

Summary of Growth Management Department Strategic Plan
Tasks 1-21 are the Department's original 2020 Strategic Plan. Tasks 22-32 were added after 2020.
 Updated 6/9/22

Task	Initiative
Economic Development	
1	Create new web tool to monitor permit performance measures. Status: The web-based dashboard is on the Department's website .
2	Explain how efficient permit system benefits businesses and residents. a. Develop online guide to permitting. Status: On Department's website . b. Develop descriptions of expedited permitting programs. Status: Nearly complete. Will be on new Growth Management website. c. Prepare educational campaign that documents life safety benefits. Status: On Department's website . d. Monitor code changes to show department is responsive. Status: On Department's website . e. Benchmark permit timeframes to comparable cities. Status: Draft report is completed.
3	Provide focused support to key projects (MMTD and airport). Status: Staff continues to work closely with applicants as projects are submitted.
Impact on Poverty	
4	Evaluate whether social equity principles can be incorporated into the Zoning Code and prepare revisions for City Commission's consideration. Status: Research on best practices has begun. Draft report anticipated by end of 2022.
5	Engage with community to reduce poverty through job fairs to encourage careers in construction and through Habitat for Humanity building projects. Status: Staff continues to participate to the extent these events have been held during the pandemic.
6	Promote opportunities for affordable housing using development process by ensuring compliance with inclusionary housing ordinance and by implementing MMTD requirements to increase residential density. Status: Staff anticipates creating GIS mapping and monitoring so that progress can be visualized.
Organizational Effectiveness	
7	Promote diversity and create promotional materials for interviewees that present the City as an exceptional place to work. Status: Video is on Department's website.
8	Leverage technology to deliver faster, more convenient services. Status: The pandemic caused staff to expedite this so that all permitting went online in a few months.
9	Enhance our department to provide better service. Status: An annual competition for new ideas to improve service is anticipated to be ready in 2023.
Public Infrastructure	
10	Evaluate how the review of public infrastructure can be streamlined and prepare revisions for City Commission's consideration. Status: Evaluation of existing code is underway and recommendation is anticipated in early 2023.
11	Evaluate whether sustainability principles can be incorporated into Zoning Code and prepare Code revisions for City Commission's consideration. Status: Sustainability and social equity overlap. Potential sustainability revisions will be combined with social equity and will be addressed in phases.
12	Facilitate the provision of public infrastructure through the development review process. Status: Staff continues to implement the MS4 permit for stormwater and concurrency for transportation. Staff supports special projects like FAMU Way, Weems Road; the MMTD, the airport, and the public safety campus.
Public Safety	
13	Evaluate whether CPTED principles can be incorporated into Zoning Code and prepare Code revisions for City Commission's consideration. Status: Staff completed review of both City's code and other jurisdictions. Potential issue areas that can be revised have been identified. Staff is assessing potential changes.
14	Provide an efficient permit system, with the underlying goal of protecting life safety and public welfare. Status: The new reporting dashboard from task 1 will be used to report permit metrics.
15	Actively participate in staffing during emergency responses. Status: Staff assigned in shifts for electrical releases to restore power quickly after storm.
Public Trust	
16	Design educational tools to empower the public to be better involved in the development process. a. Create 1 educational video every 9 months. Status: Two videos were completed in last year and are on Department's website . b. Update citizen portal every 6 months with new resources. Status: Updated continually with project and meeting information. c. Sample POD activity to document general public's use. Status: Anticipated in 2023 d. Update both online and paper applications forms. Status: They are available at the Customer Permit Portal on Department's website . e. Create linkages to new web dashboard in Task 1. Status: Anticipated in late 2022.
17	Enhance citizen's access through new web tool to provide regular updates on plan progress. Create new public trust tracking metrics. Status: This task is in progress and is anticipated to be completed by the end of 2022.
18	Enhance Department's culture to focus on ethics and public trust, achieving 100% compliance with annual ethics training. Status: This is monitored annually.
Quality of Life	
19	Empower neighbors to be better educated about the development process. a. Create Growth Management 101 class. Status: Course content prepared but not held due to pandemic. b. Promote Department's ability to speak to stakeholder groups. Status: Anticipated in late 2022. c. Implement code changes that promote neighborhood compatibility. Status: The neighborhood compatibility ordinance was adopted in 2021.
20	Preserve and protect the built environment through permitting, inspections, and code enforcement. Status: Staff continues to assist with permitting for special projects like Market District Park, and works towards high levels of voluntary compliance for code cases.
21	Protect green space with tree preservation and planting standards. Task includes tracking fee-in-lieu dollars collected to enhance public spaces, preparing annual tree report to document credits equal or exceed debits, and ensuring compliance with urban forest requirements. Status: Tree debits and credits are being tracked in City Works. Staff has also tabulated the last 4 years of data. The finished product will be produced as an interactive GIS map.
New Projects Added from 2020 to 2022	
22	Glitch ordinance. Status: Pending. It corrects various oversights in the code based on lessons learned.
23	Variance ordinance. Status: On hold pending resolution of Glitch Ordinance.
24	OnBase public access viewer. Status: Ongoing. Will allow customers to pull records at any hour of any day, saving both time and money.
25	Redactions to permit records using GIS. Status: Ongoing. Will use GIS data to determine when information should be redacted from release.
26	New developments and infrastructure. Status: Ongoing. The development process results in significant infrastructure improvements.
27	Community outreach. Status: Ongoing. Some land use applications require our staff to meet with community groups to keep everyone informed.
28	Website update. Status: Anticipated summer 2022. This will be a comprehensive update of the Growth Management website. We also intend to load content more frequently so that the website serves as an interactive, dynamic tool for the public to participate in our projects.
29	Interactive GIS mapping. Status: Ongoing. Goal is to make key information more accessible and available to our customers.
30	NFI process. Status: Ongoing. State recently stopped doing archaeological reviews. Staff is revising City process so that reviews will occur locally.
31	3D zoning model. Status: Ongoing. Zoning codes are typically lengthy. 3D zoning maps represents zoning visually in a 3D model of the City.
32	Virtual inspections. Status: Ongoing. The goal is to keep the public and staff safe, but to also improve customer service by allowing inspections to be scheduled at specific times instead of ranges, which were previously necessary due to the inspector's driving time.
33	Online meetings. Status: The pandemic caused us to move all public meetings to an online format. We've since returned to a hybrid model that includes dual in person and online meetings. We will continue to offer the online option to customers who choose it.