



2014-19
Strategic Master Plan

October 2014

Adopted via Town Resolution #14-71



Elected Officials

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Preamble

What is a Strategic Plan?

A strategic plan is a written document that is used to communicate an organization's mission, vision and goals. When known, it may also include the actions needed to achieve those goals and other critical elements developed during the planning exercise. It is a living document that after sufficient time should be refreshed or revised as circumstances dictate. As such it is a "living work in progress" and a guideline for the organization's actions.

The Town of Cutler Bay's Original Experience (2006):

In 2006, when the Cutler Bay community by referendum incorporated as the Town of Cutler Bay and elected its first Mayor and Town Council, one of the Town's early initiatives was to conduct a Strategic Planning Process to set forth the goals and priorities of its citizens. By design, this was a public participatory process that included several well publicized Town Meetings. The priorities that were established through that process provided a framework for Cutler Bay's first Strategic Plan 2006-11 which was unanimously adopted by the Town Council in October 2006 (Resolution #06-103).

The Town of Cutler Bay's Strategic Plan Update Experience (2014):

The 2006-11 Strategic Plan served the Town of Cutler Bay and its residents well, but like all plans, through the passage of time and the amazing progress that Cutler Bay has experienced it became a priority for the Mayor and Town Council to bring the Plan up to date and establish new goals for the future. Cutler Bay residents were once again invited to a series of Public Involvement Workshops/Meetings in each election district; personal interviews were conducted with the Mayor, each Council member and the Town Manager; departmental staff also participated, all with the guidance of an independent professional facilitator. Upon the completion of the foregoing process the following updated Town Strategic Plan 2014-19 is respectfully presented and recommended to the Town Council and residents.

Mission & Vision

“TOWN MISSION STATEMENT”

The Town Council will work to make Cutler Bay an excellent place to live, work and play. Cutler Bay’s government will be creative, responsive and respectful in providing innovative and cost effective services to the community. (Resolution #12-64).

“OUR VISION FOR CUTLER BAY”

Cutler Bay will be recognized as one of the most desirable communities in South Florida to live, work and play. Its schools, homes, parks and cultural facilities offer an enriching environment for children, adults and senior citizens alike, and its local economy encourages outstanding companies to want to do business here.

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

The Town vision is a brief description of what we want our community to be like in the next five (5) years (2014-19).

Taken together, the five (5) year (2014-19) Vision and Mission Statement serve as the primary steering mechanism for the growth and development of the Town's governmental priorities and services.

Core Values

The Town of Cutler Bay is a customer focused government. Cutler Bay's Customers are our residents of all ages, tax payers, and everyone who does business, or visits our Town.

- We measure our success based on customer satisfaction.
- We value and seek customer feedback at every opportunity.
- We empower our employees to achieve customer satisfaction.
- We value, recognize and reward friendly, courteous customer service.
- We believe in leading by example.
- We strive to establish and maintain an inspiring vision.
- We focus on guidelines rather than rules.
- We believe in and value continuous improvement.
- We encourage our customers to define quality service.
- We believe that our plan for quality is a never ending effort.
- We focus on process improvement.
- We let customer feedback define quality improvements.
- We have no substitute for honesty and ethical conduct.

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 high performance, highly effective policy making team. With appropriate levels of cooperation, active listening and participation by the Mayor and individual Council Members, 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 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 that are not part of public business, 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 during Council meetings
- We do not pander to special interests at the cost of alienating other Council members

How to use this Book

In order to realize Cutler Bay's Vision and achieve its Mission, Town Government must deliver outstanding results in each of the nine (9) different Strategic Achievement Categories:

- #1 Resident Friendly and Responsive Town Government
- #2 Financial Stability and Sustainability
- #3 Growth Management and Infrastructure Needs
- #4 Economic and Business Development
- #5 Community Identity, Unity and Pride
- #6 Public Safety
- #7 Parks and Recreation
- #8 Codes and Code Enforcement
- #9 Public Works

For each Strategic Achievement Category, the Town identified several Goals. The Strategic Master Plan is formatted utilizing a three (3) column chart that lists each Objective, Activity and Milestone/Measure required to reach the identified Goal(s). The Town will realize each objective by completing the "Activities" listed in the second column of the chart. These activities were selected based on Public Input received during the eight (8) Public Involvement Workshops/Meetings. Finally, the Town has established "Measures & Milestones" in order to monitor how effectively the Town is implementing the Adopted 2014-19 Strategic Master Plan.

For Example:

Goal 1.1: *The Town of Cutler Bay will be recognized by its residents and others as a community that optimizes transparency in government by providing access to its officials and to information concerning the status of the Town and its activities.*

Objective	Activities	Measures & Milestones
The Town will improve outreach practices used to inform residents about Town Activities/Events	The Town will adopt Public and Media Relations Policies and Procedures.	To be completed in Fiscal Year 2014-15. Council to adopt a formal Media Relations Policy via resolution.

The Town's Strategic Achievement Categories....

- #1 Resident Friendly & Responsive Town Government
- #2 Financial Stability & Sustainability
- #3 Growth Management & Infrastructure Needs
- #4 Economic & Business Development
- #5 Community Identity, Unity and Pride
- #6 Public Safety
- #7 Parks & Recreation
- #8 Codes & Code Enforcement
- #9 Public Works



Goal #1

RESIDENT FRIENDLY & RESPONSIVE TOWN GOVERNMENT

This area involves two (2) goals:

- The first goal focuses on the responsiveness of Cutler Bay officials in identifying resident concerns and in providing them with access to information concerning the status of the Town and its activities.
- The second goal focuses on quality of services provided by employees to the residents of Cutler Bay.



RESIDENT FRIENDLY & RESPONSIVE TOWN GOVERNMENT

Goal 1.1

The Town of Cutler Bay will be recognized by its residents and others as a community that optimizes transparency in government by providing access to its officials and to information concerning the status of the Town and its activities.

Objective	Activities	Measures & Milestones
<p>The Town will improve outreach practices used to inform residents about Town Activities/Events</p>	<p>The Town will adopt Public and Media Relations Policies and Procedures.</p>	<p>A council workshop is recommended to further discuss this activity as it applies to public records laws. (FY14-15)</p>
	<p>Consider retaining an Information Technology Professional one or two days a week to facilitate and master the public outreach programs/activities.</p>	<p>Town Manager to review existing IT contract and provide recommendations to council. (FY14-15)</p>
	<p>Develop a Social Media Campaign to keep residents informed. This could also include Town Manager Chats, Committee Meetings, Discussions with the Mayor and individual Council Members, etc.</p>	<p>A council workshop is recommended to further discuss this activity as it applies to public records laws. (FY14-15)</p>
	<p>Create a Town Newsletter and distribute to opt-in email list and post on Town's Website.</p>	<p>Town Manager/Town Clerk's office to develop newsletter template and provide significant events in order to further inform residents. (FY14-15)</p>
	<p>Conduct "Town Hall" style meetings several times throughout the year (keep residents informed).</p>	<p>Town Manager and Town Clerk to coordinate this effort, meetings to be held at Town Hall/Parks/Other Community venues. (FY14-15)</p>
	<p>Update residents on progress of Economic Development and planned construction projects (i.e. approved new developments).</p>	<p>A topic to be included in "Town Hall" meetings. Town Manager and Town Clerk to coordinate this effort, meetings to be held at Town Hall, Parks and Other Community venues. (FY14-15)</p>



RESIDENT FRIENDLY & RESPONSIVE TOWN GOVERNMENT

Goal 1.2

The employees of Cutler Bay will provide responsive, courteous service to residents, the business community, and other individuals with whom they interact.

Objective	Activities	Measures & Milestones
<p>The Town will increase efforts to gain feedback from customers (residents, the business community, and other individuals) as it relates to satisfaction with Town services.</p>	<p>Conduct a professional independent customer satisfaction survey that will provide reliable, statistical confirmation and/or demonstrate areas needing improvement.</p>	<p>Town Manager to complete satisfaction survey to assess level of customer satisfaction since the Town's incorporation in 2005. (FY14-15)</p>
	<p>Ensure and/or Promote the availability of Town Staff (by phone) during regular business hours for residents to provide feedback and ask questions.</p>	<p>Town Manager to review incoming call policies and availability of Department Heads. (FY14-15)</p>
	<p>Continue positive Customer Service Practices performed by Town Staff, continue to provide professional development training.</p>	<p>Town Manager through the Human Resources Department to provide additional customer service training annually. (FY14-15)</p>
	<p>Install a suggestion box for Town Staff at Town Hall.</p>	<p>Town Manager through Human Resources Department to install an employee suggestion box that is easily accessible to Staff. (FY14-15)</p>
	<p>Develop specific standards/benchmarks concerning the time it takes to respond to residents' inquiries and service requests.</p>	<p>Town Manager to develop specific quality control benchmarks to respond to residents inquiries. (FY14-15)</p>



Goal #2

FINANCIAL STABILITY AND SUSTAINABILITY

The fiscal viability of the Town of Cutler Bay is a primary concern of its elected officials, its residents and its employees. Short and long term financial stability is critically important to the ultimate realization of the Town's vision. This service area has four components: fiscal responsibility, fiscal transparency, capital building programs, and growth management.



Financial Stability & Sustainability

Goal 2.1

The Town of Cutler Bay will be a financially responsible and accountable community.

Objective	Activities	Measures & Milestones
<p>The Town will enhance the current level of transparency.</p>	<p>The Finance Department will study and plan to implement Monthly rather than Quarterly substantive and significant Town financial statements and post on the Town’s Website.</p>	<p>Town Manager and Finance Director review this activity and implement the new procedure. (FY14-15)</p>
	<p>Consider the possibility of having a set item on the Regular Town Council Meeting Agenda to discuss Town Finances on a quarterly basis.</p>	<p>Town Manager and Finance Director to create a standing agenda item for Quarterly Financial Reports. (FY14-15)</p>
<p>Explore and where appropriate use alternative funding mechanisms (i.e. special assessment, bonds, grants) as a means of providing needed Town facilities, infrastructure, and programs.</p>	<p>The Town has been successful in obtaining grant funding. The Town will identify and utilize an “online” Grants Tracking/Monitoring System to streamline grant reporting and financial information for internal departments.</p>	<p>Town Manager and Grants Coordinator to review several programs and provide a recommendation. (FY15-16)</p>
	<p>Provide Town Staff with monetary incentives for cost saving ideas/programs.</p>	<p>Town Manager and Human Resources Department to review this activity and provide recommendations. (FY 15-16)</p>
<p>The Town will review and update current Fiscal and Administrative Policies in order to better reflect the growing needs of the community.</p>	<p>The Human Resource Department shall update the Town’s original Administrative Code, a Policy and Procedure Manual, update Job Descriptions, and implement a Pay Plan for each Town position.</p>	<p>Town Manager to create a Department Head Taskforce to review and recommend updates to Town’s Administrative Code. (FY 15-16)</p>
	<p>Adopt and implement a performance based budgeting process with an associated Annual Business Plan.</p>	<p>Town Manager to review and select professional consultant to assist with this task. (FY15-16)</p>



Goal #3

GROWTH MANAGEMENT AND INFRASTRUCTURE NEEDS

Effective growth management and infrastructure development strategies form the foundation for the accomplishment of the Town's mission, and the long term economic viability of the Town.



Growth Management & Infrastructure Needs

Goal 3.1:

The Town of Cutler Bay will provide the infrastructure needed to meet current and emerging needs of the community.

Objective	Activities	Measures & Milestones
<p>Town will ensure that Town Circulator meets the growing needs of the community.</p>	<p>Conduct a circulation and schedule study to maximize benefits for the public utilizing the Town’s Municipal Circulator Bus service(s).</p>	<p>Town Manager to coordinate this effort with Town’s provider; Miami-Dade County Transit. (FY15-16)</p>
	<p>Identify opportunities for circulator interconnections with neighboring jurisdictions (Village of Palmetto Bay, Pinecrest).</p>	<p>Town Manager to coordinate this effort with Town’s provider; Miami-Dade County Transit, and the Village of Palmetto Bay and Village of Pinecrest staff. (FY15-16)</p>
	<p>Create/Add a Town Circulator Bus Stop within the Southland Mall Property to allow easy access to regional shopping center.</p>	<p>Town Manager to coordinate this task with Southland Mall owners and Miami-Dade Transit. (FY14-15)</p>
	<p>Establish a dedicated bus stop in front of East Ridge Retirement Village</p>	<p>Town Manager to increase public outreach efforts to inform residents of existing stop on SW 87 Ave. (FY14-15)</p>
	<p>Continue to monitor ridership and explore the need for additional municipal circulators.</p>	<p>Town Manager and Town’s provider, Miami-Dade County Transit, to discuss during their monthly performance meeting(s). (FY14-15)</p>
	<p>Create/Add a Town Cutler Bay Circulator Bus Stop at Wal-Mart (SW 211 St and South Dixie Highway).</p>	<p>Town Manager to coordinate this effort with Town’s provider; Miami-Dade County Transit. (FY15-16)</p>



Growth Management & Infrastructure Needs

Goal 3.1 (cont.):

The Town of Cutler Bay will provide the infrastructure needed to meet current and emerging needs of the community.

Objective	Activities	Measures & Milestones
<p>The Town will maximize the use of the current Town Center Building.</p>	<p>Conduct a Space Utilization Study to support growing Department/Community needs within the Town Center Building.</p>	<p>Town Manager, Town Architect and Leasing Agent will continue to explore space utilization within Town Center Building. (FY15-16)</p>
<p>The Town will expand bike facilities to accommodate or promote non-motorized travel, as outline in the Bicycle & Pedestrian Master Plan.</p>	<p>Create dedicated bike lanes on SW 87 Avenue and other Miami-Dade arterial roadways, schools, shopping districts, and other popular destinations.</p>	<p>Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization. (FY16-17)</p>
	<p>Expand the dedicated bike lane along the Caribbean Blvd. Corridor (Eastbound/Westbound).</p>	<p>Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization. (FY14-15)</p>
	<p>Install pedestrian lighting on Marlin Rd and Old Cutler Rd. to accommodate cyclists/pedestrians.</p>	<p>Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization through the use of grants. (FY16-17)</p>
	<p>Advocate for installation of street lighting on SW 210 St and SW 85 Ave, adjacent to Senior Living Facilities.</p>	<p>Town's Public Works Department to continue coordinating this activity with Florida Power and Light. (FY16-17)</p>



Growth Management & Infrastructure Needs

Goal 3.2:

The growth and development of Cutler Bay will be managed to be consistent with the needs and desires of its residents.

Objective	Activities	Measures & Milestones
<p>Continue to study feasibility of possible annexation.</p>	<p>Square off the Town boundaries, particularly in the Southwest quadrant. The achievement of this goal is a political and marketing initiative and should be a sustained effort with Miami-Dade County and the residents within those contiguous areas.</p>	<p>Town Manager, Town Attorney, and Community Development Director continue monitoring Miami-Dade County Board of County Commissioners' annexation/incorporation policies. (FY15-16)</p>
<p>Study, prioritize and phase into future annual budgets, the goals/programs identified in the 2012 Senior Needs Survey.</p>	<p>Incorporate more activities for senior citizens as identified in the 2012 Senior Needs Survey.</p>	<p>Town Manager, Parks and Recreations Director, and Communities for a Lifetime Committee to work closely in developing a Town-Wide senior programs. (FY15-16)</p>
<p></p>	<p>Provide low cost services for Senior Citizens.</p>	<p>Town Manager, Parks and Recreations Director, and Communities for a Lifetime Committee work closely to identify available resources/programs for Seniors residing in the Town. (FY15-16)</p>
<p></p>	<p>Provide Seniors Citizens with Identification Cards that include emergency contact info, medication, etc.</p>	<p>Town Police Department and Communities for a Lifetime Committee and Senior Centers' Managers will coordinate efforts to provide this service (FY15-16)</p>
<p></p>	<p>Conduct scheduled evening activities twice a week such as bingo or domino nights, movie nights, sing along music nights, or possibly a dance night etc. At Cutler Bay's Senior Retirement Facilities.</p>	<p>Town Manager, Parks and Recreations Director, and Communities for a Lifetime Committee to work to identify available resources/programs for Seniors residing in the Town. (FY15-16)</p>



Goal #4

ECONOMIC AND BUSINESS DEVELOPMENT

Economic and business development are essential to the Town's economic viability. They will foster a positive sense of identity and community pride among our residents, and will attract excellent companies to do business in our Town.



Economic & Business Development

Goal 4.1

Enhance the attractiveness and viability of Cutler Bay as a business location.

Objective	Activities	Measures & Milestones
<p>Provide more effective and sustained communication with the Town's local business community.</p>	<p>Create a Business Advisory Committee consisting of representatives from each of the three business organizations (Cutler Bay Business Association, Economic Development Council, and Chamber South) and designate one Council Member to liaise with the Business Advisory Committee and report on its activities and recommendations.</p>	<p>Town Council along with the guidance of the Town Manager and Town Attorney will explore the creation of a Business Advisory Committee via Resolution. (FY14-15)</p>
<p>Foster more culture/pride in local business community</p>	<p>Task the Business Advisory Committee with reviewing the current Town Sign Ordinance and submit its recommendations for improvements to the Town Council.</p>	<p>Town Council's creation of the Business Advisory Committee Resolution shall have clear Mission Statement, Goals and Objectives to complete this activity. (FY14-15)</p>
<p>Develop a Town Economic Development Master Plan.</p>	<p>Continue vigorously pursuing Economic Development Grant Funding possibilities from both State and Federal levels. Explore partnerships with local universities/colleges for collaboration efforts to develop an Economic Development Plan. This Plan should explore possible incentives and/or bonuses as authorized in the Town's Growth Management Plan.</p>	<p>Town Manager and Grants Coordinator continue to seek and apply for Economic Development Grants available through County, State and Federal Agencies. (FY14-15)</p>



Economic & Business Development

Goal 4.1 (Continued)

Enhance the attractiveness and viability of Cutler Bay as a business location.

Objective	Activities	Measures & Milestones
<p>Develop a Town Economic Development Master Plan.</p>	<p>Explore feasibility of providing tax incentives to local businesses.</p>	<p>Town Council along with the guidance of Town Manager and Town Attorney will revisit adopted Land Development Regulations (LDR) to complete this activity. This will include comments and/or recommendations from the following agencies; Cutler Bay Business Association, Economic Development Corporation, and Chamber South. (FY15-16)</p>
	<p>Explore feasibility of providing local businesses with incentives for hiring local residents</p>	<p>Town Council along with the guidance of Town Manager and Town Attorney will revisit adopted Land Development Regulations (LDR) to complete this activity. This will include comments and/or recommendations from the following agencies; Cutler Bay Business Association, Economic Development Corporation, and Chamber South. (FY15-16)</p>
	<p>Identify ways to attract high end restaurants and high paying jobs to the Town.</p>	<p>Town Council's creation of the Business Advisory Committee Resolution shall have clear Mission Statement, Goals and Objectives to complete this activity. (FY14-15)</p>



Goal #5

COMMUNITY IDENTITY, UNITY AND PRIDE

Developing and sustaining a unified, positive identity with an overall sense of community pride will energize the Town, and help realize our vision faster, and more effectively.



Community Identity, Unity & Pride

Goal 5.1

Cutler Bay will be recognized as a Town where people prefer to live, and whose residents feel a strong sense of Town identity and community pride.

Objective	Activities	Measures & Milestones
<p>The Town has achieved “Certified Silver” Status in the Florida Green Building Council’s “Green City” program. The next goal is to achieve “Gold” Status.</p>	<p>Town Planning staff should evaluate what would be required so that those improvements can be budgeted and accomplished over a reasonable time period.</p>	<p>Town Manager and Planning and Zoning Director along with the guidance of a professional consultant to review existing FGBC Town Policies and further improve our “green” efforts. (FY15-16)</p>
	<p>Provide incentives for green development education and include environmental education on the Town’s website.</p>	<p>Town Manager and Planning and Zoning Director along with the guidance of a professional consultant will establish a Town Green Master Plan. (FY16-17)</p>
<p>Foster more Community Pride as it relates to cleanliness and an overall sense of community.</p>	<p>Create/Promote an “Adopt a Road” Program for Major Roadways.</p>	<p>Town’s Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department. (FY16-17)</p>
	<p>Increase daily litter patrol along high visibility roadways.</p>	<p>Town’s Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department. (FY16-17)</p>
	<p>Identify ways to preserve existing natural lands (i.e. Wetlands, Bird Sanctuaries) by possibly encouraging volunteer clean-up and maintenance efforts.</p>	<p>Town’s Public Works Department to continue coordinating this activity with Miami-Dade County Public Works, SFWMD, Army Corp of Eng. and other environmental organizations. (FY16-17)</p>



Community Identity, Unity & Pride

Goal 5.2

The Town will be a frequent site for a variety of community events that encourage extensive public participation and identification with the Town of Cutler Bay.

Objective	Activities	Measures & Milestones
Increase the number of community special events offered throughout the Town.	The Town Council will reconsider creating a Cutler Bay Special Events Committee and charge that Committee with recommending additional community events, seeking sponsorships, and other activities.	Town Council to hold a Council Workshop to discuss the creation of a Special Events Committee and create clear Mission Statement, goals and objectives for the new committee. (FY15-16)
	Provide recreational activities during the week (ex: Zoo Miami, Computer Classes, Smart Phone Class, Art, etc.)	Town Manager, Parks and Recreations Director, and Communities for a Lifetime Committee to work to identify available resources/programs for Seniors residing in the Town. (FY15-16)



Community Identity, Unity & Pride

Goal 5.3

Cutler Bay will have a variety of facilities/amenities that meet the social and recreational needs of residents of all ages, and attract residents from surrounding communities.

Objective	Activities	Measures & Milestones
Enhance transportation amenities for residents.	Golf Carts are a popular means of travel for many Cutler Bay residents. The Town currently inspects and licenses those vehicles in addition to requiring golf cart operators to have a valid State issued driver's license. The inability of residents with golf carts to visit Black Point Marina is a source of frustration that should be eliminated. Town officials should vigorously pursue that objective with Miami-Dade County officials whenever possible.	Town's Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department and Metropolitan Planning Organization. (FY16-17)

Goal 5.4

Cutler Bay will be viewed as a beautiful Town by its residents and by residents from surrounding communities.

Objective	Activities	Measures & Milestones
Reduce litter/trash along Town Roadways	Place additional litter receptacles along heavily used bus shelters, benches and high pedestrian traffic roadways.	Town's Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department. (FY15-16)



Community Identity, Unity and Pride

Goal 5.5:

The educational facilities in Cutler Bay will receive positive ratings from Town residents and students.

Objective	Activities	Measures & Milestones
<p>Continue to improve Cutler Bay Student Performance and School Ratings.</p>	<p>Implement the activities and strategies identified in the Miami-Dade County Public School (MDCPS) "Education Compact Agreement" adopted via Resolution #14-03.</p>	<p>Town's Education Advisory Committee, Town Council, and Town Manager continue to work closely with MDCPS in order to prioritize goals identified in the Town's adopted "Education Compact Agreement". (FY14-15)</p>
	<p>Partner with Miami-Dade County Public Schools (MDCPS) to provide additional educational and recreational opportunities (i.e. mentoring, internship programs, volunteer activities, etc.)</p>	<p>Town Council, Town Manager, and Town Attorney continue to explore Joint Use Agreements with MDCPS. Town Manager/Grant Coordinator to explore possible grant opportunities. (FY 15-16)</p>



Goal #6

PUBLIC SAFETY

Public Safety is clearly the most important service commitment any local government must make to its residents. It is a service that must never be compromised.



Public Safety

Goal 6.1

To provide a safe and secure community for Cutler Bay's residents and business community.

Objective	Activities	Measures & Milestones
<p>Increase the effectiveness and efficiency of the Police Department</p>	<p>The Town's Police Department will study (identify and implement) new technology (i.e. License Plate Readers) in order to help safeguard Town residents and business owners.</p>	<p>Town Manager and Town Police Command Staff continue to monitor other municipalities' progress (i.e. City of Coral Gables) with the License Plate Reader programs. (FY16-17)</p>
	<p>Advocate for Professional Development Training for the Town's Assigned Police Chief with professional police organizations. This may require Miami-Dade County approval and a reversal of the County's present police services contract policy.</p>	<p>Town Manager and Town Command Staff continue to explore feasibility and benefits for this activity. (FY15-16)</p>
	<p>The Town Council will adopt a policy of budgeting for increased police staffing, commensurate with increases in the Town's population.</p>	<p>Town Council to hold a council workshop to discuss long range growth patterns and police service needs. (FY15-16)</p>



Public Safety

Goal 6.2

Optimize the smooth flow of traffic through the Town of Cutler Bay by minimizing traffic congestion and maximizing the capacity of our local roadways.

Objective	Activities	Measures & Milestones
<p>Increase safety of motorists, cyclists and pedestrians</p>	<p>Develop and distribute a Traffic Circle Driver Education Program Video to further educate drivers on how to navigate newly installed traffic circles throughout the Town.</p>	<p>Town Manager, Police Command Staff, Public Works Department, and Youth Advisory Council will collaborate to develop a public awareness video. (FY15-16)</p>
	<p>Continue to work with the Miami-Dade County to ensure that the Town receives an optimized traffic signal control network as part of the County's new traffic control system.</p>	<p>Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization. (FY15-16)</p>
	<p>Continue to work with the Miami-Dade County, the League of Cities, the Metropolitan Planning Organization (MPO) and the Legislative Delegation to expand the availability of County transportation services to the residents and businesses within the Town.</p>	<p>Town Manager/Town Lobbyist to continue to work closely with both MPO and Miami-Dade County delegation to implement projects identified in Town's updated Transportation Master Plan. (FY15-16)</p>
	<p>Town will monitor commercial truck traffic and enforce truck route and weight limits.</p>	<p>Town Police Department's Neighborhood Resource Unit (NRU) to increase enforcement efforts. (FY14-15)</p>
	<p>Town will monitor and seek ways to reduce traffic congestion along heavily traveled roadways (i.e. Old Cutler Road, Marlin Road, Caribbean).</p>	<p>Town's Public Works Department continue to work with Miami Dade Public Works Department to implement improvements identified in the adopted Transportation Master Plan. (FY15-16)</p>



Goal #7

PARKS AND RECREATION

A well-developed park and recreation system will improve the overall quality of life; create a positive sense of Town identity among our residents and increase property values.



Parks and Recreation

Goal 7.1

The Town of Cutler Bay will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.

Objective	Activities	Measures & Milestones
<p>Revisit the 2009 Parks Master Plan for active/passive recreational opportunities for all age groups.</p>	<p>The Town lacks basketball facilities. Implement recreation facilities as identified in the adopted 2009 Parks Master Plan (Resolution #09-43).</p>	<p>Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY15-16)</p>
	<p>Explore the possibility of budgeting and installing weather proof outdoor exercise/weight training equipment in Town owned Parks.</p>	<p>Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY16-17)</p>
	<p>Establish a Town multi-purpose Community Center .</p>	<p>Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY16-17)</p>
	<p>Renovate the Cutler Ridge Park Pool (consider increasing to an Olympic size swimming pool).</p>	<p>Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will host a series of public input meetings in order to receive ideas/comments on the design of the new pool facility. (FY16-17)</p>



Parks and Recreation

Goal 7.1 (Continued)

The Town of Cutler Bay will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.

Objective	Activities	Measures & Milestones
<p>Increase the number of park facilities within the Town.</p>	<p>Establish a Joint Utilization Agreement with the Miami-Dade County Public School Board and the Superintendent for the use of existing public school recreation facilities during after school and weekend hours.</p>	<p>Town Council/Town Manager/Town Attorney continue to explore Joint Use Agreements with Miami-Dade County Public Schools. Town Manager/Grant Coordinator to explore possible grant opportunities. (FY 15-16)</p>
	<p>Explore the possibility of establishing a park with beach/bay access similar to Matheson Hammock Park/Marina.</p>	<p>Town Manager/Parks and Recreation Director/Parks and Recreation Advisory Committee will continue to work closely with both South Florida Water Management District and Biscayne National Park Officials in order to develop a plan of action to complete this activity. (FY17-18)</p>
<p>Provide more programs at Town Parks</p>	<p>Explore the feasibility and cost of conducting periodic dog obedience training programs in Town owned parks with a professional trainer for interested residents.</p>	<p>Town Manager/Parks and Recreation Director/Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY15-16)</p>



Goal #8

CODES AND CODE ENFORCEMENT

Effective codes and code enforcement services provide a framework for implementing our Town's standards for safety, aesthetics and quality of life.



Codes & Code Enforcement

Goal 8.1

The Town of Cutler Bay will develop code and code enforcement policies that reflect the needs, views, and values of its residents.

Objective	Activities	Measures & Milestones
<p>Continue to review the Town Code Requirements.</p>	<p>Study existing Land Development Regulations (LDR's) towards establishing more stringent Town code requirements for enhanced landscaping for new residential and commercial developments.</p>	<p>Town Manager and Planning and Zoning Director along with the guidance of a professional consultant to review existing Landscape Requirements identified in LDR's to further enhance new landscaping criteria. (FY16-17)</p>
	<p>The Town's adopted Land Development Regulations (LDR's) should be revisited and strengthened to ensure proper enforcement tools for the Code Compliance Officers.</p>	<p>Town Manager, Community Development Department Staff and Town Attorney will work closely to review adopted LDR's and recommend updates. (FY16-17)</p>
	<p>Encourage higher density mixed use (i.e. Dadeland Style) in Town Center Zoning District.</p>	<p>Town Manager, Community Development Department Staff and Town Attorney will work closely to review adopted LDR's and recommend updates. (FY16-17)</p>
<p>Improve staff's ability to enforce Town Code Requirements</p>	<p>The Town Manager should consider hiring an additional Code Compliance Officer to work nights and weekend shifts.</p>	<p>Town Manager/Community Development Staff to review Town Growth Trends and level of code enforcement staff. (FY15-16)</p>
	<p>The Town will identify ways to address vacant/foreclosed homes within the Town.</p>	<p>Town Manager, Community Development Department Staff and Town Attorney will work closely to review adopted Land Development Regulation's and recommend updates. (FY15-16)</p>



Codes & Code Enforcement

Goal 8.2

To protect the residents of Cutler Bay by assuming responsibility from the County for administering the Florida Building Code, Plan Review, Permitting, and Inspection.

Objective	Activities	Measures & Milestones
Enhance Building Department services	The Town should consider setting a long term goal for Building Department to create an Electronic Permitting System.	Town Manager, Building Official, and Community Development Staff to work closely to complete this activity. (FY14-15)
	Conduct and implement the results of a Best Practices Review for building plan review, permitting, and inspections. This review will cover processes, technology, staffing patterns, and training initiatives to insure effective and efficient practices in the Town.	Town Manager, Building Official, and Community Development Staff to work closely to complete this activity. (FY14-15)



Goal #9

PUBLIC WORKS

A well managed Public Works Department will provide and sustain the Town's physical infrastructure, and contribute significantly to the health and safety of our residents.



Public Works

Goal 9.1

Develop the Town of Cutler Bay into a model community for the condition of its roads, street lighting, storm drainage facilities, swale maintenance, sidewalks, etc.

Objective	Activities	Measures & Milestones
<p>The Town will continue to enhance roadways and pedestrian facilities.</p>	<p>Construct a pedestrian safe walkway from Southland Mall to the Miami-Dade Cultural Arts Center through a partnership with Miami-Dade County.</p>	<p>Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization through the use of grants. (FY17-18)</p>
	<p>The Town in conjunction with Miami-Dade County Public Works Department will seek to secure more Joint Participation Agreements (JPA's) for corridor improvements; such as Marlin Road, Franjo Road and Gulfstream Road.</p>	<p>Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization through the use of grants. (FY17-18)</p>
	<p>Continue to plant native trees/shrubs in Public Areas.</p>	<p>Town's Public Works Department to continue implementation of the Town's adopted Street Tree Master Plan as funding is available. (FY14-15)</p>
	<p>Explore the possibility of creating additional parking on swale along SW 200 Street across from Cutler Ridge Park.</p>	<p>Town's Public Works and Parks & Recreation Departments to study alternative parking sites along SW 200 Street. (FY15-16)</p>
	<p>Town to encourage Miami-Dade County to increase mosquito control activities/services during the wet season.</p>	<p>Town's Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department. (FY15-16)</p>



Public Works

Goal 9.1

Develop the Town of Cutler Bay into a model community for the condition of its roads, street lighting, storm drainage facilities, swale maintenance, sidewalks, etc.

Objective	Activities	Measures & Milestones
<p>The Town will reduce incidences of flooding throughout the community</p>	<p>Implement a Town Wide Storm Drain cleaning program every two (2) years.</p>	<p>Town Public Works Department to continue implementation of the Town's adopted Stormwater Master Plan as funding is available. (FY14-15)</p>
	<p>Establish an Ordinance to better address flooding within gated/private communities.</p>	<p>Town Manager, Public Works Department, Community Development Department, and Town Attorney to work closely to develop a new ordinance which addresses "private" stormwater management systems. (FY16-17)</p>
	<p>The Town's Stormwater Master Plan must be updated since many of the recommended projects have been completed since its adoption.</p>	<p>Town Manager to include funding in the upcoming fiscal years within the Stormwater Utility Fund. (FY15-16)</p>

Integration of Adopted Town Master Plans

The 2006-2011 Strategic Master Plan required the Town to adopt several Master Plans such as the Parks & Recreation, Stormwater Management, Growth Management (Land Development Regulations), Emergency Response, Street Tree, Bicycle and Pedestrian, Transportation, Senior Needs Assessment, and more. Each of these Master Plans have specific goals and objectives, much like the Strategic Plan, and are included in their respective Achievement Area and incorporated as an important part of the 2014-19 Strategic Plan. Some goals may also include strategic initiatives that will be implemented, funded, and tracked as part of the Town's proposed business planning process.

GROWTH MANAGEMENT PLAN (2012)

Category #3: Growth Management & Infrastructure Needs - This important plan is required by Florida Statutes and must be reviewed and approved by the State. The Land Development Regulations were adopted by the Town Council via Ordinance #12-03. It sets forth basic standards and has sections on a multitude of Town services and responsibilities. For example the Plan includes sections on Land Use, Housing including Special Needs, Required Infrastructure, including Potable Water, Sanitary Sewers, Storm Water Drainage, Solid Waste, Coastal Management, Environmental and Conservation Standards, Intergovernmental Coordination, Capital Improvements, Transportation, Recreation and Open Space, Educational Facilities, Cultural and Archeological Data, Incentive Programs, Development Bonuses, Transit Corridors, Economic Development, Emergency Response Plans, Conservation Efforts, Parks and Recreation, etc.

STREET TREE MASTER PLAN (2008)

Category #9: Public Works - The Street Tree Plan, which was based on a professional study, was drafted in December 2008 and adopted by the Town Council via Resolution #09-02. That study estimated that Cutler Bay would need 6,700 trees for "continuous shade" status along its roads and streets. The study provided a wealth of information on types of trees, the shade they can produce, growth cycles, etc. The initial budget for the shade tree program was 270 trees per year which at that level would take the Town 25 years to meet the continuous shade criteria. This Plan is six years old and should be updated to current status. Public Works should prepare a report before year end that summarizes the level of progress, the number of trees planted, historic budgetary expenditures, including recommendations. This Plan and the Public Works report are considered part of this Strategic Plan and are cited as reference.

Integration of Adopted Town Master Plans

BICYCLE AND PEDESTRIAN MASTER PLAN (2010)

Categories #6: Public Safety & #9: Public Works - This Plan, which was based on a professional study and was partially funded through a grant from the Miami-Dade Metropolitan Planning Organization. The Bicycle and Pedestrian Master Plan was approved by the Town Council via Resolution #10-54. Its goal is to “provide for a safe, convenient and connected multimodal transportation system, focused on bicycle and pedestrian mobility for the various uses in Cutler Bay”. It calls for “connectors” between parks, schools, and residential neighborhoods, access to commercial along US1, the Town Center, the US1 Bus way, the Old Cutler District, etc., and the elimination of obstacles. The total estimated cost for these improvements was \$1,319,000. Public Works should prepare a summary report indicating the progress to date; how much funds have been expended, and what is left to complete the recommended improvements. This Plan and the Public Works report are considered part of this Strategic Plan and are cited as reference.

EMERGENCY RESPONSE PLAN (2008)

Category #6: Public Safety - Florida Statutes, Chapter 252, authorizes and encourages each locally constituted municipality to establish an Emergency Management Program. The Town of Cutler Bay has adopted the Miami–Dade County Comprehensive Emergency Management Plan by reference via Ordinance #10-07. The Town EOP, while intended to be consistent with and coordinated with the County CEMP, is strategic to the particular needs of its citizens and the organization of its government. Town officials have a legal mandate to ensure that the Town is prepared to respond quickly and effectively during the initial phase of any emergency, before county, State and Federal government resources can provide supplemental assistance. Guidance is included in the Town of Cutler Bay Comprehensive Growth Management Plan and the Strategic Management Report. The overall goal of the Town’s emergency management program is to save lives and protect property by developing programs and emergency operational capabilities that mitigates, prepare for, respond to, and recover from any emergency or disaster—whether in peacetime or a situation of national security.

Integration of Adopted Town Master Plans

TRANSPORTATION MASTER PLAN (2014)

Categories #6: Public Safety & #9 Public Works - In 2008, the Town completed its first Transportation Master Plan (TMP), which was funded by the Metropolitan Planning Organization's (MPO) Municipal Grant Program. Since that time, the Town has placed great effort into assuring that these funds have not simply gone to produce studies, but have been used to create Capital projects that have since been completed. Primary recommendations of the original TMP were the creation of Municipal Transit Circulator and the development of a Bicycle and Pedestrian Plan. Town staff has completed and continues to implement, items identified in the Bicycle and Pedestrian Plan which, was also funded through an MPO Grant. In 2013, the MPO provided additional grant funding to the Town update the Transportation Master Plan (TMP). The newly updated 2014 Transportation Master Plan has resulted in sixty-three (63) multimodal projects at a potential value of approximately \$21 million.

PAVEMENT & SIDEWALK ASSESSMENT (2009)

Category #9: Public Works – The purpose of this study was to inventory the condition of existing pavement in the public rights-of-ways within the corporate limits of the Town, excluding State and County maintained roads and private roadways. This project also included a sidewalk inventory that depicts the conditions of existing sidewalks and the extent in which they are deemed a potential safety hazard to pedestrians. In addition to this, they study considered ADA accessibility at street corners. The various projects identified in the assessment are now a part of the Town's 10-year Capital Improvement Program with the goal of improving all of the existing roadways and sidewalks with a "poor grade" by the end of the 10 year period.

SENIOR NEEDS ASSESSMENT (2013)

Category #3: Growth Management & Infrastructure - The Town of Cutler Bay is a designated "Communities for a Lifetime" (CFAL) municipality by the Florida Department of Elder Affairs. In 2013, the Town and the Town's CFAL Committee retained a professional consultant to conduct a Senior Citizen Survey and Needs Assessment. The results of the survey will help to establish needed programs and services as well as help set priorities for the Town as it relates to the growing needs of the senior community.

Integration of Adopted Town Master Plans

PARKS AND RECREATION MASTER PLAN (2009)

Category #7: Parks & Recreation - The Parks and Recreation Master Plan, which was based on a professional study, was adopted by the Town Council via Resolution #09-43. . This plan provided a general inventory of the characteristic, uses, conditions and functions of the Town's seven (7) parks in the recreation system. The Plan provides guidance in future park development for the Town including, but not limited to; park acquisition, potential partnership opportunities, funding opportunities, and graphic designs for recommended projects. The Town will continue to work with the Parks & Recreation Director and the Town's Parks & Recreation Committee to implement the recommended projects and prioritize long-range activities.

STORMWATER MASTER PLAN (2008)

Category #9: Public Works – The Stormwater Master Plan , which was based on a professional study, was adopted by the Town Council via Resolution #08-50. The purpose of this Stormwater Master Plan is to identify opportunities to protect surface water quality and reduce flooding within the limits of the Town of Cutler Bay, Florida. This Plan was funded in part by the South Florida Water Management District. As a result of this study, seventeen projects were identified and ranked in order of priority based on severity of observed flooding.

Summary of Community Outreach Efforts

The Public Outreach component of the Strategic Master Plan Update was advertised in the following ways:

- Posted on the Town's Website (Home Page)
- Public Notice posted at the Town Hall's Bulletin Board
- Public Notice published in the Miami Herald on May 29, 2014
- Public Notice published in the Miami Herald on June 5, 2014
- A full color flyer was developed and distributed door-to-door to local businesses, along US#1 and Old Cutler Road Corridors
- A notice was emailed to the individuals that have signed up to be on the Town's email list (Approx. 475)
- Two Large Electronic Message Boards were placed strategically along Town roads, announcing meetings
- News Article published in the South Dade News Leader on June 13, 2014.
- News Article published in the Cutler Bay News the week of June 24 – July 7, 2014.

Summary of Public Outreach Meetings

The Town conducted eight (8) Public Involvement Workshops at the following locations;

Date	Time	Location	Target Audience
June 2, 2014	7:00 pm	HealthSouth Rehabilitation Hospital	General Public
June 4, 2014	8:00 am	Town Center Building	Business Community
June 9, 2014	7:00 pm	East Ridge Retirement Village	General Public & Residents of East Ridge
June 12, 2014	12 noon	Cutler Bay Business Association	Business Community
June 16, 2014	7:00 pm	Cutler Ridge Park	General Public
August 7, 2014	2:00 pm	Saga Bay Apartments for Older Adults	Residents of Saga Bay Apartments (Spanish/English Workshop)
August 8, 2014	2:00 pm	Coral Bay Terrace Apartments for Older Adults	Residents of Coral Bay Terrace (Spanish/English Workshop)
September 3, 2014	4:00 pm	Town Council Chambers	General Public (Summary Meeting)