

TOWN OF MIAMI LAKES, FL

Imagine Miami Lakes 2025!

STRATEGIC PLAN

FISCAL YEARS 2015-2025



UPDATE: FY2024

Amended:
September 12th, 2023

PLAN ADOPTED:

November 3, 2015



HISTORY AND VERSION SHEET

Amendment: September 12th, 2023	Pages 16 and 24: Modified Goal 2 (G2) Modified Objective 5 (O5) Subject: Police staffing

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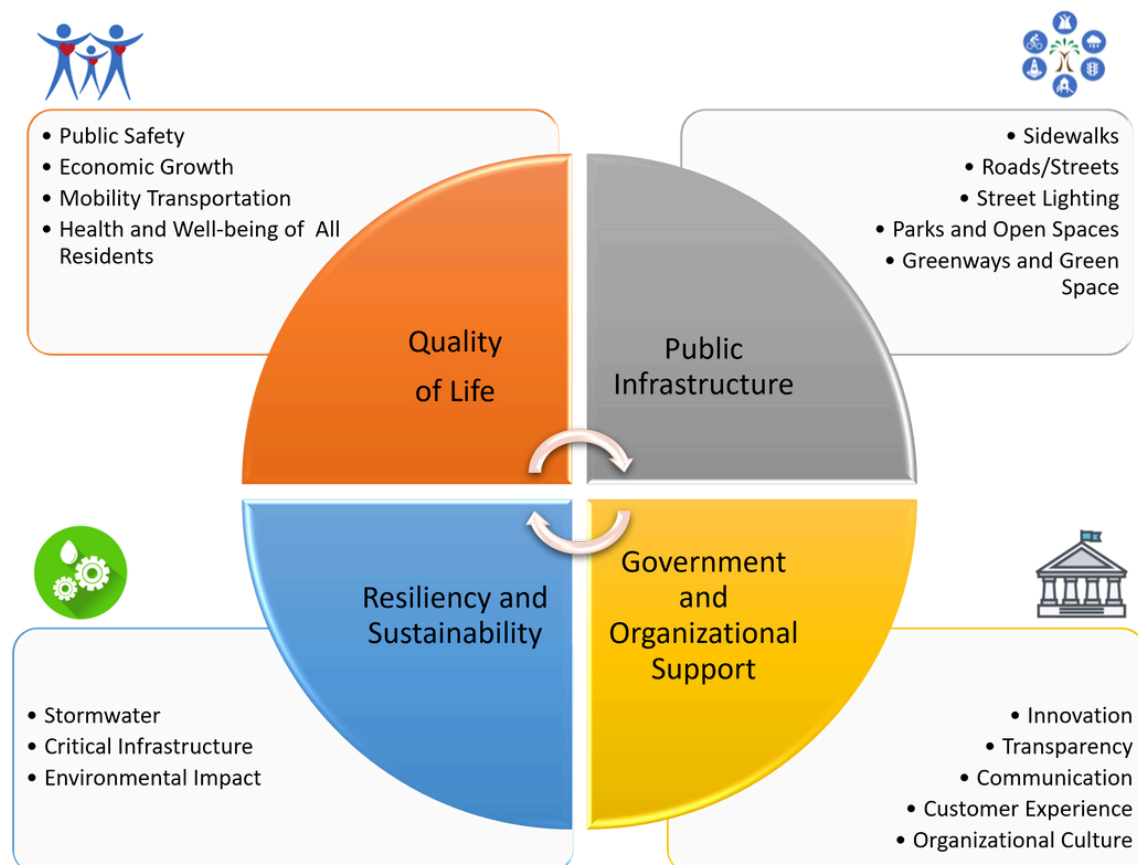
STRATEGIC PLAN EXECUTIVE SUMMARY

The Town of Miami Lakes' strategic plan ***Imagine Miami Lakes 2025*** ("plan") has been the guiding force that moves the Town into the future. Because of its importance, the plan is revised and updated at regular intervals. In March 2021, the Town of Miami Lakes set aside time to hold a work-retreat session to perform an in-depth review and analysis of the plan. The goal of the retreat was to ensure all strategic priority areas, goals, and objectives were still relevant and aligned with the Town's priorities.

The retreat session consisted of several components such as: reviewing the current status of the strategic plan, performing a SWOT analysis of the Town (Strengths, Weaknesses, Opportunities, and Threats), reviewing the results of the 2020 Community Satisfaction Survey and 2019 Committee Survey, and discussing organizational competencies among other aspects.

At the end of the retreat, a new and revised set of goals and objectives were developed. In addition, the strategic areas were revised and grouped into four major categories to better align them with the needs and priorities of our community, and for easier benchmarking with other communities' focus areas. Together, these priority areas, goals and objectives will be the guiding compass that provides direction to the Town for delivering even greater value to our residents in the years to come.

The matrix below shows the specific aspects that each of the four (4) strategic areas will be addressing and prioritizing in the next five years.



STRATEGIC PLAN REVIEW

The revised plan will provide guidance to Town's departments and offices on the development and deployment of projects and business plans (refer to www.ImagineMiamiLakes2025.com for a list and details of In-progress and Future strategic projects and plans). These projects and business plans will be prioritized based on the impact that they will have towards our goals, objectives, and needs and priorities of our residents.

Going forward, the Town is also placing strong emphasis on finding ways to become a more data-driven organization. For this reason, the revised plan contains a dedicated section for Key Performance Indicators (KPIs), which are measurable values that will help us track and measure success in achieving these goals and objectives.

As you read our revised Strategic Plan, you will see there are limitless opportunities ahead of us for achieving the greater vision for Miami Lakes of being a vibrant and growing Town that maintains its character and provides a sense of place.

We look forward to the years ahead and seeing the Town *...growing beautifully!*

For questions or comments about this plan, please feel free to contact me at:

Germán Cure, PE
Chief Technology and Innovation Officer
e: imaginemiamilakes2025@miamilakes-fl.gov
p: 305.364.6100, ext.: 1122



Executive Summary



PREAMBLE

To continue the Town of Miami Lakes' successful strategic management process, we, the Mayor and Town Council of Miami Lakes, hereby adopt this 2015-25 Strategic Plan ("Plan") Update FY2021 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 goals, objectives and priorities represented herein.

MISSION

Miami Lakes is widely recognized as a welcoming community with extraordinary beauty where state of the art planning concepts create vibrant hubs that are safe and friendly to all ages and mobility options which inspire the Town to continue *growing beautifully!*

VISION

We want Miami Lakes to be the model of a friendly, open, innovative, effective and efficient government for its residents and businesses.

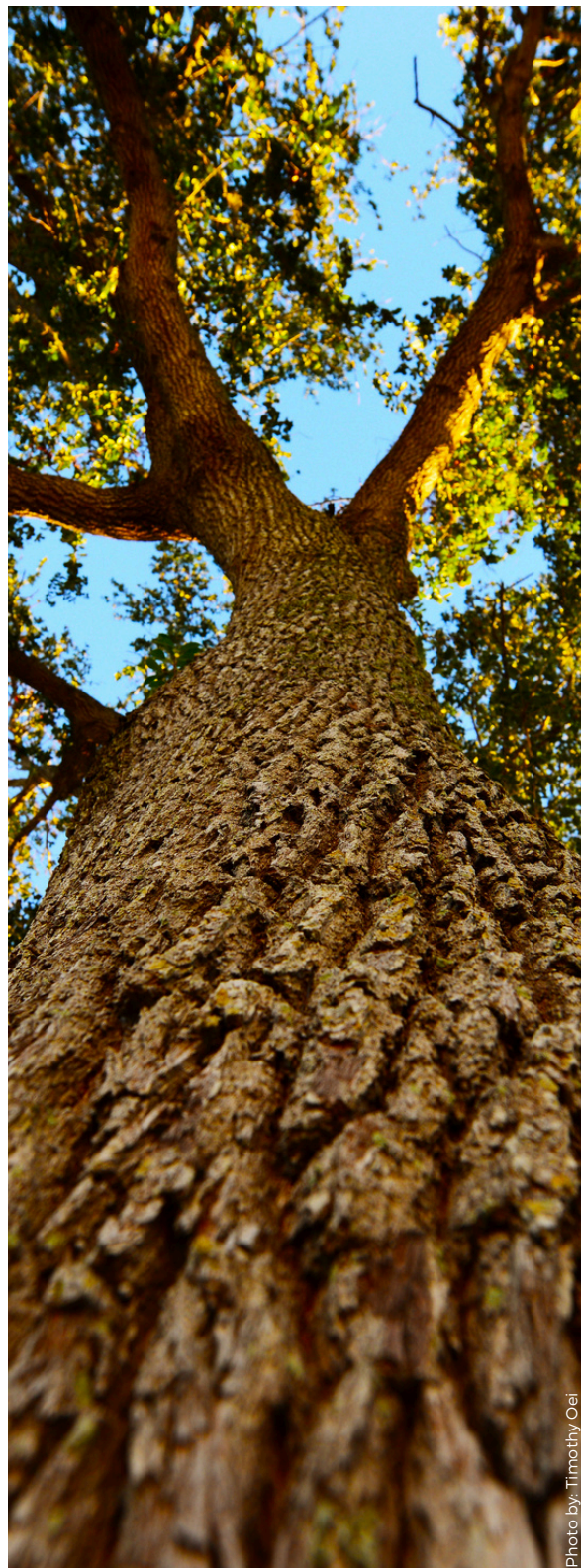


Photo by: Timothy Oei

GUIDING PRINCIPLES

1. Public safety is the primary role of this government.
2. All decisions will be driven towards enhancing the quality of life for our residents and the customer experience while ensuring safety and fairness.
3. We will be open, transparent, and solicit as much input as possible from our stakeholders.
4. Communicate, communicate, and when in doubt, communicate again.
5. Recognize that our employees are our greatest assets and we will invest in our employees.
6. Pursue innovation and maximize the use of existing machinery, equipment, and technology to enhance services at lowest possible cost.
7. Do not provide services being offered by the private sector and aim at recovering close to 100% of cost for all optional services, except for current programs already provided.
8. Pursue energy efficiency and self-sufficiency.
9. Evaluate capital projects for financing versus “pay as you go” on a case by case basis but, in every case, we will first evaluate the financial impact of our decisions on all Miami Lakers.
10. Always assess new functional responsibilities and determine whether the service can be best provided by the private sector. Private sector cost must not exceed in-house cost by more than 20%.
11. Recreational programs should be aimed at “all ages” and “all abilities”.
12. Maintain open communications and good working relations with all other levels of government and neighboring municipalities. Pursue cooperation and working agreement whenever possible.
13. Maintain our capital assets in good condition prior to building new ones.
14. Each idea should be about the future. Every single idea should make Miami Lakes a better place to live and work - not just for us here today, but for future generations.

MEET OUR ELECTED AND APPOINTED OFFICIALS



MAYOR
MANNY CID



VICE MAYOR
CARLOS O. ALVAREZ



COUNCILMEMBER
LUIS E. COLLAZO



COUNCILMEMBER
JOSH DIEGUEZ



COUNCILMEMBER
TONY FERNANDEZ



COUNCILMEMBER
RAY GARCIA



COUNCILMEMBER
MARILYN RUANO



TOWN ATTORNEY
RAUL GASTESI, ESQ.



TOWN MANAGER
EDWARD PIDERMANN



TOWN CLERK
GINA INGUANZO



MESSAGE FROM THE MAYOR

Dear Miami Lakers and Friends,

On behalf of the Town Council, it is my pleasure to present the Town of Miami Lakes Strategic Plan ("Plan") FY2015 to FY2025 - update FY2021. This plan describes our priority areas, goals, and initiatives for supporting the Town as we undergo a period of significant growth and change that brings challenging considerations as well as incredible opportunities.

This FY2021 update has been improved upon the original Plan, which was adopted in 2015. As it was done back in 2015, this revised Plan pivots around the needs and priorities of YOU - our residents, businesses, and visitors. The revised Plan considered all parts of the community by using different tools, methods, and sources of data such as: The 2019 Committees Survey, the 2020 Town-wide Community Survey, the 2021 Strategic Plan Retreat, and all the feedback provided by you to our Council and staff in a continual basis. We are prioritizing what our stakeholders value, what they want to keep and what they want to improve.

There is overwhelming support for the Town to enhance mobility, transportation, our signature beauty, expand economic growth, environmental sustainability and total transparency, as well as supporting education, inclusivity, innovation, and our overarching priority -public safety.

Being a master planned Town, Miami Lakes has key strengths that place it in a good financial condition to respond to the challenges its facing and together with key policies and master plans, particularly our Transportation Master Plan, Beautification Master Plan, Stormwater Master Plan, and other key master plans in line of being developed, this revised Strategic Plan will capitalize on our strengths with actions to chart our success.

This revised Plan (Update 2021) will take the Town to 2025 and beyond as a place where people and businesses thrive; a strategy to ensure future generations enjoy better opportunities and an exceptional quality of life.

As you review our plan, I ask you to... *"Imagine Miami Lakes in 2025!"*

My door is always open, feel free to contact me at 786.759.9207 (Town cell) or at: cidm@miamilakes-fl.gov

Thank you,



Manny Cid, Mayor



TOWN OVERVIEW

The Town of Miami Lakes was incorporated on December 5, 2000. It is one of 34 municipalities in Miami-Dade County, Florida. Conveniently located just 16 miles north of Downtown Miami and only 10 miles from Miami International Airport, our Town is home to approximately 30,000 residents and 1,500 businesses. The Town encompasses about 6.5 square miles, bound by NW 170th Street and the Palmetto Expressway (SR 826) to the north, NW 138th Street to the south, NW 57th Avenue (Red Road) to the east, and Interstate 75 to the west.





AERIAL VIEW TOWN OF MIAMI LAKES

Small-town feel...

Over the last 60 years, Miami Lakes has evolved from a dream on paper to a vibrant community that has been nationally recognized as one of the best examples of unique and innovative town planning. Although the Town is predominantly low-density, an active and popular Town Center, as well as strategically placed large parks, pocket parks, schools, religious and commercial centers throughout the Town, provide a variety of services and social interaction opportunities, creating a community with a small-town feel. The housing inventory is also varied, ranging from medium density multifamily to large waterfront single-family properties, including many lakefront town-house communities. The most prevalent nonresidential uses are light industrial and office parks comprising 13% of the Town's area, and lakes and canals making up about 11%; town businesses employ around 30,000 people, 12% of which reside in Miami Lakes. The population of the Town of Miami Lakes had grown to 30,571 as of the 2010 census and is expected to reach upwards of 33,000 in the upcoming 2020 census. It currently ranks 12th in population size within Miami-Dade County. Comparable cities include Coral Gables on the high end of the population spectrum and Pinecrest on the lower end.

TOWN MANAGER'S MESSAGE

I am pleased to share with you the Town of Miami Lakes' 2015-25 Strategic Plan Update for FY2021.

The chapters that follow summarize a refreshed set of goals, objectives, key performance indicators and representative strategies for each of the Town's strategic priority areas.

This FY2021 update has been improved upon the original Plan, which was adopted in 2015. Overall, all new and revised goals, objectives, and projects will be driven towards enhancing all aspects of quality of life of our residents such as: mobility transportation, economic growth, and the health and well-being of all residents; improving the Town's infrastructure and resiliency; and enhancing our processes and services to ensure a best in class customer service experience, while fostering a positive and fulfilling career for all Town employees.

This Strategic Plan is a living actionable document that is always evolving. It was developed through the participation of a large group of dedicated people, and the Plan will be executed by the entire organization working collectively. Taken together, the Vision, Goals, and Objectives, serve as the primary steering mechanism for the growth and development of the Town's governmental priorities and services.



EDWARD PIDERMANN
TOWN MANAGER

BACKGROUND

The 2015-25 Strategic Plan establishes how our Town will develop into the future to meet the needs of our community and economic, social, and environmental challenges.

The process of developing the Town's 2015-25 Strategic Plan began in 2014 and included the input from:

- Residents
- Town council members
- Employees
- Partners
- Private Sector (subject matter experts)

During the development of the Plan, six (6) town-wide strategic priorities areas and goals were identified, and thirty-seven (37) objectives were developed.

In February 2019, the Town released the Imagine Miami Lakes 2025 smart web-portal: www.ImagineMiamiLakes2025.com. The portal was developed in-house using an innovative tool called Story Maps from Esri/ArcGIS (Geographical Information System). Throughout the online portal, the Town has included fundamental information about its strategic projects and initiatives such as: concepts, renderings, interactive maps, photos, progress reports, estimated start/end dates, costs, and other helpful information.

In March 2019, the Town added a powerful feature into the smart web-portal that allows resident, businesses, and visitors to submit questions and feedback directly into the site while projects are being browsed.

In March 2021, the Mayor, Councilmembers, and Town Staff, with the assistance of a consultant, held a five-year strategic plan review session. The goal was to perform a broad review and assessment of the Plan to ensure all goals and objectives were still relevant and aligned with the Town's priorities and needs established in 2015.

After the review session, a new set of strategic priority areas, goals and objectives were developed which are covered in detail in the following pages. The refreshed Plan reflects the vision of what we want our community to be like in five (5) years from now, our 2025 Vision.

STRATEGIC AREAS, GOALS, AND OBJECTIVES

"THE STRATEGIC AREAS, GOALS, AND OBJECTIVES ARE DESCRIBED IN THE FOLLOWING SECTION. THE STRATEGIC GOALS AND OBJECTIVES ARE NOT LISTED IN PRIORITY ORDER AND THEY SHOULD NOT BE INTERPRETED THAT A STRATEGIC GOAL OR OBJECTIVE EARLY IN THE LIST IS OF A GREATER PRIORITY THAN ONE LATER IN THE LIST."



STRATEGIC AREA: **QUALITY OF LIFE**

- Public Safety
- Economic Growth
- Mobility Transportation
- Health and Well-being of All Residents





STRATEGIC AREA: **Quality of Life**

The Town will continue working toward achieving the greater vision for Miami Lakes of being a vibrant and growing Town that maintains its character and provides a sense of place. In the next five years, the Town will have a stronger focus on improving the aspects of Quality of Life that the community at large, the Council and Staff determined should be improved. For instance, improve pedestrian/bicycle mobility and safety, improve overall satisfaction with the Town as a place to work and retire among other aspects.

Achieved Objectives from FY2015 to FY2020

Since the implementation of the Imagine Miami Lakes strategic plan in November 2015, several Quality of Life objectives have been accomplished:

- Developed Town center district
- Developed new ways to promote local business
- Increased the Town of Miami Lakes' brand awareness so it extends to all offerings and interactions

In March 2021, a new set of goals were developed or modified from the original 2015 goals. These refreshed goals shall reflect the priorities of our residents and better align with economic, social, technological, and environmental changes experienced nationwide. These new and revised goals are listed below.

New and Modified Goals (G) + Objectives (O):

G1 Enhance mobility transportation vehicular and non-vehicular

- O1** Create a safe and comfortable pedestrian environment
- O2** Improve safety for bicycles and pedestrians
- O3** Improve transportation options and reduce congestion in major corridors by working with agency partners

G2 Enhance the health, safety, and well-being of all residents

- O1** Develop dedicated areas for seniors
- O2** Continue to strengthen community partnerships
- O3** Support policies and practices that enable a diverse and all-inclusive Town
- O4** Maintain low response times and seek out opportunities to optimize emergency operations
- O5** Enhance response to life-safety incidents and crime prevention by ensuring that Police staffing levels, resources (e.g., vehicles, bicycles, etc.) and deployment model matches demand and population by regularly measuring and analyzing data including, but not limited to: crime rates, population levels, workload, deployed hours, and response time.

G3 Expand economic growth and enhance the vibrancy of the community

- O1** Promote conditions that encourage business development and growth
- O2** Support policies and practices that enable a diverse and growing economy

Sample strategies to achieve these goals and objectives:

- Increase the use of social media and digital interfaces to engage with residents
- Include provisions for biking and walking in new projects and redevelopment ("complete streets")
- Implement a traffic flow/congestion mgmt. improvement strategies led by the TOML Police Dept.
- Identify target industries for growth and provide support to business



STRATEGIC AREA:

PUBLIC INFRASTRUCTURE

- Sidewalks
- Roads/Streets
- Street Lighting
- Parks and Open Spaces
- Greenways and Green Spaces





STRATEGIC AREA: Public Infrastructure

As Miami Lakes continues to mature, it is essential for the Town to address aging and in need of repair infrastructure in both, the short and long term. As a result, in the next five years, the Town will have a stronger focus on improving its public infrastructure and assets such as: sidewalks, street lighting, street maintenance, and parks overall condition. These are some of the key areas that the community at large, the Town Council, and staff determined need to be prioritized.

Achieved Objectives from FY2015 to FY2020:

Since the implementation of the Imagine Miami Lakes strategic plan in November 2015, several Public Infrastructure objectives have been partially or almost fully accomplished:

- Implemented Beautification Master Plan
- Improved Town Parks such as:
 - Upgraded Royals Oaks park fields (2) and playground with LED sport light technology
 - Resurfaced Miami Lakes Optimist Park (MLOP) boundless playground
 - Finished and opened MLOP clubhouse
 - Setup all athletic parks with Wi-Fi
 - Opened Youth center

In March 2021, a new set of goals were developed or modified from the original 2015 goals. These refreshed goals shall reflect the priorities of our residents and better align with economic, social, technological, and environmental changes experienced nationwide. These new and revised goals are listed below.

New and Modified Goals (G) + Objectives (O):

G4 Meet community needs by supporting infrastructure owned by the Town or for public use

- O1** Improve street paving and pothole repair
- O2** Enhance adequacy of street lighting in the community
- O3** Improve overall condition and maintenance of the Town sidewalks
- O4** Improve overall condition and maintenance of the Town roads and streets

G5 Enhance signature beauty of parks and open spaces

- O1** Maintain the look and feel of public spaces to a high standard
- O2** Enhance green-ways and green spaces to promote outdoor activity
- O3** Continue to enhance the quality of existing parks and programs and develop new recreational areas
- O4** Explore public-private partnerships for the development and maintenance of parks and other public facilities

Sample strategies to achieve these goals and objectives:

- Make investments to protect and enhance critical infrastructure
- Develop a long term Town-wide maintenance infrastructure plan
- Regularly assess the condition of the Town's infrastructure assets
- Explore creative alternatives to financing infrastructure improvements
- Create attractive public spaces for leisure and recreation



STRATEGIC AREA:

RESILIENCY AND SUSTAINABILITY

- Stormwater
- Critical Infrastructure
- Environmental Impact





STRATEGIC AREA: Resiliency and Sustainability

Global climate challenges, social and economic disparity, the toll and consequences of the COVID-19 pandemic, and other natural and man-made disasters will continue to have the most significant impact of any threat on our community and worldwide. As a consequence, it is essential that in the next five years, the Town prepares for future crisis and other potential shocks and downturns. The Town shall have stronger focus on using resources efficiently to foster healthier communities, reduce the impact on the environment, and enhance human well-being.

Achieved Objectives from FY2015 to FY2020:

Since the implementation of the Imagine Miami Lakes strategic plan in November 2015, several Resiliency and Sustainability objectives have been partially or almost fully accomplished:

- Deployed LED lighting Technology Town-wide
- Maintained and Improved the Quality of Town Lakes

In March 2021, a new set of goals were developed or modified from the original 2015 goals. These refreshed goals shall reflect the priorities of our residents and better align with economic, social, technological, and environmental changes experienced nationwide. These new and revised goals are listed below.

New and Modified Goals (G) + Objectives (O):

G6 Invest in resilient and sustainable public infrastructure

- O1** Improve efficiency of stormwater infrastructure
- O2** Prioritize projects that protect the most critical and vulnerable areas
- O3** Upgrade and retrofit existing infrastructure to improve resilience and sustainability

G7 Promote adaptive neighborhoods and buildings

- O1** Develop policy and regulations to reduce impact of environmental risks and promote sustainability
- O2** Incentivize development that allows residents and businesses to adapt and thrive under changing environmental conditions
- O3** Integrate resilience and sustainability considerations into large development projects.

Sample strategies to achieve these goals and objectives:

- Invest in the sustainability of the Town's infrastructure
- Implement sustainable practices in Town operations
- Promote livable and environmentally sustainable and resilient communities
- Maintain stormwater systems to a high standard



STRATEGIC AREA:

GOVERNMENT AND ORGANIZATIONAL SUPPORT

- Innovation
- Transparency
- Communication
- Customer Experience
- Organizational Culture





STRATEGIC AREA: Government Accountability and Organizational Support

Building trust with the community is very important to the Town. Transparent and efficient use of taxpayer dollars are key elements to building and maintaining that trust. Therefore, in the next five years, the Town will have a stronger focus on improving processes and services across all departments and communicating these efforts to ensure the highest-quality service delivery and customer service satisfaction.

Achieved Objectives from FY2015 to FY2020 and Beyond:

Since the implementation of the Imagine Miami Lakes strategic plan in November 2015, several Government Accountability & Internal Support objectives have been partially or almost fully accomplished:

- Connected Citizens and Employees with the Information They Need and Increased the Transparency and Accessibility of Data, e.g.: TrakIT, Laserfiche, Assets Management, SeeClikFix-CRM, Open Finance.
- Increased Public Participation, e.g.: 2020 Citizen Survey, Facebook/Instagram/Twitter accounts

In March 2021, a new set of goals were developed or modified from the original 2015 goals. These refreshed goals shall reflect the priorities of our residents and better align with economic, social, technological, and environmental changes experienced nationwide. These new and revised goals are listed below.

New and Modified Goals (G) + Objectives (O):

G8 Deliver best-in-class services and customer experience

- O1 Improve processes and systems to minimize the need to visit the Town building to conduct business
- O2 Modernize and streamline Town processes
- O3 Reduce the amount of time customers wait across all services
- O4 Equip Town staff and residents with critical metrics and data to assess the Town's performance

G9 Ensure transparency and timely and clear communication in all issues

- O1 Enhance transparency and access to government information and data for all people
- O2 Improve resident engagement and participation with better communication in all issues
- O3 Strengthen trust through superior customer service

G10 Establish an innovative and continuous improvement framework

- O1 Foster a positive work environment and fulfilling careers for all Town employees
- O2 Deploy best practices and ensure that employees have the resources needed to effectively serve the public
- O3 Make advances in training and provide essential tools to employees to deliver superior services to residents

Sample strategies to achieve these goals and objectives:

- Streamline code enforcement, permitting and plan review processes
- Streamline and standardize Town-wide processes and performance management
- Ensure Town employees are compensated fairly and equitably
- Ensure Town operations are adequately staffed
- Seek and deploy best practices in service delivery
- Invest in equipment and technology to enhance service delivery

SUMMARY OF:

Objectives and Goals





SUMMARY OF OBJECTIVES AND GOALS



G1 Enhance mobility transportation vehicular and non-vehicular

- 01** Create a safe and comfortable pedestrian environment
- 02** Improve safety for bicycles and pedestrians
- 03** Improve transportation options and reduce congestion in major corridors by working with agency partners



G2 Enhance the health, safety, and well-being of all residents

- 01** Develop dedicated areas for seniors
- 02** Continue to strengthen community partnerships
- 03** Support policies and practices that enable a diverse and all-inclusive Town
- 04** Maintain low response times and seek out opportunities to optimize emergency operations.
- 05** Enhance response to life-safety incidents and crime prevention by ensuring that Police staffing levels, resources (e.g., vehicles, bicycles, etc.) and deployment model matches demand and population by regularly measuring and analyzing data including, but not limited to: crime rates, population levels, workload, deployed hours, and response time.



G3 Expand economic growth and enhance the vibrancy of the community

- 01** Promote conditions that encourage business development and growth
- 02** Support policies and practices that enable a diverse and growing economy



G4 Meet community needs by supporting infrastructure owned by the Town or for public use

- 01** Improve street paving and pothole repair
- 02** Enhance adequacy of street lighting in the community
- 03** Improve overall condition and maintenance of the Town sidewalks
- 04** Improve overall condition and maintenance of the Town roads and streets



G5 Enhance signature beauty of parks and open spaces

- 01** Maintain the look and feel of public spaces to a high standard
- 02** Enhance green-ways and green spaces to promote outdoor activity
- 03** Continue to enhance the quality of existing parks and programs and develop new recreational areas
- 04** Explore public-private partnerships for the development/maintenance of parks and other public facilities



SUMMARY OF OBJECTIVES AND GOALS



G6 Invest in resilient and sustainable public infrastructure

- O1** Improve efficiency of stormwater infrastructure
- O2** Prioritize projects that protect the most critical and vulnerable areas
- O3** Upgrade and retrofit existing infrastructure to improve resilience and sustainability



G7 Promote adaptive neighborhoods and buildings

- O1** Develop policy and regulations to reduce impact of environmental risks and promote sustainability
- O2** Incentivize development that allows residents and businesses to adapt and thrive under changing environmental conditions
- O3** Integrate resilience and sustainability considerations into large development projects.



G8 Deliver best-in-class services and customer experience

- O1** Improve processes and systems to minimize the need to visit the Town building to conduct business
- O2** Modernize and streamline Town processes
- O3** Reduce the amount of time customers wait across all services
- O4** Equip Town staff and residents with critical metrics and data to assess the Town's performance



G9 Ensure transparency and timely and clear communication in all issues

- O1** Enhance transparency and access to government information and data for all people
- O2** Improve resident engagement and participation with better communication in all issues
- O3** Strengthen trust through superior customer service



G10 Establish an innovative and continuous improvement framework

- O1** Foster a positive work environment and fulfilling careers for all Town employees
- O2** Deploy best practices and ensure that employees have the resources needed to effectively serve the public
- O3** Make advances in training and provide essential tools to employees to deliver superior services to residents



Appendix A:

Town-wide Key Performance Indicators (KPIs)














Appendix A: Town-wide Key Performance Indicators Dashboard

The Town of Miami Lakes has developed a Town-wide Performance Indicator Dashboard to track and measure success in achieving the goals set in this strategic plan. This includes identifying appropriate targets for each metric, tracking the actual performance of each metric over time, and regularly reviewing and discussing performance.

In the recently deployed Community Survey (in 2020 by ETC Institute), the Town of Miami Lakes rated at or above the national and Florida average in many of the major categories of service and quality of life aspects. Even though this is a great achievement, the Town will continue working in maintaining or exceeding its high ratings and improving those that require attention. In the case of the higher ratings, the Town is aiming to maintain them at the same level scored in the 2020 ETC survey (labeled as "baseline" rating FY2021). For those metrics where the Town scored lower than the national and Florida averages, the Town is aiming to reach the Florida average ratings at minimum.

The strategic plan performance indicators that follow have been assigned an "overall status indicator" which provides, at a glance, the current status of each performance indicator. The status indicators follow the basic stop-light approach, as defined below. If an indicator is not 'green' it brings attention and raises the flag for awareness, discussion, problem solving and/or resources.





-  At or Above Plan – Indicator meets or exceeds the target.
-  Caution – Indicator is within 10% of meeting the target.
-  Below Plan – Indicator is more than 10% from meeting the target.
-  No Information – Data is not available to make an inference or comparison on the status of the indicator.











Key Performance Indicators (KPIs)		FY2021 Baseline	FY2023 Actual	FY2025 Actual	FY2025 TARGET
Quality of Life	 Overall satisfaction with the Town as place to work	T 71% N 54%; F 50%*	Unfunded	Unfunded	71%
	 Overall satisfaction with the quality of local police protection	T 82% N 68%; F 67%*	Unfunded	Unfunded	82%
	 Overall satisfaction with the Town as place to live	T 93% N 71%; F 65%*	Unfunded	Unfunded	93%
	 Overall satisfaction with the traffic flow/congestion management	T 19% Equiv. Cities**: 29%	Unfunded	Unfunded	29%
Public Infrastructure	 Overall satisfaction with the condition/maintenance of streets signs/pavement markings	T 66% N 47%; F 55%*	Unfunded	Unfunded	66%
	 Overall satisfaction with the condition/maintenance of Town roads	T 60% N 48%; F 61%*	Unfunded	Unfunded	61%
	 Overall satisfaction with the quality of tree care in the Town	T 63% N 52%; F 60%*	Unfunded	Unfunded	63%

*T (Town average score); N (nationwide average score); F (Florida average score)

**Last 3 years average rating comprised by: City of Miami, Miami Beach, Key Biscayne, Hallandale Beach, Gainesville, and Fort Lauderdale

Appendix A: Town-wide Key Performance Indicators Dashboard

-  At or Above Plan – Indicator meets or exceeds the target.
 Caution – Indicator is within 10% of meeting the target.
 Below Plan – Indicator is more than 10% from meeting the target.
 No Information – Data is not available to make an inference or comparison on the status of the indicator.

Key Performance Indicators (KPIs)		FY2021 Baseline	FY2023 Actual	FY2025 Actual	FY2025 TARGET
Public Infrastructure	 Overall satisfaction with the condition/maintenance of Town sidewalks	48% N 43%; F 52%	Unfunded	Unfunded	52%
	 Overall satisfaction with the adequacy of street lighting	55% N 57%; F 53%	Unfunded	Unfunded	55%
	 Overall satisfaction with the appearance of Town parks grounds	74% N 70%; F 76%*	Unfunded	Unfunded	76%
	 Overall satisfaction with the condition of athletic fields	64% N 64%; F 68%	Unfunded	Unfunded	68%
Resiliency & Sustainability	 Overall satisfaction with efforts to manage stormwater drainage/flooding	35% N 54%; F 61%*	Unfunded	Unfunded	61%
	 FEMA Community Rating System (CRS) Score	6 C. Doral 7; C. Hialeah 7	Unfunded	Unfunded	5
Government Accountability & Internal Support	 Overall satisfaction with the <u>quality of services</u> provided by the Town	79% N 48%; F 49%*	Unfunded	Unfunded	79%
	 Overall satisfaction with the <u>quality of customer service</u> provided by the Town	63% N 42%; F 51%*	Unfunded	Unfunded	63%
	 Overall satisfaction with the perception of the value received for Town tax dollars and fees	56% N 37%; F 41%*	Unfunded	Unfunded	56%
	 Overall effectiveness of communication by the Town	62% N 46%; F 49%*	Unfunded	Unfunded	62%

THIS STRATEGIC PLAN WAS DEVELOPED THROUGH THE INVOLVEMENT OF RESIDENTS, OUR MAYOR AND TOWN COUNCIL, EMPLOYEES, PARTNERS, AND SUBJECT MATTER EXPERTS WHO CONTRIBUTED TO GENERATING OUR OBJECTIVES, STRATEGIES, AND OUTCOMES. OUR DEEPEST GRATITUDE TO ALL OF YOU!

THANK YOU!



TOWN OF MIAMI LAKES

6601 MAIN STREET | MIAMI LAKES, FL 33014

WWW.IMAGINEMIAMILAKES2025.COM



...growing beautifully!



QUESTIONS, COMMENTS, SUGGESTIONS OF IMPROVEMENT ABOUT THIS REPORT? PLEASE CONTACT OUR OFFICE OF STRATEGIC PLANNING, PERFORMANCE, AND INNOVATION AT: IMAGINEMIAMILAKES20205@MIAMILAKES-FL.GOV

References

- ICMA - Performance Management for Local Government 2nd Edition
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- Miami Dade County - Strategic Planning and Resilience 2020 <https://www.miamidade.gov/global/management/strategic-plan/home.page>
- City of Fort Lauderdale - Press Play Fort Lauderdale 2024 <https://www.fortlauderdale.gov/government/departments-i-z/office-of-management-and-budget/structural-innovation-division/strategic-plan>
- Bernalillo County - Operational Excellence Office <https://www.bernco.gov/finance/operations-excellence-office/>
- City of Fort Collins - Strategic Plan <https://ourcity.fcgov.com/2020strategicplan>
- The Federal Act on the Federal Institutes of Technology (ETH) Zurich Switzerland - Strategic Plan https://www.ethrat.ch/sites/default/files/ETH_Rat_Str_PI_2021_2024.pdf

Strategic Plan FY2015-25 Related Projects
Update Q4FY2024



Status:

- * Active: Funded or partially funded projects in Planning or Design phase
- * In-progress: Funded or partially funded projects in Constructions/Deployment phase
- * Future: Candidate projects in queue for funding identification

Item	Strategic Area	Goal+	Project	Status*
1	QUALITY OF LIFE	G1	(1.1.5) GREEN 2.0/NW 146th Street Greenway - Multi-Purpose 146th Street Greenway - NW 146th Street between NW 89th Avenue and NW 87th Avenue to two lanes with bike lanes and a landscape path	Active: Construction 0%
2			(1.4.11) Implement Completes Streets at Business Park West (NW 79th Ct to NW 146th Street)	Deferred/Inactive
3			(1.4.12) Implement Complete Streets Along NW 59th Avenue from NW 167th St to NW 154 Street	Active (Partial only)
4			(1.9.2) Extend (bridge) South NW 59th Ave to M.L Drive and Redevelopment of NW 151 and NW 153rd.	Active - Design 50% (Design revision pending), Relocation 95%
5			(1.1.4) Miami Lakes GREEN: Sidewalk Improvements Along NW 77th Ct north of NW 154th	Active - Planning
6			(1.1.3) Sidewalk Improvements: Along NW 77th Ct south of NW 154th	Active - Planning
7			(1.4.3) Implement Complete Streets at Royal Oaks Center - Phase 1 (at NW 79th Avenue from NW 167th Street to NW 154th Street (aka SRTS -B. Graham)	Completed
8			(1.4.13) Implement Bike Lanes and Crosswalks Improvement along Miami Lakes Fairway Drive from M. Lakeway North to Miami Lakes Dr.	Active - Design 60%
9			(1.4.14) Implement Complete Streets: M. L Park West Bicycle and Pedestrian Improvements on Montrose Rd (NW 82nd Av.) and Balgowan Rd, from NW 154th St. southbound to Ardoch Rd.	Active - Design 90%
10			(4.7.1) Build Additional Charging Stations	Future
11			(4.7.2) Purchase/Secure Electric Vehicles (including Police cruisers)	Future
12			(1.2.13) Fairway Drive Bike Lanes and Crosswalk Improvements	Active (combined with 1.4.13)
			(1.5.1) Construct Park & Ride Facility at NW 154th St and NW 77th Avenue	Future
13			Develop and implement traffic flow and congestion management improvement strategies led by the Town of Miami Lakes Police Department.	Future
14		G2	(3.6.1) Create Senior Center at Senior Village (Commerce Way) AKA: Senior Center Interior Build Up	Deferred/Canceled
15		G3	(3.8.1) Develop Economic Development Master Plan	Future
Item	Strategic Area	Goal	Project	Status*
16	PUBLIC INFRASTRUCTURE	G4	(6.2.1) Implement Monitoring Nodes on Streetlights	Future
17			(6.2.3) Streetlight Improvement Project	In Progress - Construction 99%
18		G5	(#.##) Roberto Alonso Community Center Emergency Generator	Environmental assessment phase
19			(2.4.1) Implement Miami Lakes Optimist park (MLOP) master plan	Deferred
20			(2.3.2) Develop PAR 3 Parcel	Deferred/Inactive
21			(2.4.1a) Miami Lakes Optimist park (MLOP) storage facility	Active - Evaluating proposals
22			(2.3.3b) Build bridge park NW 154th between Miami Lakes and Hialeah – Phase 2 (full development)	Deferred/Canceled
23			(5.1.4) Identify revenue generating opportunities using the Town-wide infrastructure (e.g.: poles)	Future - Discussing with Vendors
Item	Strategic Area	Goal	Project	Status*
24	RESILIENCY AND SUSTAINABILITY	G6	Implement Storm Water Master Plan (update #3 –May 2019).	Completed
25			NW 159th Terrace Drainage Improvements (Bond-KHA-WO21)	Completed
26			NW 166th Street Drainage Improvements (Bond-KHA-WO15)	Completed
27			Canal Bank Stabilization Phase 3 (Bond-ADA-WO03)	Active: Construction 55%
28			Alameda Northwest Drainage Improvements (Bond-Marlin-WO13)	Completed
29			NW 153rd Terrace Drainage Improvements (Bond-Marlin-WO14)	Active: Bidding
30			West Lakes Gardens Drainage Improvements (Bond-Marlin-WO15)	Completed
31			Commerce Way Drainage Improvements (Bond-KHA-WO19)	Active: Construction Completed, in closeout
32			Francesca/Mary Drainage Improvements (Bond-KHA-WO22)	Active: Bidding
33			NW 83rd Place North Drainage Improvements (Bond-KHA-WO16)	Completed

Item	Strategic Area	Goal+	Project	Status*
34			Royal Oaks Eighth Addition Drainage Improvements (Bond-KHA-WO18)	Active: Bidding
35	RESILIENCY AND SUSTAINABILITY	G6	Royal Oaks Sixth Addition Drainage Improvements (Bond-KHA-WO17)	Completed
36			4.4.12 - Royal Lakes First Addition Drainage Improvements	Completed
37			4.4.13 - Loch Lomond Drainage Improvements	Active: Construction 0%
38			4.4.14 - Royal Oaks First Addition Drainage Improvements	Active: Construction 99%
39			4.4.15 - NW 158th Street Drainage Improvements	Completed
40			4.4.16 - Big Cypress Drive Drainage Improvements	Active: Design complete, pursuing grant funds for construction
41			4.4.17 - Royal Pointe Drainage Improvements	Active: Design 15%
42			4.4.18 - Royal Oaks D, 2nd Addition, 5th Addition Drainage Improvements	Active - Bidding
43			4.4.19 - Genesis Oak Gardens Drainage Improvements	Active: Bidding
44			4.4.20 - West Lakes Garden First Addition Drainage Improvements	Active: Construction Completed, closeout phase
45			4.4.21 - Sevilla Estates Drainage Improvements Phase I	Active: Bidding
46			4.4.22 - Sevilla Estates Drainage Improvements Phase II	Active: Design complete, pursuing grant funds for construction
47			4.4.23 - West Lakes Gardens 2nd Add Drainage Improvements	Completed
48			4.4.24 - Florinda Estates Drainage Improvements	Active – Design 40%
49			4.4.25 - Royals Garden Estates Phase I Drainage Improvements	Active – Design 40%
50			4.4.26 - Royal Oaks 3rd and 4th Add Drainage Improvements	Active - Bidding
51			4.4.27 - NW 79th Avenue Drainage Improvements Project	Active – Design 95%
Item	Strategic Area	Goal	Project	Status*
52	RESILIENCY AND SUSTAINABILITY	G7	(4.1.1) Develop a Sustainability Master Plan that Includes Low Impact Development Policy, Usage of Renewal/Green Energy Sources, Green Towns Program among other Aspects of Sustainability.	Future
Item	Strategic Area	Goal	Project	Status*
53	GOVERNMENT ACCOUNTABILITY AND ORGANIZATIONAL SUPPORT	G8, G9, G10	(6.1.3) Evaluate and implement Ad hoc Building Committee process improvement recommendations as applicable/feasible/permissible	Active - Evaluating proposals and implementing
Other Projects Completed Prior 2020-21 Retreat				
Item	Strategic Area	Goal	TRANSPORTATION	Status*
54			1.4.8 Implement Complete Street (1.00 miles) Along NW 87th Avenue North from NW 154th Street to NW 170th Street - Phase 1 (North)	Completed
55			1.1.13 Incorporate Greenway Path (1.21 miles) Along NW 170th Street from NW 89th Avenue to NW 77Ct (DONE)	Completed
56			1.2.1 Modify Intersection & Traffic Light at NW 87th Avenue and NW 164th Street	Completed
57			1.2.2 Create Additional Lane at Windmill Gate from NW 67th Avenue to Fox Den Ct.	Completed
58			1.2.3 Modify Traffic Light at NW 79th Street to Eliminate Northbound Traffic	Completed
59			1.2.7 Modify Intersection to Allow Left Turns from Southbound NW82nd Avenue (Montrose) to Eastbound Oak Ln.	Completed
60			1.4.1 Finalize and Adopt Complete Street Plan/Study for all Town Areas	Completed
61			1.7.1 Feed County Bus System Thru Ridesharing - Round 1	Completed
62			1.7.2 Provide On-demand (e.g.: Freebee) Transportation Bus Service for Seniors	Completed
63			1.7.4 Increase Bicycle Trips through Bike sharing Program	Completed
64			1.2.11 Resurfacing Miami Lakeway South from Lake Candlewood to NW 67th	Completed
65			1.2.5 Add Additional Thru Lane at NW 67th Avenue Near the Palmetto (aka NW 67th Avenue Widening)	Completed
66			1.2.6 Add 150ft to Northbound Right Turn Lane at NW154th St and NW77th Ct (FDOT)	Completed
67			1.1.6 Incorporate Greenway Path (0.38 miles) Along NW 60th Avenue from NW 154th (M. L Drive) to NW 138th St - Phase 1 (shared path)	Completed
68			1.4.6 M+E70:E84.L Townwide Bicycle/Pedestrian Improvements (a.k.a NW 60th Av Complete Streets Business Park East - shared path)	Completed

Item	Strategic Area	Goal+	Project	Status*
69			(6.1.3) Develop an Ad hoc Building Committee process improvement recommendations as applicable/feasible/permissible	Completed
Item	Strategic Area	Goal	PARKS	Status*
70			2.1.2 Improve Gateway at NW 154th Street and Palmetto Expressway (pavers, palm trees, landscape)	Completed
71			2.1.3 Improve Gateway at NW 154th Street and NW 77th Ct - Phase 1 -North space	Completed
72			2.1.9 Improve Roadway and Intersection at Main Street and Bull Run (paver connections done)	Completed
73			2.1.12 Improve Pocket Park: Signage - Phase 1 (28 parks)	Completed
74			2.1.14 Implement Beautification Enhancements at NW77th Ct and NW154th Street (aka underpass beautification)	Completed
75			2.1.15 Implement Reforestation Program at West Lakes Neighborhood - Phase 1 (NW89th Avenue from NW146th Ter to NW153rd Street)	Completed
76			2.1.15b Implement Reforestation Program at West Lakes Neighborhood (Neat Street) - Phase 2	Completed
77			2.1.15c Implement Reforestation Program at West Lakes Neighborhood - Phase 3	Completed
78			2.1.12c Improve Pocket Park: Signage - Phase 2 (40 parks)	Completed
79			2.4.3 Redevelop SW Vacant Parcel @ ROP for Passive Community Use	Completed
80			2.1.12b Improve Pocket Park: benches and waste bins - Phase 1 (28 parks)	Completed
81			2.3.3 Develop Bridge Park Between Miami Lakes and Hialeah (Hialeah NW154th Bridge Park/Bike Trails) - PHASE 1 (design)	Completed
82			2.1.15d Implement Reforestation Program at West Lakes Neighborhood - Phase 4	Completed
Item	Strategic Area	Goal	ECONOMIC DEVELOPMENT	Status*
83			3.1.1 Establish and Maintain a Public-Private Partnership to Market the Town - Round 1	Completed
84			3.1.2 Market Town to Businesses at ICSC in Orlando	Completed
85			3.6.2 Improve Mary Collins Community Center (MCCC): Windows, Doors, and Roof	Completed
86			3.3.4 Partner with Miami Dade County/Municipalities to Align Wellness Objectives	Completed
87			3.4.1 Conduct Series of ‘Pop Up’ Events to promote Economic Development (e.g.: Restaurants, parks, crawls, public open spaces, food trucks, etc.)	Completed
88			3.5.1 Complete Creation of Town Center District	Completed
Item	Strategic Area	Goal	ENVIRONMENTAL SUSTAINABILITY	Status*
89			4.2.1 Retrofit LEDs in Town-owned Streetlights (total 915 lights)	Completed
90			4.2.7 Convert RO Parks to LED Lighting - Project	Completed
91			4.4.3 Stabilize Canal Bank at Miami Lakes Golden Glades South Canal - Phase 1	Completed
92			4.5.3 Assist in Establishment of Special Taxing Districts for Maintenance	Completed
93			4.6.1 Facilitate Private Sector Initiatives to Conserve or Self-generate - Solar United Neighbors Org. Workshop	Completed
94			4.2.6 Coordinate LED Retrofit of FPL-owned Streetlights (total 1011 lights)	Completed
95			4.4.6 Improve Drainage Infrastructure at Lake Sarah/Hilda	Completed
96			4.5.1 Conduct Lake Quality Assessment Study, including guidelines	Completed
97			4.4.5 Improve Drainage Performance on Royal Oaks - Phase 1	Completed
98			4.4.3b Stabilize Canal Bank at Miami Lakes Golden Glades South Canal - Phase 2	Completed
Item	Strategic Area	Goal	TRANSPARENCY & COMMUNICATION	Status*
99			5.1.2 Streamline Public Procurement Processes and Implement a Robust Platform (Public Purchase)	Completed
100			5.1.3 Expand Wi-Fi Capabilities Through Major Parks’ Grounds	Completed
101			5.2.2 Create a Robust/Reliable Emergency Alert System Town wide (MOU Approved April 2018 Council - Everbridge)	Completed
102			5.2.3 Install a Backup Power Generator System for City Hall to Ensure a Reliable Service and Communication with TOML Citizens	Completed
103			5.1.7 Develop and Implement a Strategic Planning Smart WebPortal	Completed

Item	Strategic Area	Goal+	Project	Status*
104			5.1.6 Develop and Implement a Social Media Strategy	Completed
105			5.3.1 Develop & Implement Civic Engagement Program for High School Students	Completed
106			5.1.1 Implement Open Data Financial Suite Application	Completed
107			5.3.3 Build Different Methodologies to Obtain Annual Satisfaction Feedback (aka: Yearly Survey)	Completed
Item	Strategic Area	Goal	INNOVATION & PUBLIC SAFETY	Status*
108			6.3.2 Begin Administration (transferring) of Special Taxing Districts	Completed
109			6.3.3 Enter Interlocal/Agreement(s) to Provide Service(s)	Completed
110			6.3.4 Creation of New Taxing Districts to Handle Maintenance for HOAs	Completed
111			6.7.1 Pursue Alternatives and Funding Sources to Provide Additional Security at TOML Local Schools	Completed
112			6.1.1b Develop a Miami Lakes SMART Mobility and Future Technology Transportation Study – TPO	Completed

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G1 Enhance mobility transportation vehicular and non-vehicular

G2 Enhance the health and well-being of all residents

G3 Expand economic growth and enhance the vibrancy of the community

G4 Meet community needs by supporting infrastructure owned by the Town or for public use

G5 Enhance signature beauty of parks and open spaces

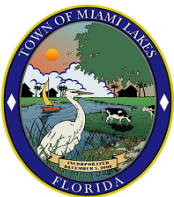
G6 Invest in resilient and sustainable public infrastructure

G7 Promote adaptive neighborhoods and buildings

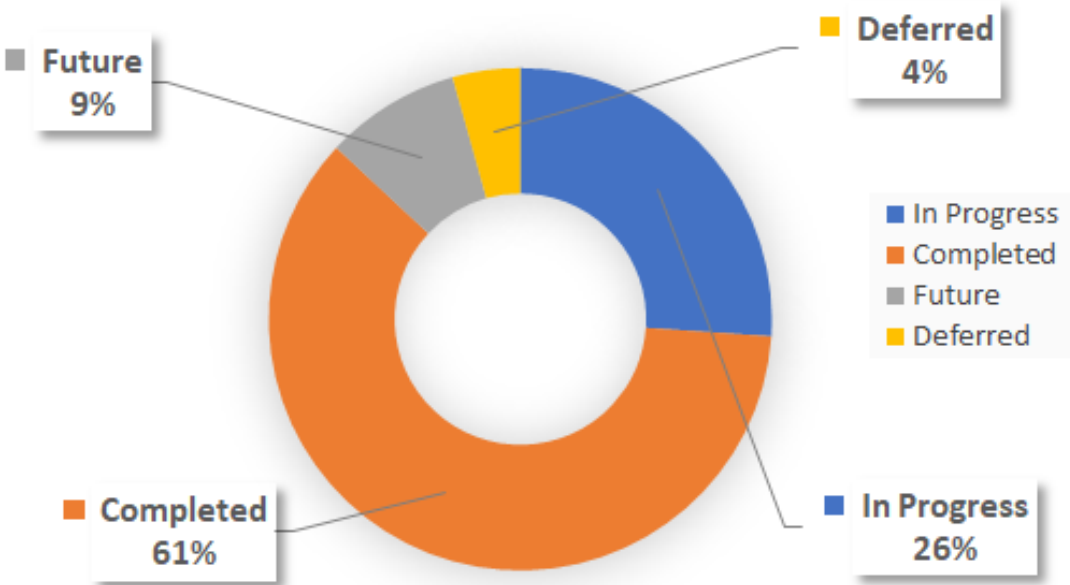
G8 Deliver best-in-class services and customer experience

G9 Ensure transparency and timely and clear communication in all issues

G10 Establish an innovative and continuous improvement framework



OVERALL PROGRESS



	Percent.	# of Proj.
Completed (incl. projects in progress to be completed)	87%	100
Future	9%	10
Deferred/Canceled/Inactive	4%	5
TOTAL PROJECTS		115