools, we will improve our students' performance, the quality of our workforce, and the attractiveness of our community to new residents and businesses.

Strategic Goal:

- Actively pursue the development of the most desirable, high performing schools in Northwest Miami-Dade County. Helping all of our schools achieve "A" ratings by working with the School District, other organizations, and individuals to support educational enhancing activities.

Strategic Initiatives:

- Closely monitor public school boundaries and the boundary setting process to ensure meaningful Town input and participation in the process.
- Promote partnerships between the Town and the local schools in the development and implementation of projects designed to improve student performance and to develop recreational opportunities.
- Encourage engagement with the community thru their community service activities.
- Enhance the Town's Adult education programs.

Growth Management & Land Acquisition

Strategic growth management is essential to the long term vibrancy of our Town. The decisions we make in this area will directly affect our ability to attract new residents and businesses, to control traffic, beautify our neighborhoods, improve our schools, and enhance public safety.

We are committed to implement our comprehensive, local land use plan. As part of our efforts we will develop creative long-term solutions to control density and minimize blasting west of the Palmetto Expressway.

Our comprehensive plan for a unified town will coordinate several strategic initiatives to ensure that we achieve uniformity in ambiance, beautification, public works, parks and recreation, code enforcement and public safety throughout the entire Town for all our residents.

These initiatives will be further developed in our business plan.

Strategic Goal:

- Continue our efforts to control density, maximize green space and make strategically sound decisions regarding land acquisitions.

Strategic Initiatives:

- Study the advantages and disadvantages of pursuing the annexation of additional land.
- Monitor and actively work to minimize any negative consequences (noise and traffic) for Miami Lakes from the expansion of activities at Opa-Locka airport.
- Monitor and actively work to minimize any negative consequences such as traffic congestion for Miami Lakes if a stadium is build to the west of the Town.

Traffic Control

Relieving traffic congestion throughout our Town will enhance our public safety, enhance business activity, and sustain our small town ambiance.

As part of this priority, we are committed to: 1) improving our traffic signalization, 2) exploring the feasibility of public van, bus, or trolley services, 3) encouraging flex time among our local places of employment, 4) assigning police to selected intersections and schools during peak traffic periods. We will also work closely with Miami-Dade County's MPO to develop regional solutions that will improve our local traffic flow.

Strategic Goals:

- Wherever possible facilitate smooth traffic flow throughout Miami Lakes by minimizing traffic congestion and maximizing the capacity of our local roadways and achieving a congestion rating of "Level C" on at least 80% of our roads. A Level B rating allows for average delays of 5 to 15 seconds per vehicle during peak traffic periods.
- Optimize public transportation service throughout the entire Town.

Strategic Initiatives:

- Complete the four lanes from 138th St. to 170th St. on N.W. 87th Avenue.
- Work with the County to obtain an optimized traffic signal control network for Miami Lakes as the county implements its new traffic control system.
- Optimize public and private transportation opportunities by adding new or improved services (including Round-Towner services) where appropriate.
- Enhance the pedestrian friendliness of the Town through the construction of pedestrian crossovers or overpasses (eg Ludlum Road and Main Street), bike paths, etc.

- Develop and implement a comprehensive Traffic Management and Control Plan that includes an increase in Police presence at crucial times and selected locations (rush hour, busy intersections, schools, etc.).

Public Works

The condition of our roadways and drainage systems has a direct impact on our citizens, property values, our public safety, traffic flows, etc. We are committed to achieving significant improvements in all of these areas.

As part of our commitment to improving our roadways, we will also focus on enhancing street lighting and signage throughout the Town.

Strategic Goals:

- Continue to develop Miami Lakes into a model community for the condition of its roadways.
- Continue to develop Miami Lakes into a model community for the condition of its drainage systems, its lakes, and canals.
- Work with the County to enhance the timeliness and the effectiveness and efficiency of bulk waste and trash service within the town for both residents and the business community.
- Improve tree trimming and maintenance in swale and other public areas.
- Provide a well lighted town that enhances the aesthetics and adds to the sense of safety and security within the community.

Strategic Initiatives:

- Update and continue to implement the multi-year road-resurfacing plan.
- Update and continue to implement the Master Drainage Plan including preventive maintenance and replacement programs.
- Review and improve the tree trimming and maintenance program and schedule.
- Work with the County to assess the best method to improve bulky waste and trash service within the Town.
- Continue to upgrade street lighting and maintenance throughout the Town.

Fiscal Management

Miami Lakes is fortunate to have a very stable population and tax base. We have pledged to manage our residents' hard earned resources with the utmost care and diligence.

We are committed to setting aside and maintaining an adequate level of cash reserves, to be used only in the case of extreme emergencies. We are also committed to developing an annual Business Plan and a five-year Financial Plan.

Our capital building program will focus on building or improving major capital assets that will add long-term value to our Town. It will combine several strategic initiatives contained in this plan that are geared toward enhancing the Town's infrastructure.

Strategic Goal:

- Ensure the financial viability of the Town through prudent fiscal management practices.
- To have a town infrastructure that meets the current and emerging needs of the residents and business community.

Strategic Initiatives:

- Continue to implement and adopt new policies for the maintenance and use of cash reserves and contingency funds.
- Continue the use of investment policies that are designed to maximize interest and minimize risk.
- Continue and enhance the implementation of our performance-based budgeting and Annual Business Plan processes.
- Enhance communications with residents concerning the budget and the budgeting process.
- Explore alternative funding mechanisms such as lease-purchase, revenue bonds and/or general obligation bonds as

a means of providing needed Town facilities such as community centers, park and cultural facilities, land acquisitions, and a possible Town Hall.

ECONOMIC AND BUSINESS DEVELOPMENT

It is critically important for Miami Lakes to have a strong, mutually supportive relationship between Town governance and the Town's business and corporate community. It follows that in order to achieve our Town Mission and Vision a healthy, thriving business community is critically important.

Strategic Goal:

- The Town of Miami Lakes will build a strong, mutually supportive relationship with its business and corporate leadership towards the objective of enhancing the health and vibrancy of the business community within Miami Lakes.

Strategic Initiatives:

- Structure periodic Town governance/Chamber of Commerce/corporate leadership meetings to build relationships and discuss such issues as:
 - Business signage and code flexibility in support of special events such as farmers markets, festivals, art and craft shows, antique car displays, and other events in Town business areas.
 - Community safety, prevention, pre and post hurricane communication plans and other issue meetings with fire, police and Town leadership.
 - Consider designating a part-time member of the Town Manager's staff to liaison with the Chamber of Commerce and corporate leadership.
 - Working with the Chamber of Commerce, shopping center associations, business and corporate leaders and the Beacon Council prepare and adopt a formal program to promote Miami Lakes as a desirable place to do business and to locate corporations and clean industries.

- Establish a committee to work with the FIU College of Hospitality Management and Johnson-Wales College of culinary art (ck. Correct title) to perform a feasibility study on the advantages of upscale restaurants locating in the Town of Miami Lakes.
- Structure a Miami Lakes Visitor and Convention Committee consisting of hotel general managers, Chamber of Commerce representatives, etc. to develop strategies in conjunction with the Greater Miami Convention and Visitors Bureau to market and promote Miami Lakes as a leisure and conference destination.