

Town of Bay Harbor Islands Strategic Plan 2021-2022

Includes

Vision

Mission

Values

Goals

Strategies



March 2021



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Methodology



Bay Harbor Islands is a beautiful place with a strong sense of community, where neighbors are connected, police are involved, schools are highly rated, and Town leaders are accessible and work to service the community to the best of their ability.

Project Background

Bay Harbor Islands leaders initiated a strategic planning process in 2019 to identify a vision, mission, and values and establish goals that will guide the work of elected officials and professional staff over the next five years. The plan reflects a vision resulting from interviews with Town leaders and staff and a strategic planning workshop.

Interviews

The Mayor, Town Council, and Town Manager were interviewed to identify issues and potential goals for discussion during the workshop. They were also asked about Bay Harbor Islands' strengths, weaknesses, opportunities and threats. A focus group was held with Town department heads to hear their ideas about these issues as well.

Strategic Planning Workshop

Bay Harbor Islands Council Members, Town Manager, Assistant Manager/ Finance Director, and Town Clerk participated in a workshop on July 16, 2019 to articulate a vision and mission for the future of the Town, as well as to discuss values and identify goals and strategies for the next five years. This document presents the results of that session.

Strategic Plan Elements

This strategic plan contains major strategic elements. Each is described below.



The **vision** statement is an aspirational statement of what Town leaders intend Bay Harbor Islands to be in the future and serves as the guiding principle for the services and programs the Town provides.

The **mission** statement provides purpose. It identifies what the organization stands for and what it will do.

The **core values** drive the organizational culture and provide operating principles to govern the actions and behaviors of leaders and employees of the Town.

Goals are broad, high-level ideas that define the issues most important to address and the desired outcomes that will be achieved. Goals provide the “why” of the specific actions the Town takes.

For each goal, several **strategies** are identified that further define how the goal will be reached. Strategies are the means to achieve multi-year goals, and generally are focused on specific issues or needs. Many of the strategies will link directly to action plans or core services.

The broad steps to achieve the goals are identified in an **Implementation Action Plan**. The action plan provides key tasks, the person assigned responsible for carrying out the actions, resources required, milestones, and success measures. The implementation action plan spans five years, since some of the goals require long-term strategies.

Staff will **report** to the Mayor and Town Council on the status of strategy execution periodically, detailing progress and seeking further direction as needed.



Vision



The vision describes where the Town wants to be in the future.

Bay Harbor Islands is a unique, small-town community that provides residents with a neighborhood feel while delivering large-town amenities.



Mission



The mission describes the purpose of the organization.

Bay Harbor Islands is committed to serving its community by providing the highest level of service through a transparent and ethical government that enhances the quality of life for current and future generations.



Core Values



Core values establish the operating principles of the organization. They govern the actions and behaviors of policy makers and employees.

Community

We foster an engaged community and strong partnerships through communication and participation amongst all constituents.

Innovation

We develop creative solutions and share leading practices that enhance the value of services provide to our residents.

Tradition

We value our history and wish to preserve our character.

Integrity

We conduct ourselves at all times in a manner that is ethical, legal, accountable, and professional with the highest degree of honesty, transparency, respect, and fairness.

Zoning & Economic Development

We encourage diverse employment opportunities through networking and collaboration and ensure the development is consistent with community character.

Efficiency and Excellence

We recognize the strength in team work to harness our energy, creativity and resources when designing and implementing programs and services.

Natural Settings

We value our natural open space and surrounding water through our commitment to responsible stewardship of the environment.

Service and Safety

We use education, prevention, and enforcement methods to protect life and property in the community and maintain our infrastructure and facilities to provide a safe environment in which to live, learn, work, shop, and play.

C. I. T. I. Z. E. N. S.



Goal A. Develop and Maintain Quality Infrastructure



Strategies

1. Develop a realistic five-year Capital Improvement Plan.
2. Develop a Street Tree Master Plan that includes streetscape improvements and enhancements.
3. Update the Stormwater Master Plan to include sea level rise.
4. Improve the physical appearance of Town Hall and Council Chambers.
5. Create checklists for conducting park maintenance and general infrastructure maintenance throughout the Town.



Goal B. Ensure Long-Term Financial Stability



Strategies

1. Develop a comprehensive fiscal sustainability plan that allows for the lowest possible tax rate.
2. Explore opportunities for new or increased revenues and diversify revenue sources beyond property taxes.



Goal C. Enhance Programs, Services and Amenities to Meet the Evolving Needs of the Community



Strategies

1. Assess and explore opportunities for expanded recreational activities (e.g., music series, summer movie nights, life skills classes, community service tasks for kids, specialty camps).
2. Provide more programs and events (e.g., car show, pre-teen/teen nights/events, food-oriented events).
3. Identify options for increasing green space (e.g., pocket parks and a waterfront park).
4. Develop meaningful outcome-based performance measures that relate to the delivery of important services.

Goal D. Foster a Productive and Engaged Workforce Committed to Providing Quality Service



Strategies

1. Develop a plan to modify the office environment to encourage more efficient work.
2. Collaborate with schools to provide training for staff on topics such as anti-bullying, suicide prevention, and substance abuse to better serve the community.
3. Identify funding to provide professional development training and support staffs' development (e.g., professional association memberships).



Goal E. Enhance Our Town Presence and Maintain Our Town Identity



Strategies

1. Examine options for welcome signage on Causeway Island.
2. Explore ways to rebrand Bay Harbor Islands, including developing a marketing strategy and refreshing the logo.



Conclusion



This Strategic Plan provides a clear direction to realize a long-range vision of sustainability for Bay Harbor Islands. Throughout the next five years, staff, with guidance from the Town Council, will work to implement the goals and strategies in the plan in accordance with annual budget development and capital planning.

After adoption of the Strategic Plan by Council, Management Partners will prepare an Implementation Action Plan with priorities. Staff can then provide progress reports periodically to Council members and residents. The progress reports can document what has been achieved and the status of strategies that are underway.

ELECTED OFFICIALS

Stephanie Bruder, Mayor

Joshua D. Fuller, Vice Mayor

Jordan W. Leonard, Council Member

Kelly Reid, Council Member

Isaac Salver, Council Member

Elizabeth Tricoche, Council Member

Robert Yaffe, Council Member

