CITY OF CRESTVIEW

OFFICE OF THE CITY CLERK
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March 2, 2021
8:00 AM
Council Chambers

CITY COUNCIL WORKSHOP
Warriors Hall

Strategic Planning

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Strategic Planning**
   - 3.1. Review of Strategic Plan
4. **Comments from the Audience**
5. **Adjournment**

Those not listed on the regular agenda who wish to address the council should fill out a yellow card. The Card must be submitted to the City Clerk. Speaking time should be three minutes or less, large groups may designate a spokesperson. All remarks should be addressed to the Council as a whole and not to individual members. All meeting procedures are outlined in the Meeting Rules and Procedures brochure available outside the Chambers .If any person decides to appeal any decision made by the City Council with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. The City Council of the City of Crestview, Florida does not discriminate upon the basis of any individual's disability status. Anyone requiring reasonable accommodation a s provided for in the American With Disabilities Act to insure access to and participation in the meeting should contact the Office of the City Clerk at (850)682-1560 prior to the meeting to make appropriate arrangements.

A NEW VIEW

City of Crestview
Strategic Plan 2020

Vision

To be known as a forward thinking, hospitable, and growing community that embraces diversity with a family-centric culture.

The following features are essential for Crestview to be a preferred place to live, work and play:

- To be a physically attractive City that preserves its history, provides exceptional living space and protects its natural environment;
- To be a safe community from a public health and safety perspective;
- To be a community that is accessible and easy to move about
- To be a community with a strong jobs base with living wages and the opportunity for youth to remain in the community;
- To provide a variety of recreation and cultural programs and activities which make life in the City fulfilling;
- To create a distinctive City identity with a hometown atmosphere.

Values in Emphasis

The City exemplifies a commitment to integrity, professionalism and respect and demonstrates those values during its daily endeavors. This strategic plan is based on the following six values:

- Dedication to community enrichment;
- Emphasis on community input and citizen engagement;
- Community partnerships;
- Fiscally responsible
- Sustainability;
- Transparency

Mission

TO IMPROVE THE QUALITY OF LIFE BY PROVIDING EXCEPTIONAL MUNICIPAL SERVICES

Structure of the Strategic Plan

The strategic plan is organized into strategic focus areas of which there are two types – foundational and quality of life. The structure of this strategic plan is shown in the following graphic.

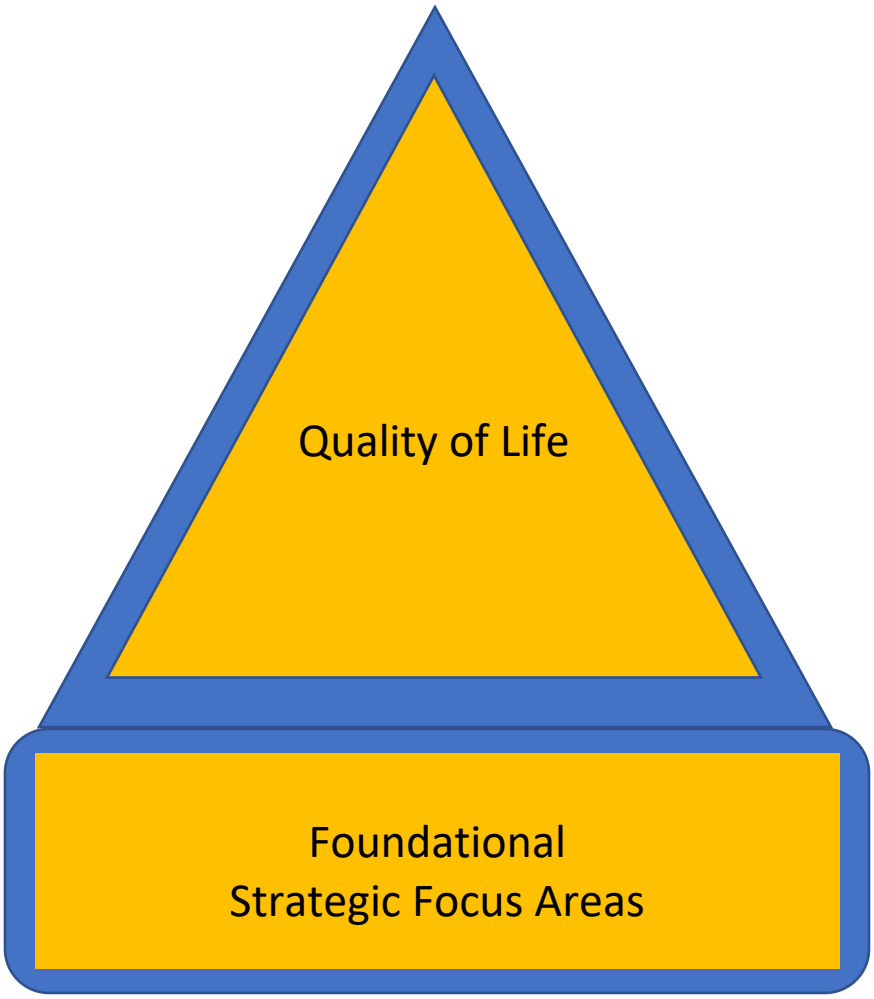

Figure 1: Strategic Plan Hierarchy

Figure 2: Foundational Strategic Focus Areas

Figure 2 illustrates the four foundational strategies. Effectiveness in these four strategies are fundamental to achieving any other strategies. Figure 2 is the quality of life strategy which add value to life in the City. Figure 3 shows the six experiences which comprise quality of life.

Figure 3: Quality of Life – The six experiences

There are six experiences which determine the quality of life in a community. The most basic is community character – the sense of place of a community. Is it physically attractive, well-cared for, a place of pride? The next most basic is safety. Are people protected, is there emergency response, is it a healthy place? The next experience is mobility – can one get around town and it is accessible? The experience of opportunity can take many forms – operating a business, obtaining a good job, education. Whatever the form, is there a hopeful future? Play covers all the recreational aspects of civic life – sports, culture, entertainment. Finally, there is the experience of a community culture in which people feel is comfortable and attractive. In Crestview this culture can be briefly summarized as a small-town culture.

Strategic Focus Areas - Foundational

FINANCIAL SUSTAINABILITY

Goal: Achieve long term financial sustainability

Strategies

- Create methods to increase revenues
- Continue to increase efficiency
- Increase community involvement and volunteerism
- Build reserves

ORGANIZATIONAL CAPACITY, EFFECTIVENESS AND EFFICIENCY

Goal: To efficiently & effectively provide the highest quality of public services

Strategies

- Improve recruitment
- Improve retention
- Foster team building and cohesiveness "cooperative culture"
- Develop clear and consistent city-wide policy
- Improved education, training & development
- Improved performance measures (individual & City wide)
- Evaluate alternative funding sources
- Operational analysis (efficiency test)
- Adequate staffing and equipment
- Disaster preparedness planning

INFRASTRUCTURE

Goal: Satisfy current and future infrastructure needs

Strategies

- Implement proactive long-range planning processes
- Evaluate buildings & facilities & equipment
- Create/evaluate funding strategies
- Strengthen community partnerships

COMMUNICATION

Goal: To Engage, inform and educate public and staff

Strategies

- Establish and disseminate message
- Improve internal communication
- Improve external communication
- Enhance citizen involvement
- Increase transparency

Strategic Focus Areas – Quality of Life

COMMUNITY CHARACTER

Goal: Promote desirable growth with a hometown atmosphere

Strategies

- Remove blight
- Create programs to promote incentives for downtown re-vitalization and preservation
- Beautification
- Develop programs that target specific industries

SAFETY

Goal: Ensure the continuous safety of citizens and visitors

Strategies

- Maintain competent and qualified public safety staff
- Improve coordination and communication internally and with other agencies
- Improve pedestrian access, visibility and protection
- Improve citizen relations
- Develop smart-City technology
- Continuous risk assessment

MOBILITY

Goal: Provide safe, efficient and accessible means for mobility

Strategies

- Pursue funding options and solutions
- Develop long-term mobility plan
- Develop long-term mitigation strategies
- Review of current plans and policies
- Support multi-modal alternatives
- Strengthen Public education
- Strengthen inter-governmental relationships

OPPORTUNITY

Goal: Promote an environment that encourages economic and educational opportunity

Strategies

- Improve processes for new business development
- Educate potential entrepreneurs and developers
- Advertise Crestview's advantages
- Determine desired industries
- Increase educational program

PLAY

Goal: Expand recreational and entertainment activities within the City

Strategies

- Evaluate and prioritize wants of community for entertainment and leisure services
- Evaluate existing facilities and programs
- Evaluate internal and external partnerships for increased cultural and entertainment activities
- Evaluate options for entertainment and leisure unique to Crestview

COMMUNITY CULTURE

Goal: Develop a specific identity for Crestview

Strategies

- Identify public desires
- Develop programs that promote public participation and City pride
- Create a marketing strategy
- Create a community campaign

Strengths, Weaknesses. Opportunities and Threats Analysis-May 2020

WEAKNESSES- THREAT

1. COMMUNICATION
2. PRO-GROWTH, JOBS, PRO-BUSINESS
3. PUBLIC SAFETY, SIDEWALKS, STREETLIGHTS
4. LESS TALK - MORE ACTION
5. TRANSPORTATION -MONITORING ROADS THAT GETS DONE
6. OVERALL QUALITY OF LIFE
7. ENCROACHMENT OF CRIME
8. LEVELS OF LIFE
9. SLEEP CITY NO PRIDE, HOUSING IS LOW, BEDROOM COMMUNITY
10. HIGH SCHOOL OVERCROWDED
11. GET EVERYONE ON THE SAME PAGE
12. INABILITY TO DRAW THE BUSINESSESES WE WOULD LIKE TO SEE IN THE CITY
13. UNPREPARED FOR FUTURE GROWTH
14. LOSING THE YOUNGER GENERATION TO OTHER CITY FOR WORK
15. SUPERSITE GROWTH
16. TRANSIT POPULATION
17. SHOULD NOT RELY SOLEY ON THE MILITARY
18. WILL PEOPLE BE SKILLED FOR THE GROWTH AND JOBS?
19. PARKS NEED TO BE UPGRADED
20. NEED TO COMMUNICATE THE NEW VIEW
21. NO ENTERTAINMENT
22. NEW FORM OF GOVERNMENT AND FULFILL THE COMMUNITIES EXPECTATION FOR THE NEW DIRECTION
23. TRUST CITY MANAGEMENT, STAFF AND COUNCIL
24. LIMITING FUNDING SOURCES
25. NO CHARGE FOR STORMWATER FEES - ASSESS FEES IN A CONSISTANT MANNER
26. PLAN B FOR FUNDING IF TAXES ARE REDUCED
27. INFRASTRUCTURE AND STAFFING FOR GROWTH
28. BE COMPETITIVE IN THE MARKET
29. DISASTER PREPARDNESS ☆

30. WOULD THE MILITARY MOVE IF WE HAVE A DISASTER?
31. CLEAN UP AND RESERVE FUNDS FOR DISASTERS. 1 MILLION IN RESERVE ★
32. NEED MORE STAFFING IN SEVERAL DEPARTMENTS, OVERWORKED
33. EQUIPMENT- FIRE, STAFFING, PAYSCALE
34. MODERNIZE REGULATORY REVIEW STREAMLINE THE PROCESS UP FOR DEVELOPMENT
35. NEW CONSTRUCTION FORMS BUILDING PROCESS, NEW CONSTRUCTION MATERIAL
36. LABOR MARKET PRIVATE VS GOVERNMENT
37. EQUAL DISTRIBUTION OF TAX BURDEN
38. RECRUITMENT OF QUALIFIED PEOPLE
39. CITY LIMIT, HARD TO PROVIDE SERVICES
40. AGING SEWER PLANT
41. BRING YOUR OWN PEANUT BUTTER

STRENGTHS- OPPORTUNITY

1. FRIENDLY, LIVABLE COMMUNITY
2. AFFORDABLE LAND/HOUSING
3. BUSINESS AND GROWTH OF SHOAL RIVER RANCH
4. VOTE FOR CHANGE
5. INTERSTATE 10
6. LOCATION AND RESOURCES
7. ROOM TO GROW, PLENTY OF LAND
8. DIVERSITY IN THE AREA
9. GREAT RELATIONSHIP WITH COUNTY COMMISSIONERS
10. CITIZEN INVOLVMENT
11. GREAT CITY EMPLOYEES
12. FORWARD THINKING, MOVING FORWARD WITH A GOOD PLAN
13. HIGHLY SKILLED WORK FORCE IN THE AREA, MILITARY IS GOOD FOR WORKFORCE NEED GOOD JOBS TO KEEP THEM HERE
14. OPPORTUNITY TO RELAY TO CITIZENS THE CITY'S PLAN MOVING FORWARD, CREATE THE NARRATIVE
15. LARGE FAITH COMMUNITY, GREAT PLACE TO BE, SOCIAL CAPITALIST TO WORK TOGETHER
16. TEAM PLAYERS
17. HIGH SCHOOL, GREAT SPORTS PROGRAMS
18. STREAMLINE PERMITTING PROCESSES FOR SMALL BUSINESS
19. COUNCIL WILLING TO GET THE JOB DONE
20. DON'T FORGET THE BIG RED MACHINE
21. COUNCIL WILLING TO INTERACT WITH THE PUBLIC
22. OPPORTUNITY FOR COMMUNITY TO ENGAGE IN ENTERTAINMENT
23. INVOLVE OUR CHURCH FAMILY'S IN CITY
24. DOWNTOWN AREA IS NICE
25. OPPORTUNITY'S TO WORK CLOSER WITH THE MILITARY
26. INCREASED BOND RATING FROM AN A TO A PLUS, MAKES BORROWING EASIER

27. COUNCIL WILLING TO WORK TOGETHER FOR THE BETTERMENT OF THE CITY
28. INCREASED OPPORTUNITY'S WITH THE NEW CITY MANAGER
29. DEDICATED EMPLOYEES TO THE CITY
30. WILLING TO VOLUNTEER
31. SHARING OF RESOURCES
32. GREAT RELATIONSHIPS WITH ALL DEPARTMENTS
33. FIRE DISPATCH, SPECIALTY CALLS
34. INCREASE ISO RATING, 10 BEING THE WORST WE ARE AT A 4
35. DEPARTMENT DOING MORE WITH STAFF
36. GOING PAPERLESS AND RECORD RETENTION, GREATER ACCESSIBILITY TO RECORDS
37. AWARD WINNING SCHOOLS, ROBOTICS
38. LAND IS A GOOD OPPORTUNITY, SHAPE THE DIRECTION OF THE EAST- WEST CONNECTOR
39. DOWNTOWN AND THE CHARACTER OF THE AREA
40. INVOLVEMENT OF CITIZENS, SENSE OF TEAMWORK
41. STAFF IS AMAZING, LONGEVITY OF STAFF
42. DESIRE TO DO WHAT IS RIGHT, CHARACTER OF STAFF
43. CHANGES IN COUNCIL AND STAFF, STAFF COOPERATION
44. ATTITUDE OF THE COUNCIL, ALLOWING LEADERS TO SPREAD THEIR WINGS
45. LIBRARY IS GREAT
46. DEPARTMENTS WORKING TOGETHER AND PULLING TOGETHER
47. CLEANING UP DAMAGED BUILDING, TAKING ADVANTAGE OF THE CULTURE TO REMOVE BLIGHT

ADD TO CITY

1. COMMUNITY ENTERTAINMENT
2. BRING PEOPLE TOGETHER
3. NEW BUSINESSES IN EMPTY BUILDINGS DOWNTOWN
4. IMPROVE ACCESSIBLY TRAVELING IN TOWN
5. ENTERTAINMENT DISTRICT
6. WORK ON THE PROCESS TO BRING IN THE RIGHT BUSINESSES TO THE AREA, SIMPLIFY PROCESS, BUSINESS FRIENDLY
7. HIGHWAY 90 HAS GREAT POTENTIAL FOR GROWTH AND BUSINESS
8. CREATING A COMMUNICATION NETWORK
9. EDUCATE THE PEOPLE AND IT WILL WORK
10. MAKE US A DESTINATION CITY INSTEAD OF BEDROOM COMMUNITY
11. NEWCOMERS' TO THE COMMUNITY OFFER WELCOME MEETINGS
12. PLACE FOR YOUNG PEOPLE, YOUTH CENTER, SWIMMING POOL
13. SPORTS COMPLEX, SPORTS TOURISM PLAN
14. SHOPPING
15. ATTRACT BUSINESSES THAT WILL DRAW OUTSIDE FUNDING
16. INCUBATOR HELP SMALL BUSINESS
17. ADD SUSTAINABILITY TO OPERATING THE CITY
18. INCREASE EFFICIENCYIN RUNNING THE CITY

LIKE TO KEEP

1. CULTURAL THINGS, CHARM

2. WORKING WITH EACH OTHER, GOOD RELATIONSHIP WITH THE CHAMBER
3. HISTORICAL LOOK OF DOWNTOWN
4. FAMILY ORIENTED CITY, HOSPITALITY
5. SMALL TOWN ATMOSPHERE
6. PEOPLE ACCEPT YOU
7. PUBLIC TRUST
8. ELIMINATE REACTIVE APPROACH
9. ACCESSIBILITY TO LEADERSHIP

GET RID OF

1. BLIGHT
2. MANAGE TRAFFIC, CONGESTION
3. BAD ATTITUDES
4. SHORT TERM PLANNING
5. NEGATIVITY TOWARDS THE CITY, LESS TAXES, SERVICES CITY OFFERS, MISCONCEPTION OF THE VALUE TO LIVE IN THE CITY
6. DRUGS
7. CITY LIMITS

ONE THING LEARNED TONIGHT

1. POSITIVE ATTITUDES
2. IMPROVED ACCESS TO COUNCIL AND STAFF
3. WORKING TOGETHER
4. TRANSPARENCY
5. IMPROVED DIRECTION WITH NEW CITY MANAGER, CITY MOVING FORWARD, PRO ACTIVE APPROACH
6. TEAMWORK
7. THE ABILITY TO BE ON THE SAME PAGE AND DOING IT IN AN OPEN FORUM
8. IMPROVED UNDERSTANDING
9. POSSIBILITY OF LEASING EQUIPTMENT VS BUYING