

TABLE OF CONTENTS



MAYOR'S INTRODUCTION	1
1. HOW THIS DOCUMENT IS ORGANIZED	2
2. DEFINITIONS	2
3. MISSION AND VISION	3
4. STRATEGIC CONCERNS	4
5. STRATEGIC GOALS	5
6. KEY INDICATORS	7
7. STRATEGIES AND OBJECTIVES	14

MAYOR'S INTRODUCTION

Over the last few years, the City of Sarasota has undergone significant changes. So far, 2006 is no exception. Whether the topic is downtown redevelopment, affordable housing, or parking, positive change is occurring all around us. During such energetic times, it is essential to have a long-range strategic plan that guides our decision making and tracks our progress.



In 2003, the City of Sarasota undertook its first strategic planning effort. The result was "Sarasota's Approach to Strategic Planning" which was adopted on July 6, 2004 and provides the foundation for the current 2006-2010 Strategic Plan.

While all of the objectives of the 2006-2010 Strategic Plan are important, there are a few items I would like to highlight. Most importantly, the Commission is embarking upon a new philosophical approach to community development, called Asset Based Community Development (ABCD). The ABCD principles encourage local governments to work with their citizens to develop community strengths and improve quality of life through partnerships. It focuses on positive changes and transforms negative criticism into beneficial options for change.

Keeping this philosophy in mind, the Commission intends to tackle three important issues this year: exploring greater affordable housing options, leading the living wage discussion for all employees, and positively improving our City parks.

Our strategic plan will help us achieve these goals and future challenges. Each year, we will examine our successes and reformulate both our priorities and strategies to improve our community. First and foremost, our strategic plan will be a living document that evolves as our community continues on the path of successful redevelopment.

--- Mayor Fredd "Glossie" Atkins

A handwritten signature in black ink, appearing to be the name 'Fredd Atkins'.



HOW THIS DOCUMENT IS ORGANIZED

The first five major sections of the strategic plan set out the City of Sarasota's mission and vision, the City Commission's 22 strategic concerns, the Commission's six strategic goals, 30 key indicators tied to the Commission's strategic concerns and measurable strategies and objectives staff created to accomplish the Commission's six strategic goals.

DEFINITIONS

VISION: An inspiring picture of a preferred future not bound by time which represents a global and continuing purpose.

MISSION: A statement of what the entity does, why they do it, and for whom they do it. The mission spells out the reason for the entities existence.

STRATEGIC CONCERN: A high priority concern of the City Commission that should be addressed by staff through both long-term and short-term plans.

STRATEGIC GOAL: The state of affairs that a plan is intended to achieve and that (when achieved) terminates behavior intended to achieve it.

KEY INDICATOR: A small quantity of measures that are directly linked to the organizations' overall goals. If properly linked, key indicators can quickly tell decision makers if current policies are accomplishing main goals.

OBJECTIVE: A concrete statement describing what a project or plan is trying to achieve. The objective should be written so that it can be evaluated at the conclusion of a project or plan to see whether it was achieved or not.

STRATEGY: The general plan or direction selected to accomplish goals.

MEASURES OF SUCCESS: Quantifiable results measuring whether the entity met its objectives.

I. MISSION AND VISION

A. MISSION

The City Commissioners and staff deliver the policies, decisions and actions needed to serve the short and long term needs of our citizens. We keep our vision in focus while paying attention to the details of managing our fiscal and other resources with care, and providing services and facilities that reflect community priorities and goals. In performing these duties, we foster collaboration and respect for different points of view, and encourage extensive and effective participation from those affected by our work. We make timely choices that reflect fairness and a good understanding of the impacts of alternative proposals. These decisions are carried out effectively to address the health, safety and welfare of those we serve.

B. VISION

A City Where Urban Amenities Meet Small Town Living



City Commission from left to right: Commissioner Lou Ann Palmer, Vice Mayor Danny Bilyeu, Mayor Fredd "Glossie" Atkins, Commissioner Mary Anne Servian, and Commissioner Ken Shelin.

II. STRATEGIC CONCERNS

The core of the strategic plan is the strategic concerns of the City Commission. Each year, the Commissioners reevaluate their top concerns so that staff can address each concern in short-term projects and long-term plans. As community needs change, the Commission will reevaluate their strategic concerns and provide staff with new directions and challenges to pursue. In April of 06, the Commission refined their existing strategic concerns and provided staff with the following list of priorities. These 22 strategic concerns are the foundation of the 2006-2010 Strategic Plan.

RANK	STRATEGIC CONCERNS
1 st	Fiscal Responsibility
2 nd	Attainable Housing*
3 rd	Economic Development*
4 th	Neighborhood Planning
5 th	Transportation Innovation and Collaboration
6 th	City/Stakeholder Communication and Engagement
7 th	Implementation of the Newtown Redevelopment Plan
8 th	Revitalization of Public Housing
9 th	Natural Environment
10 th	Policing Philosophy
11 th	City as a Challenging, Fulfilling Employer
12 th	Historic Preservation
13 th	Public Open Space and Recreation
14 th	Arts, Culture and Entertainment Quality and Accessibility
15 th	Recognizing Needs of Barrier Islands
16 th	Gateway Planning
17 th	Intergovernmental Collaboration
18 th	Aesthetics
19 th	Fostering Resident/Business Owner Collaboration
20 th	Water and Sewer
21 st	Code Updates
22 nd	Annexation

*** A very close link exists between attainable housing and economic development. Both issues must be worked on together to ensure livable wages and housing for the citizens of Sarasota*

III. STRATEGIC GOALS

In addition to strategic concerns, the City Commission also has six overarching long-term strategic goals for the City of Sarasota. These strategic goals provide our community with a more global understanding of Commission direction and supply staff with long-term goals to achieve.

To merge the strategic concerns with the strategic goals, the strategic concerns are organized using the strategic goals. Since the strategic concerns are more short-term in scope, they naturally help to accomplish the longer-term strategic goals. By tracking both the long-term strategic goals and short-term strategic concerns of the Commission, a more complete strategic plan emerges. The six strategic goals of the Commission are bolded below in teal ink, with the strategic concerns of the Commission underneath its overriding strategic goal.

A RESPONSIBLE AND ACCESSIBLE GOVERNMENT THAT HAS SOUND FINANCIAL AND ADMINISTRATIVE PRACTICES

- ❖ Fiscal Responsibility
- ❖ Intergovernmental Collaboration
- ❖ City/Stakeholder Communication and Engagement

VIABLE, SAFE AND DIVERSE NEIGHBORHOODS AND BUSINESSES THAT WORK TOGETHER

- ❖ Neighborhood Planning
- ❖ Affordable Housing
- ❖ Policing Philosophy
- ❖ Historic Preservation
- ❖ Recognizing Needs of Barrier Islands
- ❖ Implementation of the Newtown Redevelopment Plan
- ❖ Revitalization of Public Housing

AN ECONOMICALLY SUSTAINABLE COMMUNITY

- ❖ Economic Development
- ❖ Fostering Resident/Business Owner Collaboration
- ❖ Implementation of the Newtown Redevelopment Plan

A WORKPLACE THAT ATTRACTS AND RETAINS AN OUTSTANDING WORKFORCE

- ❖ City as a Challenging, Fulfilling Employer

AN ATTRACTIVE, ENVIRONMENTALLY-FRIENDLY COMMUNITY THAT IS SAFE AND LIVABLE AND PROVIDES AN ARRAY OF CULTURAL AND AESTHETIC ENJOYMENTS

- ❖ Arts, Culture and Entertainment Quality and Accessibility
- ❖ Aesthetics
- ❖ Natural Environment
- ❖ Gateway Planning
- ❖ Public Open Space and Recreation

WELL-MAINTAINED AND FUTURE-ORIENTED INFRASTRUCTURE

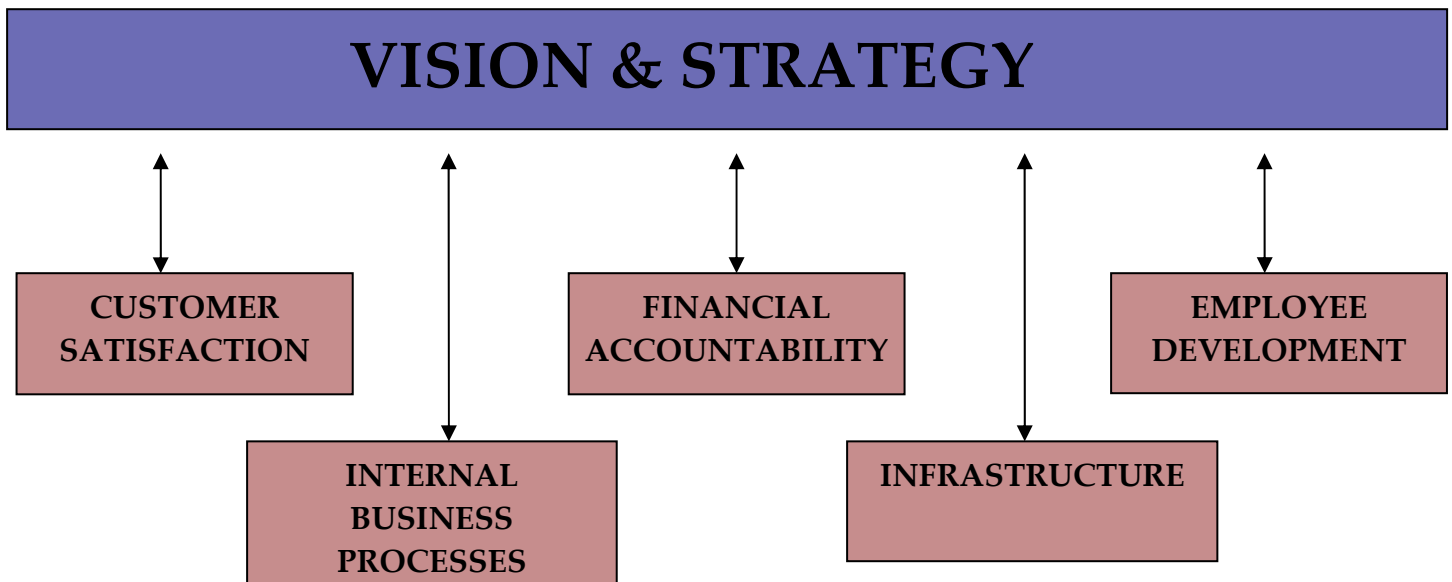
- ❖ Transportation Innovation and Collaboration
- ❖ Annexation
- ❖ Water and Sewer



IV. KEY INDICATORS

To evaluate the success of City projects, plans, and policies, 30 key indicators were chosen. Key indicators are a small quantity of measures that are directly linked to the organizations' overall goals. They highlight the efforts and accomplishments of the Sarasota community in achieving both the short-term strategic concerns and long-term strategic goals of the City Commission and are integrally tied to the Commission's desire to make the City of Sarasota "A City Where Urban Amenities Meet Small Town Living."

Many times, governments will measure only their strengths. However, local governments have five basic responsibilities: customer satisfaction, financial accountability, internal business processes, employee development, and infrastructure. To make sure we are telling a more accurate story of both our successes and challenges, the City intends to have key indicators that highlight all five critical areas of government. It is not enough to merely be financially responsible, or make our citizens happy. To truly excel as an organization, the City of Sarasota must provide sound practices in all five areas. By tracking all five critical elements of municipal government, we will ensure that no area is promoted to the detriment of others.



CUSTOMER SATISFACTION

Customer focused key indicators pinpoint how our customers, i.e. citizens, view our services. Customer satisfaction is fairly easy to quantify and is an excellent measure of how local government is accomplishing short-term tasks. Currently, key indicators draw heavily upon customer satisfaction. As the City's measurement system evolves, the key indicators will more evenly reflect all 5 critical elements of city government.

Key Indicator		Result		Commission Strategic Goal
1	% of citizens that strongly or somewhat agree that the City of Sarasota welcomes citizen involvement. Base Year 2005: 51%	06: 08: 10:	07: 09:	A Responsible and Accessible Government that has Sound Financial and Administrative Practices.
2	% of citizens that rate the overall service of the City of Sarasota as either good or excellent. Base Year 2005: 72%	06: 08: 10:	07: 09:	
3	% of citizens that think the City's overall quality of life is good or excellent. Base Year 2005: 80%	06: 08: 10:	07: 09:	An Attractive, Environmentally-Friendly Community that is Safe and Livable and Provides an Array Of Cultural and Aesthetic Enjoyments.
4	% of citizens that feel very safe or somewhat safe in their neighborhood during the day and at night. Base Year 2005: 91% and 63%	Day 06: 07: 08: 09: 10:	Night 06: 07: 08: 09: 10:	
5	% of citizens that rate the overall appearance of the City of Sarasota as either good or excellent. Base Year 2005: 81%	06: 08: 10:	07: 09:	
6	% of citizens that think that the opportunities to attend cultural activities are either good or excellent. Base Year 2005: 78%	06: 08: 10:	07: 09:	

CUSTOMER SATISFACTION CONTINUED

Key Indicator		Result		Commission Strategic Goal
7	% of citizens that think that City parks are either good or excellent. Base Year 2005: 74%	06: 08: 10:	07: 09:	An Attractive, Environmentally-Friendly Community that is Safe and Livable and Provides an Array Of Cultural and Aesthetic Enjoyments.
8	% of citizens that think that the amount of public parking is either good or excellent. Base Year 2005: 23%	06: 08: 10:	07: 09:	Well-Maintained and Future-Oriented Infrastructure.
9	% of citizens that think that congestion is not a problem or is a slight problem. Base Year 2005: 19%	06: 08: 10:	07: 09:	
10	% of citizens that rate drinking water as either good or excellent. Base Year 2005: 41%	06: 08: 10:	07: 09:	
11	% of citizens that rate their neighborhood as either a great or good place to live. Base Year 2005: 70%	06: 08: 10:	07: 09:	
12	# of Part 1 Felony Index Crimes committed, i.e. (homicide, rape, robbery, aggravated assault, burglary, larceny, auto theft, and arson). Base Year 2005: 1,918	06: 08: 10:	07: 09:	Viable, Safe And Diverse Neighborhoods And Businesses That Work Together.

FINANCIAL ACCOUNTABILITY

All governments must have fiscal stability and accountability. Without strong financial planning a local government cannot guarantee current services and programs, plan for unforeseen events, or have a strong return on their investments.

Key financial indicators provide our citizens with an understanding of how well the City is spending tax dollars. In addition, strong financial indicators ensure that the City will have the ability to meet both present and future unforeseen challenges.

	Key Indicator	Result	Commission Strategic Goal
13	# of employees per 1,000 full time and seasonal residents. Base Year 2006:	06: 07: 08 09: 10:	A Responsible and Accessible Government that has Sound Financial and Administrative Practices.
14	General obligation bond rating. Base Year 2005: Standard & Poor's: AA Moody's Investors Service: AA3 Fitch Ratings: AA	06: 07: 08 09: 10: 06: 07: 08 09: 10: 06: 07: 08 09: 10:	
15	General fund balance as a percent of annual general fund expenditures. Base Year 2005: 25.47%	06: 07: 08 09: 10:	
16	Ratio of private to public investment in redevelopment agreements. (should not be less than 20:1) Base Year 2005: 32:1	06: 07: 08 09: 10:	

EMPLOYEE DEVELOPMENT

The greatest asset any local government possesses is its employees. Through employee development indicators, we can determine if the City is fully developing its greatest asset and if the organization as a whole is able to grow and learn from both successes and failures.

With well-trained, fairly compensated and satisfied employees, the City of Sarasota can excel at serving our citizens. In addition, with a staff dedicated to continuous improvement, service to our citizens will only improve. Employee development measures explain current service and help to predict how the City will perform in the future.

	Key Indicator	Result	Commission Strategic Goal
17	Overall employee satisfaction rate. Base year 2006:	06: 07: 08 09: 10:	A Workplace that Attracts and Retains an Outstanding Workforce.
18	Retention rate for employees in the first five years of employment. Base Year 2006:	06: 07: 08 09: 10:	
19	Total # of training hours for all employees. Base Year 2006:	06: 07: 08 09: 10:	

INTERNAL BUSINESS PROCESSES

All successful organizations must have strong internal business processes. To properly serve our citizens, our buildings must function well, our technological infrastructure must be strong, and our internal information must be freely shared. Internal business process measures point out all the internal tasks that must be done well to excel for our citizens.

	Key Indicator	Result	Commission Strategic Goal
20	% of employees that believe the distribution of citywide internal information is either good or excellent. Base Year 2006:	06: 07: 08 09: 10:	A Responsible and Accessible Government that has Sound Financial and Administrative Practices.
21	% of network availability. Base Year 2006:	06: 07: 08 09: 10:	Well-Maintained and Future-Oriented Infrastructure.
22	Average number of calendar days to complete an external competitive recruitment and selection process Base Year 2006:	06: 07: 08 09: 10:	A Workplace that Attracts and Retains an Outstanding Workforce.
23	Average number of calendar days to complete an internal competitive recruitment and selection process Base Year 2006:	06: 07: 08 09: 10:	

INFRASTRUCTURE

Providing basic infrastructure for current and unmet future needs is one of the most important responsibilities of every government. Well-maintained infrastructure such as roads, water and sewer, public parking, and a safe environment is the primary responsibility of local government. By focusing on infrastructure, the City can track how well we are providing this basic service of government and ensure long-term prosperity by planning for unmet future needs.

	Key Indicator	Result	Commission Strategic Goal
24	% of "level of service" projects identified with a funding source as authorized by the City Commission in the 5-yr Capital Improvement Plan. Base Year 2005: 20%	06: 07: 08 09: 10:	Well-Maintained and Future-Oriented Infrastructure.
25	Potable water quality meets or exceeds all health and safety requirements. Base Year 2005: Potable water quality meets all health and safety requirements.	06: 07: 08 09: 10:	
26	% of total roadway system repaved each year* Base Year 2006: * A well accepted target to ensure well-maintained roads is 10% annually.	06: 07: 08 09: 10:	
27	% of capital maintenance reinvestment compared to the cost to operate and maintain the water utility system.* Base Year 2006: *20% is required by bond covenants.	06: 07: 08 09: 10:	
28	# of public parking spaces in the downtown area* Base Year 2006: *The bounds of the downtown parking area will be determined.	06: 07: 08 09: 10:	
29	% of capital maintenance reinvestment compared to the cost to operate and maintain the wastewater system. Base Year 2006: 20% required by bond covenants.	06: 07: 08 09: 10:	
30	Number of historic structures designated on the national register. Base Year 2005: 50	06: 07: 08 09: 10:	Viable, Safe And Diverse Neighborhoods And Businesses That Work Together.

V. STRATEGIES AND OBJECTIVES

The following strategies were prepared by City staff, including the Charter Officials to make the Commission’s vision for the City of Sarasota a reality. The strategies and objectives are grouped by the Commission’s six strategic goals, but are also guided by the 22 strategic concerns.

There are 24 strategies and 92 objectives that align directly to one of the Commission’s six strategic goals and improve at least one of the key indicators. The measures of success show the community the progress staff has made in their projects and tasks that address both the short-term strategic concerns and the longer-term strategic goals of the Commission.

Annually, when the Commission updates their strategic concerns or goals, staff will reevaluate their strategies and objectives to accomplish the new challenges that the Commission wishes to undertake.

A RESPONSIBLE AND ACCESSIBLE GOVERNMENT THAT HAS SOUND FINANCIAL AND ADMINISTRATIVE PRACTICES

STRATEGY A. TO ENSURE AN EMPOWERED AND INFORMED CITIZENRY, THE CITY WILL EMPLOY OUTREACH TECHNIQUES

	Objectives	Measures of Success	Outcomes	
1	To improve the ability of staff to communicate with citizens by performing a communications audit and using its findings to create an external communication plan.	Successful completion of a communications audit. Base Year 2005: no % of communication plan completed. Base Year 2005: 0%	06: 07: 08: 09: 10:	06: 07: 08: 09: 10:
2	To improve communication with citizens through the implementation of external communication plan.	% of recommendations from communication plan implemented. Base Year 2005: 0%	06: 07: 08: 09: 10:	

3	To offer easily accessible and up-to-date information concerning City policies, programs and service deliverables via the City website.	% of respondents from on-line survey that find information/services on the website to be very useful or useful. Base Year 2006:	06: 07: 08: 09: 10:
4	Provide adequate citizen access to Commission deliberations and decisions.	% of citizens that rate public information services as either good or excellent. Base Year 2005: 68%	06: 07: 08: 09: 10:
5	To increase citizens' understanding of City programs and policies, a semi-annual Citizen's Academy will be held.	% improvement of attendees knowledge increase upon completion of Citizen's Academy. Base Year 2005: 75%	06: 07: 08: 09: 10:

STRATEGY B. MAXIMIZE FUNDING AVAILABLE FOR CITY SERVICES THROUGH INCREASED REVENUES

	Objectives	Measures of Success	Outcomes
1	Optimize revenue by maximizing grant funding.	Grant funding used on capital improvement projects. Base Year 2005: \$5,000,100	06: 07: 08: 09: 10:
2.	Regular review of user fees to ensure appropriateness.	% of departments that have reviewed their user fees for appropriateness. Base Year 2006: Target: 33%	06: 07: 08: 09: 10:
3	Promote fiscal independence of municipal entertainment facilities by decreasing City sponsorship.	Total City sponsorship provided to municipal entertainment facilities. Base year 2005: \$1,829,083	06: 07: 08: 09: 10:

STRATEGY C. INCREASE FEDERAL AND STATE AID FOR LOCAL PROJECTS THROUGH A PROACTIVE LEGISLATIVE/LOBBYING STRATEGY

	Objectives	Measures of Success	Outcomes
1	Provide training to staff on how to aggressively seek federal and state aid through the legislative/lobbying process.	# of training hours provided to top staff. Base Year 2005: 0	06: 07: 08: 09: 10:
2	Increase the likelihood of successful legislative/lobbying efforts through an engaged and proactive City Commission.	# of Commissioners that travel to Tallahassee/Washington D.C. to request funding for local projects and or address local concerns. Base Year 05: 1	06: 07: 08: 09: 10:
3	Organize staff efforts to lobby for aid or legislative change through the creation of lobbying policy and procedures.	Existence of lobbying policies or procedures. Base Year 05: no	06: 07: 08: 09: 10:

STRATEGY D. IMPROVE OVERALL EFFICIENCY AND CITIZEN ACCESS TO GOVERNMENT SERVICES THROUGH REENGINEERING OF EXISTING BUSINESS PROCESSES

	Objectives	Measures of Success	Outcomes
1	Undertake Citywide departmental business process analysis.	# of business processes that have been mapped. Base Year 2005: 0 Target: 2 a year	06: 07: 08: 09: 10:
2	Improve departmental business processes based upon mapping.	# of improvements. Base Year 2005: 0 Target: 2 a year	06: 07: 08: 09: 10:

3	Deliver business process products and services to constituents.	% of citizens that used the internet to conduct business with the City. Base year 2005: 40% Target: 60%	06: 07: 08: 09: 10:
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**VIABLE, SAFE AND DIVERSE NEIGHBORHOODS AND
BUSINESSES THAT WORK TOGETHER**

STRATEGY E. PROVIDE A SAFE COMMUNITY

	Objectives	Measures of Success	Outcomes
1	The City of Sarasota will be safer through the reduction of felony index crimes.	# of felony index crimes. Base year 2005: 1,975 Target: 5% annual decline* *Assumes stable service population.	06: 07: 08: 09: 10:
2	The City will work with other social service providers to assist homeless individuals and reduce transient crime throughout the City.	# of crimes committed by transients. Base Calendar Year 2005: 1,249* Target: 5% annual decline *Includes all crimes committed by transients, including citations, assuming a stable transient population. Does not include arrests made assisting other law enforcement agencies.	06: 07: 08: 09: 10:
3	Citizen quality of life will increase through the enforcement of quality of life violations. *Quality of life violations are items such as prostitution arrests, drug arrests, public drunkenness, illegal lodging arrests, noise citations, and trespass arrests.	# decrease in offenses. Base Calendar Year 2005: 2,996	06: 07: 08: 09: 10:

4	The City will use traffic engineering methods, visibility, education, enforcement and up-to-date technology to continue to promote safe driving.	<p># of injuries due to accidents.</p> <p>Base year 2005: 449</p> <p>Target: 5% decline*</p> <p>* Average will be adjusted for an estimated increase in road usage each year.</p>	06: 07: 08: 09: 10:
5	By analyzing and addressing neighborhood hotspots of crime, citizens will be safer in their neighborhoods.	<p># of citizens that feel safe or somewhat safe in their neighborhoods in the evening hours.</p> <p>Base year 2005: 63%</p> <p>Target: a 2% annual increase.</p>	06: 07: 08: 09: 10:
6	Through effective communication of policing accomplishments, citizens will have increased confidence in the police department.	<p>% of citizens that rate the SPD as good or above.</p> <p>Base year 2005: 77%</p> <p>Target: 1% annual increase.</p>	06: 07: 08: 09: 10:
7	To maintain both quality of life within neighborhoods and safety for our citizens, code compliance issues will be resolved in a timely manner.	<p>% of code cases resolved within the timeframe initially determined by the code compliance inspector.</p> <p>Base Year 2006:</p>	06: 07: 08: 09: 10:
8	Completion and annual update of a Continuity of Operations (COOP) Planning to ensure government operations during a state of emergency.	<p>Annual update.</p> <p>Base Year 2005: NA</p>	06: 07: 08: 09: 10:

**STRATEGY F. INCREASE NEIGHBORHOOD QUALITY OF LIFE THROUGH ASSET
BASED COMMUNITY DEVELOPMENT (ABCD) BASED PLANNING**

	Objective	Measures of Success	Outcomes
1	Transform the current Neighborhood Action Strategy (NAS) process to ABCD based planning and open the process to all City neighborhoods that wish to participate.	# of neighborhoods who embark on ABCD based planning. Base Year 2005: 0	06: 07: 08: 09: 10:
2	Increase the abilities of neighborhoods to address quality of life impacts (i.e. homes in need of painting, improperly kept grass, etc.) by compiling and distributing internal asset inventories.	# of neighborhood inventories complied by 2010. Base Year 2005:0 Target: 6	06: 07: 08: 09: 10:
3	To reduce code enforcement issues through the implementation of ABCD based planning.	% increase in code complaints resolved voluntarily within neighborhoods that have begun Asset Based Community Development based planning. Base Year 2006: Target: 10% increase	06: 07: 08: 09: 10:

**STRATEGY G. INCREASE NEIGHBORHOOD VIBRANCY THROUGH NEIGHBORHOOD
PLANNING**

	Objective	Measures of Success	Outcomes
1	Implement Innovation 41, the master plan for the educational corridor.	% of Innovation 41 implemented. Base Year 2005: 0%	06: 07: 08: 09: 10:
2	Continue to implement Neighborhood Action Strategies (NAS) and track through completion.	# of NAS action items that transition to "completed" status in the NAS Annual Report. Base Year 2006:	06: 07: 08: 09: 10:

3	Incorporate Newtown Redevelopment Plan into Sarasota City Plan.	Is the Newtown Redevelopment Plan incorporated into the Sarasota City Plan? Base Year 2005: no Target: 2007	06: 07: 08: 09: 10:
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STRATEGY H. IMPROVE HOUSING OPPORTUNITIES FOR ALL HOUSEHOLDS

	Objective	Measures of Success	Outcomes
1	Implement the Downtown Density Bonus Program to create workforce housing opportunities.	# of new housing units created under the Downtown Density Bonus Program. Base Year 2005: 0	06: 07: 08: 09: 10:
2	Support the creation of permanently attainable houses within the City of Sarasota through the Community Housing Trust of Sarasota County.	# of affordable housing units within the Community Housing Trust of Sarasota County within the city limits. Base Year 2005: 0 Target: 100 houses	06: 07: 08: 09: 10:
3	Increase housing opportunities through the implementation of the 2005 - 2010 Consolidated Plan.	# of families assisted. Base Year 2005: 0% Target: 2047 families	06: 07: 08: 09: 10:
4	Expand the Community Redevelopment Area to support attainable housing initiatives in the CRA district and Newtown Redevelopment area.	TIF \$'s spent on attainable housing each year. Base Year 2005: 0	06: 07: 08: 09: 10:
5	Provide assistance to the Sarasota Housing Authority in the redevelopment of 388 public housing units.	# of units redeveloped. Base Year 2005: 0	06: 07: 08: 09: 10:

**STRATEGY I. PROTECT AND PRESERVE CULTURAL, HISTORIC, ARCHITECTURAL
AND ARCHAEOLOGICAL RESOURCES**

	Objective	Measures of Success	Outcomes
1	Identification of all historic resources within the City of Sarasota.	% of historical survey completed. Base Year 2005: 80%	06: 07: 08: 09: 10:
2	Proactively increase the number of historic structures designated within the City of Sarasota.	# of locally designated historic structures within the City of Sarasota. Base Year 2005: 169	06: 07: 08: 09: 10:

AN ECONOMICALLY SUSTAINABLE COMMUNITY

**STRATEGY J. PROMOTE ECONOMIC DEVELOPMENT TO PROVIDE CITIZENS
ACCESS TO INCREASED JOB OPPORTUNITIES AND A STRONG TAX
BASE**

	Objective	Measures of Success	Outcomes	
1	Continue to use Tax Increment Financing (TIF) dollars to promote new retail, residential, and office growth within the CRA district.	# of new jobs created annually due to redevelopment assisted with TIF dollars. Base Year 2005: 0	06: 07: 08: 09: 10:	
2	Maximize the use of Enterprise Zone economic development incentives to create new jobs, new businesses, and sustain existing business within the Enterprise Zone.	# of new jobs filled with residents from the Enterprise area. Base Year 2006: Increase in net businesses. Base Year 2006:	06: 07: 08: 09: 10:	06: 07: 08: 09: 10:

3	Redevelopment of City-owned brownfield site to create jobs within the Newtown community.	# of new jobs created for residents of the Newtown area through the redevelopment of the existing brownfield site. Base Year 2005: 0	06: 07: 08: 09: 10:	
4	Support economic development by offering an efficient building permit process.	# of building permits issued annually. Base Year 2005: 4,560 Value of building permits issued annually. Base Year 2005: \$251,806,119	06: 07: 08: 09: 10:	06: 07: 08: 09: 10:
5	To promote long-term economic development, the City will create a new facility to house a major league baseball team for the next 20-25 years.	Increase in economic impact. Base Year 2005: \$45-50 million	06: 07: 08: 09: 10:	
6	Implement the Newtown Redevelopment Plan.	% of short-term actions completed by 2010. Base Year 2005: 20%	06: 07: 08: 09: 10:	

A WORKPLACE THAT ATTRACTS AND RETAINS AN OUTSTANDING WORKFORCE

STRATEGY K. INCREASE QUALIFIED APPLICANTS FOR OPEN POSITIONS

	Objectives	Measures of Success	Outcomes
1	Diversify recruiting methods to improve applicants for open positions.	% increase in departmental satisfaction with applicants for open positions as determined by satisfaction survey. Base Year 2006:	06: 07: 08: 09: 10:

2	Implement wage & benefit packages that are tailored to attract potential employees interested in job-sharing or other part-time opportunities.	% of new hires who accept position based upon job-sharing or other non-traditional opportunities. Base Year 2006:	06: 07: 08: 09: 10:
3	Increase management's ability to select qualified new hires through the provision of selection tools and training (skill identification, testing, behavioral interviewing, etc.).	% of City hiring managers who have received behavioral interview training. Base Year 2005: 0% Target: 100% by 2007	06: 07: 08: 09: 10:

STRATEGY L. MAXIMIZE EMPLOYEE SKILLS, WHILE MAINTAINING EMPLOYEE LONG-TERM HEALTH

	Objectives	Measures of Success	Outcomes
1	Expand supervisor training to increase the number of qualified internal applicants for supervisory positions.	% increase of internal management skills training hours. Base year 2005: 273 Target: 50% per year	06: 07: 08: 09: 10:
2	Use succession planning to identify and develop backups to key leadership positions.	% of key leadership potential successors developed by 2008 for the Deputy Director and above positions. Base Year 2005: 0%	06: 07: 08: 09: 10:
3	Study and implement annual wellness programs designed to encourage healthy living.	# of employees, retirees, and dependents who participated in wellness activities. Base Year 2006:	06: 07: 08: 09: 10:

4	Identify predominate health risks in our employee population and implement programs designed to reduce the predominate risks identified for the top 5% "at risk" health conditions (approximately 100 covered members in our medical plans).	# of participants in disease management programs. Base Year 2006:	06: 07: 08: 09: 10:
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STRATEGY M. INCREASE EMPLOYEE SATISFACTION TO REDUCE EMPLOYEE TURNOVER

	Objectives	Measures of Success	Outcomes
1	To reduce employee turnover and increase employee opportunities to promote internally.	% of employees meet career ladder criteria for promotions each year as measured by budgeted career ladder moves. Base Year 2006:	06: 07: 08: 09: 10:
2	Develop new incentives for retention, such as a housing assistance program, commuter assistance program, and post-retirement benefits.	% voluntary employee turnover. Base Year 2005: 8.2%	06: 07: 08: 09: 10:
3	Improve employee satisfaction by addressing the top 3-5 issues identified in a bi-annual employee attitude survey.	% satisfaction results every two years. Base year 2006: Target: 10% every 2 years.	06: 07: 08: 09: 10:
4	Create and implement an overall employee communications strategy.	% of employees that believe internal communication is either good or excellent. Base Year 2006:	06: 07: 08: 09: 10:

5	Develop a long-term strategy for salary and benefit packages that reflect our chosen market position (50 th percentile plus).	<p>Multi-year program designed to improve our market competitiveness as measured by an increase in % of current positions that meet the City's chosen market position.</p> <p>Base year 2006:</p> <p>Note: Benefit programs will remain a key differentiator between City employment and other competitors for the skill sets we require.</p>	06: 07: 08: 09: 10:
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**AN ATTRACTIVE, ENVIRONMENTALLY-FRIENDLY COMMUNITY
THAT IS SAFE AND LIVABLE AND PROVIDES AN ARRAY OF
CULTURAL AND AESTHETIC ENJOYMENTS**

STRATEGY N. INCREASE AESTHETIC APPEAL OF CITY THROUGH PUBLIC ART

	Objectives	Measures of Success	Outcomes
1.	Increase the display of public art works throughout the City of Sarasota.	# of public art works on display throughout the City. Base Year 2005: 41	06: 07: 08: 09: 10:
2.	Expand the City Hall Art Program.	# of original art pieces on display in City buildings through a partnership with Art Center Sarasota. Base Year 2005: 38	06: 07: 08: 09: 10:

STRATEGY O. INCREASE THE AESTHETIC APPEAL OF THE CITY THROUGH THE PROVISION OF AN UNIQUE IMAGE

	Objectives	Measures of Success	Outcomes
1.	Provide distinctive landscaping and lighting at entry points throughout the City to clearly delineate the City of Sarasota.	% of major entryways to the City that have upgraded landscaping and lighting. Base Year 2005: 0%	06: 07: 08: 09: 10:
2.	Complete and implement the Cultural District Master Plan to preserve and improve the unique nature of Sarasota's cultural district.	% of Cultural District Master Plan implemented. Base Year 2005: 0%	06: 07: 08: 09: 10:

STRATEGY P. ENHANCE EXISTING PARK SYSTEM

	Objectives	Measures of Success	Outcomes
1.	Define and improve level of service for maintenance in City Parks.	% of citizens that rate the appearance of City Parks as either good or excellent. Base Year 05: 74% Target: 80%	06: 07: 08: 09: 10:
2.	Develop funding strategy to complete Payne Park.	% of Payne Park developed according to master plan. Base Year 2005: 5% Target: fully developed by 2010.	06: 07: 08: 09: 10:
3.	Implement the Selby Five Points Park Plan to enhance the downtown park system.	% of Selby Five Points Park Plan implemented. Base Year 2005: 0% Target: Complete by end of FY 2008	06: 07: 08: 09: 10:

4	<p>Increase safety of parks in the evening by implementing recommendations from a CPTED lighting review.</p>	<p>% of City parks whose CPTED lighting review recommendations have been fully implemented by 2010.</p> <p>Base Year 2006:</p> <p>% of citizens who feel very safe or somewhat safe in Sarasota's parks in the evening hours.</p> <p>Base Year 2005: 32%</p>	<p>06: 07: 08: 09: 10:</p>	<p>06: 07: 08: 09: 10:</p>
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STRATEGY Q. PROTECT AND RENOURISH PUBLIC BEACHES

	Objectives	Measures of Success	Outcomes	
1	<p>Completion of the first phase of the Lido Beach Federal Renourishment Project by 2010.</p>	<p>% of first phase completed.</p> <p>Base Year 2005: 0%</p>	<p>06: 07: 08: 09: 10:</p>	
2	<p>Protect the Bay and Shore during renourishment projects.*</p> <p>*Renourishment projects no longer occur during turtle season.</p>	<p>% of projects that exceed allowed turbidity, i.e. how much sand is being disturbed and quality of sand used in renourishment projects.</p> <p>Base Year 2003: 0%</p>	<p>06: 07: 08: 09: 10:</p>	

STRATEGY R. MINIMIZE CITY IMPACT ON NATURAL ENVIRONMENT

	Objectives	Measures of Success	Outcomes	
1	<p>Maximize operational performance and efficiency while minimizing the environmental impacts of City buildings.</p>	<p>Completion of Leadership in Energy and Environmental Design Standards (LEED) assessment for existing and new buildings.</p> <p>Base Year 2005: no</p> <p># of City-Owned existing or new facilities that have obtained LEED certifications.</p> <p>Base Year 2005: 0</p> <p>Target: Existing Buildings - 1 New Buildings - 100%</p>	<p>06: 07: 08: 09: 10:</p>	<p>06: 07: 08: 09: 10:</p>

2	Reduce fossil fuel consumption by investing in alternative technology for City-owned vehicles.	# of City owned hybrid or electric vehicles. Base Year 2005: 2	06: 07: 08: 09: 10:
3	Reduce overall consumption of natural resources by increasing the use of energy efficient products.	# of Energy Star Certified products in use by the City. Base Year 2006:	06: 07: 08: 09: 10:

STRATEGY S. STRENGTHEN AND DIVERSIFY CITY OWNED ENTERTAINMENT AND RECREATIONAL FACILITIES

	Objectives	Measures of Success	Outcomes	
1	Increase the public’s access to affordable entertainment through an expansion of private rentals of the Municipal Auditorium and Payne Park Auditorium.	# of events held by a vendor or private individual. Base Year 2005: 157	06: 07: 08: 09: 10:	
2	Determine how to maximize the benefits of a city-owned performance hall through an analysis of the future needs and expected products of the Van Wezel Performing Arts Hall.	% of study completed. Base year 2005: 0%	06: 07: 08: 09: 10:	
3	Diversify audience at the Van Wezel Performing Arts Hall by increasing minority, ethnic, family and cutting edge programming.	# of non-traditional shows Base Year 2005: 15 # of attendees at non-traditional shows Base Year 2005: 13,927	06: 07: 08: 09: 10:	06: 07: 08: 09: 10:

4	Increase adult and youth educational opportunities at the Van Wezel Performing Arts Hall.	# of educational programs held. Base year 2005: 35	06: 07: 08: 09: 10:
5	Create additional recreational boating opportunities.	# of new regulated mooring opportunities in the Bay. Base Year 05: 0	06: 07: 08: 09: 10:

STRATEGY T. PROMOTE CITIZEN AND BUSINESS ENTREPRENEURSHIP, WHILE PROTECTING PUBLIC SAFETY

	Objectives	Measures of Success	Outcomes
1.	Review EDCM standards to allow for greater compatibility, while preserving safety.	Bi-annual update of the EDCM. Base Year: EDCM was last updated in 2002.	06: 07: 08: 09: 10:
2	Protect citizens from unlicensed businesses that may lead to injury.	# of illegal or unlicensed businesses found. Base Year 2005: 255	06: 07: 08: 09: 10:

WELL-MAINTAINED AND FUTURE-ORIENTED INFRASTRUCTURE

STRATEGY U. IMPROVE MAINTENANCE STRATEGIES TO ENSURE A HEALTHY AND EFFICIENT INFRASTRUCTURE

	Objectives	Measures of Success	Outcomes	
1.	Develop and implement design standards for either new or improved landscape/softscape in the public right of way.	% of citizens that rate the overall appearance of the City of Sarasota as either good or excellent. Base year 2005: 81% Are design standards included in the EDCM? Base Year 2005: no	06: 07: 08: 09: 10:	06: 07: 08: 09: 10:
3.	Public Works will achieve full accreditation from the American Public Works Association by 2009.	% of 3-year self assessment completed for accreditation. Base Year 2006:	06: 07: 08: 09: 10:	
4.	Public Works Utilities will evaluate new technologies for improved operations and fiscal responsibility.	# of new technologies implemented by Public Utilities that exceed performance and regulatory standards and have an estimated repayment period of seven years. Base Year 2006:	06: 07: 08: 09: 10:	
5.	Renegotiate the Stormwater Interlocal Agreement with Sarasota County to include an increased level of service for storm protection and general maintenance.	% of respondents to the Citizen Survey that think storm drainage is poor. Base year 2005: 42%	06: 07: 08: 09: 10:	

STRATEGY V. ENCOURAGE ALTERNATE TRANSPORTATION OPTIONS

	Objective	Measures of Success	Outcomes	
1	Successful completion of proposed Bayfront MURT, Phase I of the School Avenue MURT, and the Bird Key to Washington Drive section of the West MURT by 2010.	% of citizens that think that ease of bicycle travel is either excellent or good within the City of Sarasota. Base year 2005: 35%	06: 07: 08: 09: 10:	

2	Implement an effective transit system throughout the City.	% of citizens that think bus/transit services as fair, good, or excellent. Base year 2005: 76% of respondents rated bus/transit services as fair, good, or excellent. Target 85%	06: 07: 08: 09: 10:
3	Develop infrastructure to allow a water-taxi service that connects downtown to Lido Beach.	Number of ADA accessible landings available for water-taxi use. Base year 2005: 3	06: 07: 08: 09: 10:

STRATEGY W. ENSURE LONG-TERM FUNDING AND VIABILITY OF CITY INFRASTRUCTURE

	Objectives	Measures of Success	Outcomes
1	Ensure long-term funding for infrastructure projects through the extension of the Penny Sales Tax.	Successful extension of the Penny Sales Tax. Base Year 2005: no	06: 07: 08: 09: 10:
2.	Dedicate a permanent funding source for capital reinvestment to ensure well-maintained travel ways.	A dedicated funding source exists to improve both maintenance and capital reinvestment in sidewalks, city roadways, and street lighting. Base year 2005: no	06: 07: 08: 09: 10:
3.	Dedicate a permanent funding source for capital reinvestment to ensure an attractive and safe park system.	A dedicated funding source exists to improve both maintenance and capital reinvestment in City park system. Base Year 2005: no	06: 07: 08: 09: 10:
4	Assist neighborhoods and businesses with infrastructure enhancements through the creation of special taxing districts for neighborhood improvement projects.	Number of neighborhood and business taxing districts. Base Year 2005: 2	06: 07: 08: 09: 10:

5	Ensure the long-term optimal operation of the Bobby Jones Golf Complex by replacement of the club house.	% completion of the new club house. Base Year 2005: 0% Target: 09	06: 07: 08: 09: 10:	
6	Ensure the long-term optimal operation of the Sarasota Police Department by identifying a new site and replacing the existing police building.	Site selection of the police station. Base Year 2005: no Successful passage of the bond referendum to fund the police station. Base Year 2005: no	06: 07: 08: 09: 10:	06: 07: 08: 09: 10:
7	Complete renovation of City Hall to optimize space available for employees.	% of renovation complete. Base Year 2005: 50%	06: 07: 08: 09: 10:	
8	Key City facilities will undergo wind load hardening To increase the likelihood of City facilities withstanding natural disasters.	% of key City facilities that are wind load hardened. Base Year 2005: 0%	06: 07: 08: 09: 10:	

STRATEGY X. PROVIDE SAFE TRANSPORTATION INFRASTRUCTURE

	Objectives	Measures of Success	Outcomes
1	Completion of the high priority transportation projects slated to be constructed before 2010 in Downtown Sarasota's 2003 Mobility Study.	<p>% of the high priority transportation projects completed that were slated to be constructed by 2010.</p> <p>Base Year 05: 20% of 1 project completed. There are a total of 7 projects.</p>	<p>06:</p> <p>07:</p> <p>08:</p> <p>09:</p> <p>10:</p>
2	Construction of priority Tier 1 parking sites identified in the Downtown Parking Study.	<p>% of priority Tier 1 parking sites developed by 2010.</p> <p>Base Year 2005: 25%</p>	<p>06:</p> <p>07:</p> <p>08:</p> <p>09:</p> <p>10:</p>
3	Installation of count down style pedestrian signals along Main Street to improve pedestrian safety.	<p>% of citizens that rate ease of walking in Sarasota as either good or excellent.</p> <p>Base Year 2005: 49%</p>	<p>06:</p> <p>07:</p> <p>08:</p> <p>09:</p> <p>10:</p>
4	Improve traffic circulation through a clear wayfinding system and forewarning of turns required to reach significant destinations.	<p>% of citizens that think ease of car travel is either good or excellent in the City of Sarasota.</p> <p>Base year 2005: 34%</p>	<p>06:</p> <p>07:</p> <p>08:</p> <p>09:</p> <p>10:</p>