



Action Plan Fiscal Year 2021

GOALS

The Action Plan incorporates five overarching goals. The overall health of the City depends on our collective ability to successfully accomplish each of these Goals concurrently:

Organizational Excellence

Foster a transparent organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

Community Development

Positively plan, develop, and coordinate economic and population growth consistent with community values.

Financial Sustainability

Responsibly manage financial resources to ensure the City can provide exceptional services, equipment, facilities and infrastructure today, without compromising the level of service for future generations.

Dependable Infrastructure

Provide safe, well-maintained, and dependable water, sewer, stormwater, and transportation infrastructure supported by fair and equitable fiscal policy.

Exceptional Quality of Life

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.

OBJECTIVES

Several objectives are identified under each goal. The objectives refine the goals into broad action areas that support each goal.

WORK PLANS

These represent a set of initiatives, actions, or performance measures, which are designed to support the objectives. Work plans are implemented, tracked, and reported to the City Council. Work plan initiatives are revised annually to advance the objectives.

ORGANIZATIONAL EXCELLENCE

Foster a transparent organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

OBJECTIVE

1. Enhance communication and public outreach with residents, businesses, and organizations.

WORK PLAN

- A. Present a report of official city communications using the website and other social media to the City Council, including performance data such as the number of posts or page likes.
- B. Publish a monthly status report of ongoing and future projects on the City website.
- C. Conduct an annual citizen survey of programs and services.
- D. Install new AV system in the City Council Chambers to provide residents with improved remote viewing, access, and participation at City Council meetings.
- E. Upgrade or develop a new website to enhance communication and accessibility to City events, news, agendas and packets.

OBJECTIVE

2. Improve the human resource capacity of the City by providing training opportunities and meaningful evaluation of staff.

WORK PLAN

- A. Ensure staff are evaluated annually, with meaningful recommendations and plans for remediation included.
- B. Develop a training program for all departments and include within the annual budget.

OBJECTIVE

3. Recommend policies that support the direction, goals, and objectives of the City Council.

WORK PLAN

A. Review the Mary Esther Municipal Code and recommend areas of emphasis to the City Council.

B. Recommend a process and timeline for establishing a charter review committee.

C. Review the organizational chart and provide any recommended adjustments or changes.

OBJECTIVE

4. Support the professional development of the governing body.

WORK PLAN

A. Present training opportunities to the City Council on topics such as communication, teamwork, and ethics.

B. Draft a Governance Handbook for City Council to establish policies, procedures, and protocols.

COMMUNITY DEVELOPMENT

Positively plan, develop, and coordinate economic and population growth consistent with community values.

OBJECTIVE

1. Provide a high-quality built environment and support diverse neighborhoods through effective planning and zoning practices.

WORK PLAN

- A. Implement new Enterprise Resource Planning software for processing planning and building permits, including intake, review, inspections, and reporting.
- B. Evaluate the building permit review, inspection process, and recommend improvements.
- C. Initiate a planning process to address community facilities, parks, and streets, including Highway 98.

OBJECTIVE

2. Create a welcoming business environment and assist with development, retention, and relocation efforts.

WORK PLAN

- A. Develop an economic development toolbox to assist business and entrepreneurs.

FINANCIAL SUSTAINABILITY

Responsibly manage financial resources to ensure the City can provide exceptional services, equipment, facilities and infrastructure today, without compromising the level of service for future generations.

OBJECTIVE

1. Maintain financial records that are accurate, dependable, and inspire public trust.

WORK PLAN

- A. Develop a Financial Management Handbook to establish standards for budgeting, accounting, and procurement.
- B. Provide monthly and quarterly financial reports consistent with the Financial Management Handbook.
- C. Maintain an unrestricted fund balance/net position in the operating funds of 50% to respond to contingencies such as an economic recession, hurricane, or other emergency.
- D. Submit the Annual Financial Report to the City Council by March 31.

OBJECTIVE

2. Develop a balanced budget and sustainable revenues to support general operations and planned capital improvements.

WORK PLAN

- A. Submit proposed operating budget to the City Council by June 30.
- B. Submit narratives to the City Council explaining the programs, services, and goals for each department.
- C. Update schedule of fees to reflect actual costs of providing materials and services.

DEPENDABLE INFRASTRUCTURE

Provide safe, clean, well-maintained, and dependable infrastructure.

OBJECTIVE

1. Meet or exceed Federal and State water, sewer, and stormwater regulatory requirements and standards.

WORK PLAN

A. Meet or exceed sewer discharge permit requirements.

B. Meet or exceed water quality permit requirements.

C. Meet or exceed stormwater quality permit requirements.

D. Submit annual water report to the City Council and residents.

E. Develop a cross connection plan and backflow program.

OBJECTIVE

2. Plan and develop new facilities and infrastructure to meet current and long-range needs.

WORK PLAN

A. Submit an annual 5-Year Capital Improvement Plan to the City Council for review.

OBJECTIVE

3. Reduce the lifecycle costs of equipment, facilities, and infrastructure by supporting a preventative maintenance program.

WORK PLAN

A. Submit annual facility maintenance report to the City Council by March 31.

B. Identify resources and develop a plan to create a GIS database of existing infrastructure, including water, sewer, stormwater, and streets.

EXCEPTIONAL QUALITY OF LIFE

Promote a clean, engaged environment where people feel safe and enjoy access to community amenities that support a high quality of life.

OBJECTIVE

1. Provide diverse recreation and library programming for residents of all ages and abilities.

WORK PLAN

- A. Advance community pride and engagement by supporting at least three community events each year that cater to all ages, such as the Veterans Day Parade and Santa Run.
- B. Distribute survey to residents and solicit input on topics for special programs, classes, and specific collection development.
- C. Establish partnership with the R.E.A.D. (Reading Education Assistance Dogs) therapy program for reluctant young readers.

OBJECTIVE

2. Improve public safety by enhancing crime reporting, public outreach, and emergency preparedness planning.

WORK PLAN

- A. Provide a monthly report from the Okaloosa County Sheriff's Office, including call data, to better understand work of the OCSO and criminal activity within our community.
- B. Provide a monthly report from the Ocean City-Wright Fire Department, including call data, to better understand work of the Department and fire activities within our community.
- C. With assistance from a consultant, develop an emergency preparedness plan and conduct annual preparedness exercises.
- D. Review hazard mitigation opportunities with the emergency preparedness consultant (i.e. undergrounding utilities) to enhance community resiliency.

OBJECTIVE

- 3. Encourage community beautification by serving as an example and providing tools, incentives, and support.

WORK PLAN

- A. Submit a monthly status report on code compliance actions to the City Council.
- B. Distribute community outreach materials for code compliance through social media.
- C. Hire a landscape architect to design beautification projects for the City Hall, Library, and Hollywood Boulevard right-of-way.
- D. Complete beautification projects at City Hall, Library, and Hollywood Boulevard right-of-way.

OBJECTIVE

- 4. Develop and maintain parks, recreation, and library facilities for residents of all ages and abilities.

WORK PLAN

- A. Conduct a monthly safety inspection of parks and open spaces.
- B. Develop turf management plan to ensure City turf is maintained at an acceptable standard.
- C. Budget additional resources, including staff and materials, for parks and facilities maintenance.
- D. Negotiate new/amend agreements for maintenance of rights-of-way along Highway 98, Mary Esther Boulevard, Hollywood Boulevard, and Doolittle Boulevard.