

City of Sarasota



2024 Strategic Plan



Fiscal Year 2024

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2024 Strategic Plan Status Update

The 2024 strategic plan is not simply a new document, but a thoughtful continuation of our efforts set forth in the City's 2022 - 2023 plan. Our City has made a conscious decision to preserve continuity and amplify the sustainability of the strategic objectives previously outlined in the 2022-2023 version. This carefully considered methodology is designed to both minimize operational distractions and to maximize the successful completion of the goals we initially presented in the previous plan.

Looking forward, we anticipate that after the election of a new commission in 2024, the incoming leadership will have the opportunity to craft their own strategic vision and plan for the City, building upon the foundations which have been established. This will allow for fresh perspectives and new initiatives, while maintaining the core values and progress that have been collectively achieved.

City of Sarasota's Vision, Mission, and Values

VISION

Our Vision is for the City to be: A world-class community and treasured destination, with enduring natural beauty, charm, and diversity.

MISSION

To create this future, our Mission is to provide high-quality services to our residents, businesses, and visitors, while safeguarding our natural resources and building a prosperous community.

VALUES

Our Mission is carried out by employees who demonstrate the City's Values of Excellence:

Integrity

"We are ethical and trustworthy. We perform our duties with honesty and transparency in our interactions and our communications."

Accountability

"We accept responsibility for our actions and decisions. We hold each other accountable to be professional, well-informed, and dedicated to fulfilling the City's Mission."

Teamwork

"We work together in a supportive and cooperative manner to achieve our goals. Our community is a partner in our processes."

Respect

"We are committed to encouraging diversity in all its forms; we respect differences in thoughts and opinions, to differences in race and culture. We believe that a diverse organization reflects the community we serve."

City of Sarasota Strategic Plan Statement and Commission Goals

To be stewards of the well-being for the City of Sarasota and its residents by prioritizing the allocation of the City's resources to projects making a positive contribution to at least three of the following Commission Goals:

- » A City providing accessible government
- » A City modeling responsive government
- » A City practicing sound financial decision making
- » A City demonstrating responsible administrative practices
 - » A City exhibiting the values of a caring community
 - » A City being an inclusive and diverse community
 - » A City which demonstrates economic sustainability
- » A City that provides a climate maximizing the opportunity for success
 - » A City fostering a safe and welcoming environment
 - » A City valuing arts and culture and their history



Photo: Rick Benitez

The Process for Identifying and Selecting Projects

The City of Sarasota retained the services of Martin Hurwitz to facilitate the creation of a clear and concise strategic statement and to guide the strategic planning process culminating in an operational strategic plan for fiscal years 2022-2023.

The City Commission desired to design a strategic plan platformed on a strategic statement to align decision making criteria, align values, align priorities, and articulate expectations to allow for accountability among commissioners, charter officials, and city staff. The strategic statement delineates the framework within which the commission will make consistent decisions and choices to implement their vision and attain the project goals contained within the strategic plan.

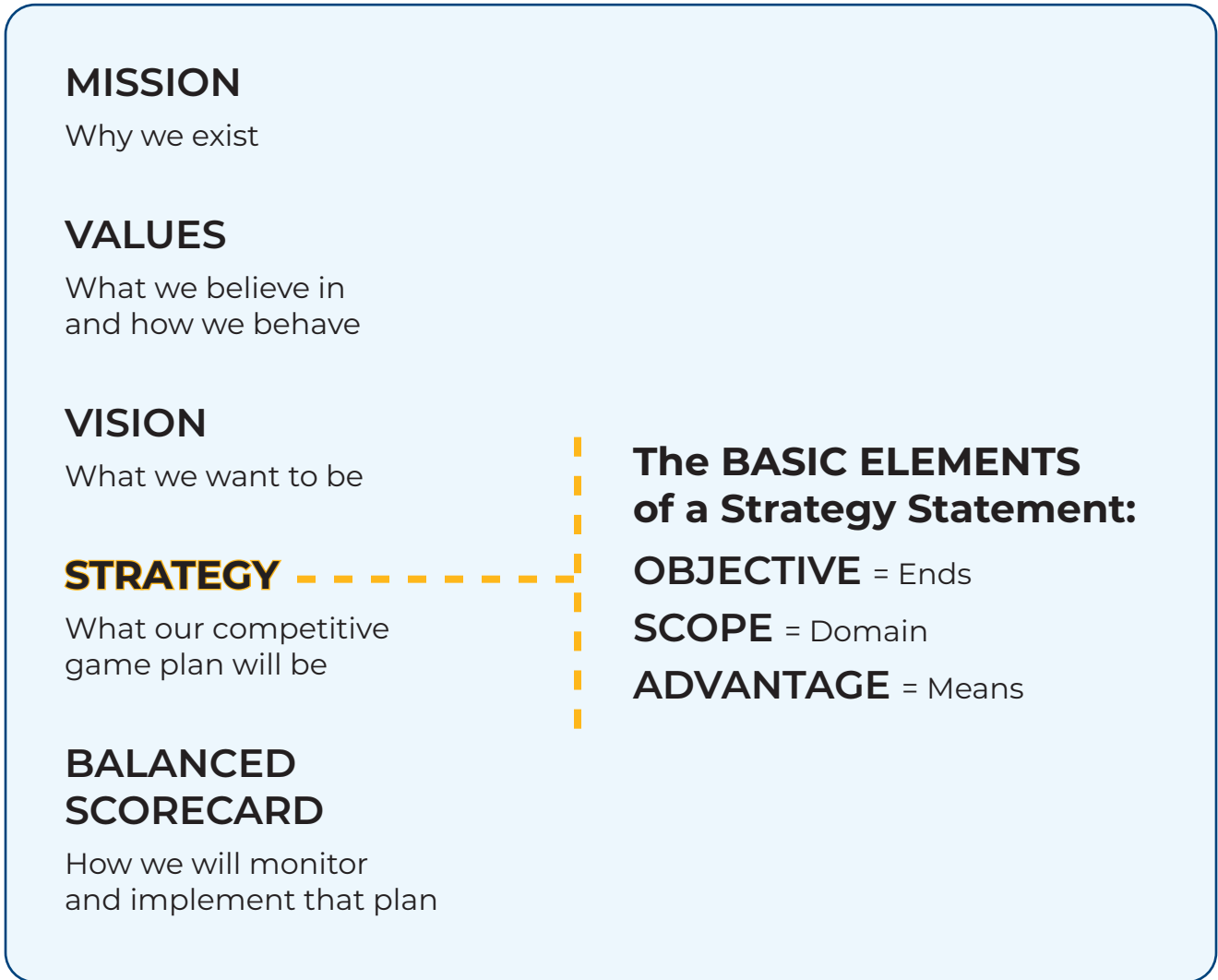
The strategic plan is the means by which priorities are articulated, metrics for progress are measured, accountability is administered, and goals and expectations are internalized and aligned throughout the organization.

The Timeline:

- » **December 9, 2020** — Began working on Agenda for initial Goal-Setting Workshop
- » **December 14, 2020** — January 11, 2021 — One-on-One meetings with City Commissioners, Charter Officials, and city staff to receive insight regarding various City issues
- » **January 26, 2021** — Goal-Setting Workshop—Strategic Statement Identified
- » **February 22, 2021** — Wrap-up discussions regarding strategic plan
- » **May 19, 2021** — City Commission Workshop / Luncheon—Strategic Values Identified
- » **July 15, 2021** — Staff meeting regarding strategic plan proposed projects (departmental)
- » **July 30, 2021** — Departments provided projects for consideration in alignment with the Strategic Statement. Projects indicated that they would be completed within two years or started within two years
- » **September 1, 2021** — City Manager sent email asking departments to rank the 48 projects from 1-10
- » **September 13, 2021** — Analysis of above rankings and subsequent selection of 25 proposed projects presented to City Manager
- » **October 1, 2021** — Selected 25 projects sent individually to Commissioners for the purpose of their providing their individual ranking preference of projects in order of 1-10
- » **October 8, 2021** — Ranked project list received from City Commissioners
- » **October 25, 2021** — Department requests for Performance Metrics
- » **November 19, 2021** — Performance Metrics received from departments based on each identified project
- » **December 2021** — City Manager Brown and Mr. Hurwitz met with the Mayor, Vice Mayor, and Commissioners individually. The purpose of said meetings was to review the projects selected to be included in the strategic plan for 2022-2023, to review the selection process and procedures and provide an opportunity for conversation and/or questions prior to the plan being brought before the Commission as a body.
- » **January 18, 2022** — Approval of the Strategic Plan by the Mayor, Vice Mayor, and City Commissioners

The Process for Identifying and Selecting Projects

The following graphic depicts areas of conversation amongst the Commissioners in working toward a Strategic Statement and the Strategic Goals.



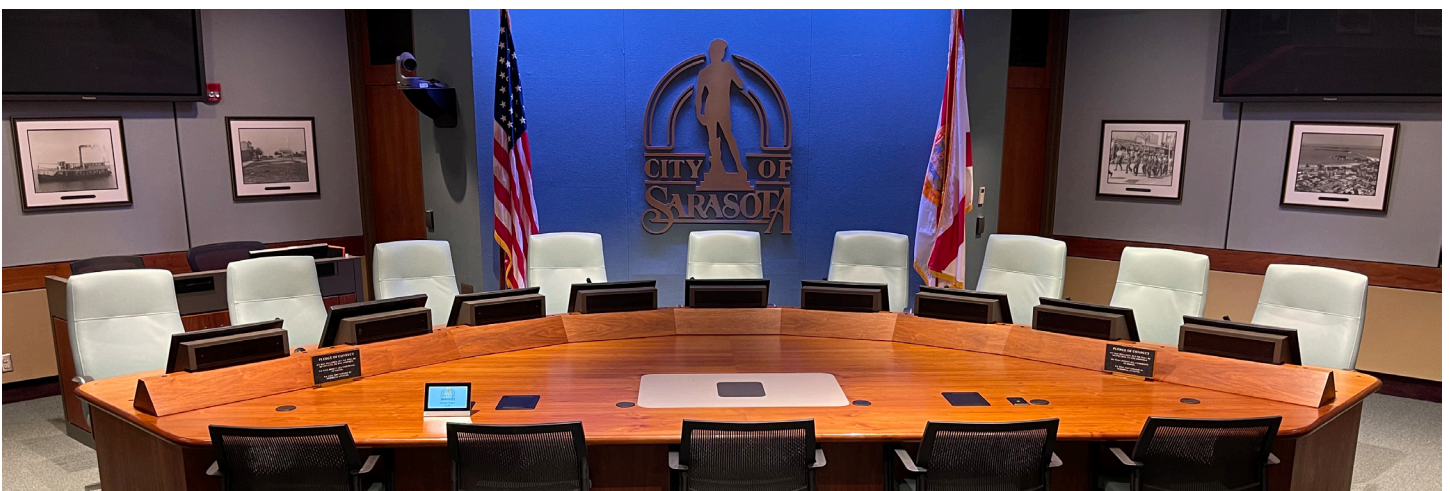
The Process for Identifying and Selecting Projects

The development of the Strategic Statement for the City of Sarasota began with each City Commissioner stating the positive qualities that each Commissioner is bringing to this process. This led to discussions regarding perspectives, from the whole and in detail and the value of differing opinions. Differing perspectives make for a rich decision-making environment and were welcomed throughout this process. The City Commission has the qualities it needs to operate effectively. Each Commissioner brings something different to the table. This exercise brought forward the conversation focusing on how to make room for, take advantage of, and respect the different strengths of each Commissioner; how to make room and provide a safe space for the strengths of each Commissioner; and respecting the strengths and weaknesses of each Commissioner. Commissioners then discussed what government meant..

An additional Workshop was held where the City Commissioners determined the Strategic Statement for the City of Sarasota. The Strategic Statement crafted from the aforementioned process:

To be stewards of the well-being for the City of Sarasota and its residents by prioritizing the allocation of the City's resources to projects making a positive contribution to at least three of the Commission Goals outlined below.

- » A City providing accessible government
- » A City modeling responsive government
- » A City practicing sound financial decision making
- » A City demonstrating responsible administrative practices
- » A City exhibiting the values of a caring community
- » A City being an inclusive and diverse community
- » A City which demonstrates economic sustainability
- » A City that provides a climate maximizing the opportunity for success
- » A City fostering a safe and welcoming environment
- » A City valuing arts and culture and their history



The Process for Identifying and Selecting Projects

Departments submitted proposed projects with the following criteria:

1. Indicate if projects are to start or be completed within two years.
2. What is the potential impact of this project and which areas of the strategic statement does it touch (Choose three out of 10 goals)?
3. What is the timeline of the project?
4. What are the hurdles you anticipate with the project?
5. What are the circumstances that lead you to believe now is the time for this project.
6. Budget—How much will the project cost?

An example would be from the Parks and Recreation department, which submitted a proposed project addressing stormwater runoff from park lands into water bodies. The project would be completed within two years, have a budget amount of \$200,000, and addresses a City modeling responsive government; a City which demonstrates economic sustainability, and a City fostering a safe and welcoming environment. Hurdles may include financial, time constraints, and prioritization of parks. Now is the time is based on improving water quality and the reduction of red tide in our waters.

The following projects were selected by the City Commission and were included as part of the 2022-2023 Strategic Plan. These projects remain a priority for the city and the progress and status of each can be found on the subsequent pages.

- » **Improve Stormwater Quality Runoff from Water Adjacent City Parks – *In progress***
- » **Mental Health / Crisis Response was not funded for fiscal years 2022 – 2024. The budget is no longer needed as these services are provided by a third-party. – *Closed***
- » **Urban Forestry Management Program – *In progress***
- » **Zoning Code Revisions – *In progress***
- » **City’s Engineering Design and Construction Manual Update – *In progress***
- » **Bobby Jones Strategic Initiative – *In progress***
- » **Smart City Initiative – *In progress***
- » **Regional Water Transit – *In progress***
- » **Development Review Committee Process and Site Plan Requirements – *In progress***
- » **HomeFront Newtown Program – *In progress***

Improve Stormwater Quality Runoff Water Adjacent City Parks

Lead Department: Parks and Recreation

Support Departments: Public Works and Financial Administration

Goal Areas:

- A City modeling responsive government
- A City which demonstrates economic sustainability
- A City fostering a safe and welcoming environment

Impact: Project will reduce negative water quality impacts to Sarasota Bay, improve sea grass, and mitigate the impacts of red tide events. Project to begin within two years (2022-2023) and extend into next Strategic Plan.

Challenges: Financial; Time constraints: Staff managing this project concurrently with other priority projects
Prioritization: Identify Park improvements that demonstrate the largest nutrient reductions

Justification: The Sarasota Bay Estuary Program, identified stormwater runoff enhancements to be the most important effort to focus on to improve Sarasota Bay water quality. A number of stormwater improvements were identified in the 2019 Master Plan.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	Completed	50% of waterfront parks evaluated as potential project areas for stormwater runoff improvements.	Completed - A list of waterfront parks was developed and areas needing the most improvements or highest potential for grants was identified.
October 1, 2022	Completed	Completed 100% of waterfront parks evaluated as potential project areas for stormwater runoff improvements with single park identified for design and construction.	Completed - A list of waterfront parks was developed and areas needing the most improvements or highest potential for grants was identified. Two parks were immediately identified, including Ken Thompson Park shoreline stabilization and The Nature Park (at Bobby Jones). Funding availability for design of the Ken Thompson project was delayed until 2023. Public Works applied for and received funding for an FDEP grant.
April 1, 2023	April 1, 2024	Design concepts outlined and final design completed partnering with Public Works (stormwater)- funding source identified.	In Progress - Three parks were identified as having a high need score for water quality improvements and funding opportunities. These parks are: The Nature Park (at Bobby Jones), Dr. Martin Luther King Jr. Park, and Ken Thompson Park shoreline stabilization project. <ul style="list-style-type: none"> • The Nature Park (at Bobby Jones) – design and construction completed August 2023. • Dr. Martin Luther King Jr. Park – design in progress, in partnership with the Sarasota Bay Estuary Program with grant funding obtained by SBEP. Funding for construction secured but not available until late 2024 per SBEP. • Ken Thompson Park shoreline stabilization – design to be completed March 2024.
October 1, 2023	Completed	Completion of bidding and construction of first park (phased approach – to continue into next	Completed - Bidding and construction of The Nature Park was completed August 2023.

Mental Health Unit / Crisis Response

Lead Department: Police Advisory Administrator

Support Departments: Sarasota Police Department, Financial Administration, Human Resources

Budget: \$181,483

New Title	Grade Estimate	Recommended Step	101 - Salaries/Wages	204-Social Security/Medicare	205 - Medical/Dental	206-Life Insurance	FRS (10.82%)	208 WC	Total Cost with Roll Up
Case Manager	119	3	\$62,000	\$4,743	\$11,141	\$60	\$68,709	\$153	\$84,806
LMH Worker	122	3	\$72,000	\$5,508	\$11,141	\$60	\$79,790	\$178	\$96,677

Goal Areas:

- A City providing accessible government
- A City fostering a safe and welcoming environment
- A City exhibiting the values of a caring community

Impact: A mental health unit/crisis response team pairs a social worker and/or a licensed mental health professional (non-uniformed) with a police officer to respond to calls that are mental health related and/or to conduct follow-up outreach with individuals who have experienced a mental health crisis to connect that individual with services.

Mental health/crisis response units “allow officers to be safer, reduce repeat calls for service, minimize the strain on agency resources, and connect people with mental illnesses to services”. The BJA suggest that police- mental health professional collaborations in response to mental health calls can result in (a) fewer uses of force, (b) fewer injuries to officers, and (c) fewer injuries to those in crisis.

Follow-up services can increase use of crisis services, generate more referrals to appropriate behavioral health services, and increase the continuity of healthcare.

Updated Timeline: The Mental Health Unit/Crisis Response project is no longer needed. See below for the status update.

Challenges: *Shifts:* Determining the shifts of the team and how many teams are necessary; *Funding:* At least on full-time new position (social worker/license mental health professional); *What calls?* If providing crisis response, coordinating how/when a mental health team is dispatched.

Justification: SPD officers are trained in Crisis Intervention Team (CIT) Training and are utilizing those skills on calls. In 2020, SPD noted they utilized CIT on 1851 calls. While SPD officers are well-trained and using CIT skills, there has been a push by citizens over the past year to improve responses to those who may be experiencing a mental health crisis or who may need additional services. The addition of a licensed mental health provider and/or social worker would complement the work that officers are doing, and they would be an additional tool in the officer’s toolbox. This team can relieve officers from mental health calls that can be lengthy so they can respond to other calls.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	Not Applicable	Determine whether follow-up and/or crisis response is preferred approach. Draft policies and procedures from this direction, to include program policies and SPD policy, working with the administration and accreditation manager.	The Mental Health Unit/Crisis Response team is no longer needed as these services are currently provided by Lightshare Behavioral Wellness and Recovery’s Mobile Response Team (MRT). If an officer responds to or encounters an individual in a mental health crisis, the office may contact the MRT who will be dispatched to provide an assessment of the client and help with linkages to services
October 1, 2022	Not applicable	Analyze current CIT/Mental Health call data and determine appropriate staffing levels for Mental Health Unit, both sworn and civilian staff.	See above
April 1, 2023	Not applicable	Generate budget for Mental Health Unit. Work with HR to draft job description. Between April and October, hire and train staff.	See above
October 1, 2023	Not applicable	Completion.	See above

Urban Forestry Management Program

Lead Department: Development Services

Support Departments: Planning, Public Works, Utilities, Parks and Recreation, and Financial Administration

Goal Areas:

- A City modeling responsive government
- A City exhibiting the values of a caring community
- A City fostering a safe and welcoming environment

Impact: Implement the Urban Forestry Management Program as recommended by the Tree Advisory Committee (TAC). The Urban Forestry Management Program will provide a scientific, systematic, and measurable approach to maintain, and increase, the City’s urban canopy footprint. The City of Sarasota has been awarded the Managing Community Forests Grant, a three-year matching grant from the Florida Department of Agriculture. In response to receiving the Managing Community Forests Grant, and conversations held by the TAC, it became apparent that due to the complexities of the urban forest and multiple departments impacted by the urban forest, that a sole individual should be the point of contact for citizens and City Departments. This position would be an Urban Forestry Coordinator. The position would be responsible for the development and implementation of an Urban Forest Management Program involving trees in City parks and public rights-of-way, would provide technical advice and training related to tree maintenance, and would plan and coordinate tree maintenance and installation with Parks and Recreation, capital projects, and outside vendor contracts.

This project is expected to increase the City’s urban canopy footprint and have a cohesive approach to doing so. The project will impact the tree mitigation fund as has been planned.

Updated Timeline: Phase I is completed. Phase II will run from October 16, 2023 – September 30, 2023. Phase III is still tentative, but estimated to run 2024 - 2025

Challenges: Staffing

Justification: This project was recommended by the TAC which was a committee established by the City Commission. This project has support from the public and city staff. Due to the amount of development and impacts to the City’s canopy now is the time to fully implement this project.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	Completed	Complete (projected to be May 2022) Year 1 – Tree Inventory associated with Grant. Create the Urban Forestry Coordinator position.	Completed – Tree inventory was completed. There is no plan to create an Urban Forestry Coordinator position.
October 1, 2022	December 1, 2023	Award Year 2 of Grant for preparation of Master Plan (Urban Forestry Plan).	In Progress – The city has met with the appropriate state department to update the Phase 2 scope. The scope and budget amendment were approved by the City Commission on October 16, 2023 to allow for the grant agreement to be executed.
April 1, 2023	October 1, 2024	Present DRAFT Urban Forestry Management Plan to key stakeholders, Planning Board and City Commission.	In Progress – Phase II scope was approved on October 16, 2023. The city will now begin to work on draft vision, strategic, implementation and monitory plan for specific corridors within the city.
October 1, 2023	October 1, 2025	Completion of Phase I / Phase II / Phase III.	In Progress – Phase II is in progress with Phase III set to be finalized.

Zoning Code Revisions

Lead Department: Planning

Support Departments: Development Services and Financial Administration

Goal Areas:

- A City providing accessible government
- A City modeling responsive government
- A City exhibiting the values of a caring community
- A City being inclusive and diverse community
- A City which demonstrates economic sustainability
- A City providing a climate maximizing the opportunity for success A City fostering a safe and welcoming environment
- A City valuing arts and culture and their history

Impact: The potential impact of this could be transformative as the City grows. Many concepts will be presented that will be a significant change to what currently exists, and we expect there will be some hurdles from both the business community and neighborhoods.

Updated Timeline: 12 months for completion

Challenges: No known challenges

Justification: The City is growing so fast and our Zoning Code is out of date, that this effort is essential as the City moves forward.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	Completed	Schedule and hold community meetings to review initial concepts and receive feedback.	Completed
October 1, 2022	October 1, 2024	Schedule and hold meetings with the Planning Board and City Commission to present draft concepts and receive feedback.	<p>In Progress - Batch ZTAs (general cleanup) were approved by the city commission in 2023. Additional Batch ZTAs will be presented to the City Commission in Spring of 2024. Below is a list of specific ZTA and their statute:</p> <ul style="list-style-type: none"> • Bars, Restaurants and Nightclubs ZTA- approved at the Planning Board September 2024, and will come before the City Commission in November 2023. • Downtown Attainable Housing ZTA- approved by the City Commission September 2023. • Commercial Corridors and Commercial Sites Attainable Housing ZTA- Three Open Houses were held and more public outreach will take place through December 2023. • Projected to go to the Planning Board in January 2024 and to the City Commission in March 2024 • Historic Preservation and Public Art Membership ZTAs- approved by the City Commission in August 2023. • Affordable Housing Trust Fund Ordinance to allow rentals to qualify- approved by the City Commission September 2023. • Bay Park Comprehensive Plan Amendment- approved by the City Commission, April 2023.
April 1, 2023	See Above	Schedule and hold second round of community meetings and then finalize draft amendments and hold public hearings with the Planning Board and City Commission.	See above.
October 1, 2023	October 1, 2024	Completion.	

City's Engineering Design Criteria Manual Update

Lead Department: Public Works

Support Departments: Planning and Development Services

Goal Areas:

- A City modeling responsive government
- A City demonstrating responsible administrative practices
- A City fostering a safe and welcoming environment

Impact: The Engineering Design Criteria Manual (EDCM) was last updated 2002. Since that time, there are items in the EDCM that need to be updated to align the document with zoning updates, the comprehensive plan, Florida Greenbook, and to the changing times. This update can impact the entire City given future development, the increase in density and population, and new requirements needed to meet the criteria of the 21st century. In addition, adding a segment of arts and culture such as artwork in roundabouts can be provided in the EDCM.

Updated Timeline: Completed by March 1, 2024

Challenges: Time and resources to do a full update of the EDCM. Will need consultant assistance to help update and refresh the EDCM with City Staff input.

Justification: The document was last updated in 2002. Based on zoning updates, the comprehensive plan, Florida Greenbook, and changing times, the documents need to be updated. In addition, water quality needs further clarified, and provisions added for new ADA requirements, landscaping, and a chapter of arts and culture.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	Completed	Develop and implement City Staff Committees for different EDCM chapters.	Completed – The project commenced in July 2022 with Kittelson and Associates. It was divided into two phases: (1) Information gathering and technical working group meetings and (2) Content classification development, public meetings and design review. Three public meetings have been held.
October 1, 2022	Completed	Have a first draft from the Committees and send it to the EDCM consultants for evaluation.	Completed – The workshop presentation to the City Commission was held on November 13, 2023.
April 1, 2023	Completed	Have a second draft from the EDCM consultants.	Completed
October 1, 2023	March 1, 2024	Completion.	In Progress – The EDCM update is under review by the City Manager and city Attorney.

Bobby Jones Strategic Initiative

Lead Department: Parks and Recreation

Support Departments: Financial Administration, Planning, Development Services, Public Works, and Utilities

Goal Areas:

- A City modeling responsive government
- A City being an inclusive and diverse community
- A City fostering a safe and welcoming environment
- A City valuing arts and culture and their history

Impact:

To honor the history of Sarasota as the “Cradle of American Golf” with restoration of the course created by famed golf course architect, Donald Ross, and dedicated to renowned golfer, Bobby Jones.

To mitigate the harmful effects of red tide through the water-quality project of wetland restoration as part of the Phillippi Creek Watershed.

To establish a nature park with open, green space for trails, light recreation, educational, and civic benefits.

To establish a Conservation Easement with the Conservation Foundation of the Gulf Coast to protect for future generations environmentally sensitive land that provides storm water control, supports wildlife habitat, and preserves a diversity of vegetation.

Updated Timeline: In progress with Bobby Jones Golf Course and Nature Park to open in December, 2023 and permanent clubhouse to open in December, 2026.

Challenges: Cost of materials, Labor shortage

Justification: Time-sensitive project with grant funds in place and must be expended by various deadlines.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	Completed	Implementation of the Master Plan for Bobby Jones adopted by the City Commission.	Completed April 2022
October 1, 2022	Completed	ITN, Construction (golf), and Conservation Agreement.	Completed – the City entered into a Conservation Easement with The Conservation Foundation of the Gulf Coast, which covers the entire property known as Bobby Jones Golf Club (approx. 300 acres)
April 1, 2023	Completed	Vertical building construction agreement (Clubhouse, cart barn, starter booths, on-course restroom, and development center).	Completed February 2023
October 1, 2023	Completed	Golf Course construction complete and ready for grass growing period.	Completed – the 18-hole golf course construction was completed and ready for grass growing period August 15, 2023. The 9-hole golf course construction was completed and ready for grass growing period September, 2023.
	October 1, 2023	Temporary Clubhouse/ Cart storage construction	Completed – October 1, 2023
	December, 2023	Grand re-opening of Bobby Jones Golf Club, Gillespie Course and Nature Park	
	December 1, 2026	Grand opening of permanent clubhouse	In Progress – Design work is in progress for the permanent clubhouse.

Smart City Initiative

Lead Departments: Information Technology and Public Works

Support Departments: All Departments

Goal Areas:

- A City which demonstrates economic sustainability
- A City providing a climate maximizing the opportunity for success
- A City fostering a safe and welcoming environment

Impact: Development of a smart city ecosystem that fosters innovation and economic growth by bringing together through Technology; People; Businesses; Organizations; and Systems. By leveraging strategic planning and innovation, the City’s digital transformation and smart initiatives benefit the citizens by continuously improving customer service and quality of life. The components of transparency define the smart city road map; value creation; open data and analytics; actionable information; operational efficiencies; citizen engagement; mobility; accessibility; crowd sourcing; inclusion; and collaboration. A smart city is an urban area that uses different electronic methods and sensors to collect data. Insights gained from that data are used to efficiently manage assets, resources, and services. In return, that data is used to innovate and improve the operations across the City. This includes data collected from citizens, devices, buildings, and assets that are then processed and analyzed to monitor and manage traffic and transportation systems (both land and water vehicles), power plants, parking, utilities, water supply networks, water quality, sea-level rise, solid waste, crime detection, information systems, schools, libraries, hospitals, and other community services. The smart city concept integrates information and communication technology (ICT) and various physical devices connected to the IoT (Internet of things) network to optimize the efficiency of city operations and services and connect to citizens. Smart city technology allows city officials to interact directly with community and City infrastructure, monitor what is happening in the City and how the City is evolving, and provide long-term resiliency. ICT is used to enhance urban services’ quality, performance, and interactivity, reduce costs and resource consumption, and increase contact between citizens and government. Smart city applications are developed to manage urban flows and real-time responses.

Updated Timeline: *Implement by October 2024:* a. Incorporate and develop Connected and Automated Vehicles (CAV) technologies—Pilot; b. Traffic calming data program; and c. Sea level rise monitoring.

Implement by December 2030: a. Parking monitoring; b. Completed full integration of Connected and Automated Vehicles (CAV) technologies at industry-standard water transit, trolley, micro-mobility, and other vehicles; c. Water quality monitoring; d. Water supply; e. Electric vehicle connectivity; f. Solid waste; g. GIS integration; h. Street lights; i. Infra structure monitoring; and j. Variable information boards.

Challenges: Involving all Departments to be integrated with the Smart City initiative; Upfront financial cost – could be offset by grants. Many government agencies and non-profits provide technology innovation grants

Justification: As the City becomes more urbanized and dense, having a live data stream to utilize the City’s resources better becomes critical. This data will help the City to apply resources more efficiently. In addition, this will save us in consultant fees and cost to gather data. In addition, this data will support the City’s decisions on what action (if any) to improve the betterment of the City. As the City changes, this dynamic data will be critical in determining what action the City will take in providing resources.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	Completed	Design Completion.	Completed
October 1, 2022	Completed	Traffic Calming Data Program.	Completed
April 1, 2023	December 1, 2023	Begin Testing and Validation.	In Progress – Delays in material delivery from FDOT and hurricanes caused the project to lag
October 1, 2023	October 1, 2024	Sea Level Monitoring to be completed 12/2023	In Progress - Partnership with Mote Marine Laboratory was established. Data was made publicly accessible through Visitbeach.org. Future monitoring equipment will be installed pending grant approval from NOAA and possible state appropriation request.

Regional Water Transit

Lead Department: Planning

Support Departments: Public Works, Financial Administration, and Development Services

Goal Areas:

- A City providing accessible government
- A City fostering a safe and welcoming environment
- A City modeling responsive government

Impact: Mitigation of vehicular traffic to the barrier islands reduces roadway pollution and wear.

Updated Timeline: TBD

Challenges: Funding; City Ordinance modifications Is market analysis required?; Is there grant funding available?; Impact to residents

Justification: A coordinated effort by the Florida Department of Transportation to mitigate traffic to the islands. Reduce vehicle means less congestion, parking demand, and to meet growing demand.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	Completed	Have completed thorough review of existing feasibility study.	Completed
October 1, 2022	October 1, 2024	Discuss and / or select regional model.	In Progress – there is ongoing coordination with Florida Department of Transportation, Sarasota/Manatee MPO and Sarasota County’s Breeze for funding and inclusion into Breeze’s Transit Development Plan (TDP). City staff has met with vendors to assess infrastructure and vessel requirements. The City Commission approved a request for a FY24 state appropriation for dock design and construction. City staff continue to coordinate with Breeze to maximize service delivery.
April 1, 2023	See above	Create timeline and steps involved with bringing project to fruition.	See Above
October 1, 2023	TBD	Completion of project.	

Development Review Committee Process and Site Plan Requirements

Lead Department: Development Services

Support Departments: Information Technology

Goal Areas:

- A City modeling responsive government
- A City exhibiting the values of a caring community
- A City providing a climate maximizing the opportunity for success

Impact: There may be a potential impact on the general fund if there are technology improvements that are recommended.

Updated Timeline: April 1, 2022 – December 31, 2024

Challenges: Staff time to work on this process improvement

Justification: This process has not been thoroughly reviewed in 12 years. Most of the Development Review staff were not involved with that process and with technological advances now would be the appropriate time to review this again. This project could result in a streamlined process that the public and staff agree upon and improve the way projects are reviewed.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	March 1, 2024	Complete initial review of all current requirements (i.e. What is codified? What is policy?) and what other jurisdictions do. Meet with stakeholders to get input on their experience with our process and any ideas for improvements.	<i>In progress</i>
October 1, 2022	August 1, 2024	Create new processes for City Manager's review.	<i>In progress</i> – the team will be analyzing their processes considering the research and feedback received, propose modifications and create new processes for DM/DCM review.
April 1, 2023	December 2, 2024	Share new processes with DRC reviewers.	
October 1, 2023	December 31, 2024	Completion.	

HomeFront Newtown Program

Lead Department: Planning

Support Departments: Development Services, Public Works, and Financial Administration

Goal Areas:

- A City practicing sound financial decision making
- A City exhibiting the values of a caring community
- A City providing a climate maximizing the opportunity for success

Impact: Demonstrably improve the largest property sector within the CRA through block-by-block site and surface residential improvements. The primary goal of the Newtown Homefront Beautification Program (NHBP) is to encourage exterior improvements to residential single-family properties within the Newtown Community Redevelopment Area in order to reduce the appearance of blighted conditions and increase community pride. This will be a pilot program for the first year, whereby, an allocation of \$100,000 could benefit up to 20 homes with a maximum voucher of \$5,000. While not all homes may need the full \$5,000, there may be an opportunity to assist more than the 20 homeowners.

Through the NHBP a homeowner can redeem vouchers for the following services:

- Exterior house paint – homeowner must choose a paint color from the approved palette provided. Homeowners can be reimbursed for paint up to \$1000. The homeowner will be required to apply for approval and will only be reimbursed for the cost of the paint up to \$1000; meaning the homeowner can either hire a contractor to paint the house or paint the house themselves. Reimbursements will only be made after the work is complete and inspected by staff.
- Pressure washing exterior of house – payments will be made directly to a pressure washing contractor.
- Chain-link fence removal and replacement – a licensed fence contractor will work with the homeowner and City for removal of chain-link fence and installation of new decorative fence. Payments will be made directly to the licensed fence contractor. For the replacement of chain-link fencing, the citizen can choose between three (3) approved/ permitted designs per codes in the Newtown CRA area.
- Minor landscaping clean-up – Staff will contract with local landscaping companies within the CRA area, and all payments will be made directly to the landscaping company.
- Solar powered decorative light posts - Citizens will be able to select from three (3) designs of solar powered light posts. The posts will all be similar in design as to keep the look uniform throughout the Newtown CRA area.

Updated Timeline: April 2022 – December 2025

Challenges: Not meeting the requirements as applicants are required to complete an NHBP application, must reside in the Newtown Community Redevelopment Area, and agree to meet with City staff and appropriate licensed contractors to conduct a site visit to evaluate the property. If the applicant is not the property owner, the property owner must also sign the NHBP application or submit in writing that they approve the submittal of the application with the listed voucher services requested. Once the application is approved by City staff, the applicant will be required to sign a Grant Agreement stating they agree to maintain the property.

Justification: While the overall goal is to encourage exterior improvements to increase community pride, the ultimate objective is to stimulate economic activity along the Dr. Martin Luther King Jr. Way corridor and within the CBN zoning district of Newtown. To accomplish this goal, a block-by-block approach will be used, with an initial focus on the residential homes located near the CBN zone.

Performance Metrics:

Original Due Date	Updated Due Date	Scope	Updated Status
April 1, 2022	Completed	Program guidelines and application approved by both Newtown CRA Advisory Board and City Commission. Select Block(s). Select contractors for fencing, landscaping and pressure washing.	Completed
October 1, 2022	December 31, 2023	Actively market program and review submittals. Commence work on first five (5) to ten (10) approved applications.	In Progress - Completed selection and the NCRAAB approved the first 10 homes. Painting and lamppost installation is currently in progress. The first 10 homes are expected to be pressure washed, painted, and receive lampposts by December 31, 2023. Fencing is not included in the project.
April 1, 2023	December 31, 2025	Commence work on second set of five (5) to ten (10) approved applications.	In Progress - For FY24 – 25, up to 20 additional homes for a total of 30 homes to be completed by end of FY25.
October 1, 2023	December 31, 2025	Completion	