

Strategic Plan

Fiscal Year 2021-2026



Town of Montverde

Adopted by the Montverde Town Council on _____, 2021

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Strategic Planning

Purpose and Intent:

Strategic planning is one of the most important leadership responsibilities of any organization. It serves to establish a clear vision and sets appropriate strategic objectives to guide fulfillment of that vision. It also aligns and deploys appropriate resources to achieve the strategic objectives and establishes measures that ensure attainment of those objectives within specified time frames.

Like many towns and cities, Montverde is continually faced with challenges and opportunities. Growth increases the demand on budgets, infrastructure, and staffing, underscoring the need for a comprehensive and a clear strategic plan. Montverde serves a community with a diverse array of needs. Because of this, it is challenging to focus citizens, leaders, and staff in a common direction. The role of this strategic plan, therefore, is to provide that focus, facilitating the common goals of the community, and providing a platform to purposefully guide the Town as an organization.

This strategic plan will serve as a roadmap for the Town's success over the next five years. It will also act as a tool to communicate Montverde's intentions to the community, focus the direction of its financial resources and employees, and ensure that short-term goals are met in a timely fashion. This plan defines specific results that are to be achieved, outlines a course of action for achieving them, and details measurements to facilitates the outcomes of those results. Additionally, this plan will ensure that the most important priorities of the Town are identified, communicated, and achieved. The Town will be diligent in focusing its efforts on strategic objectives that are within the scope of its mission and that it can influence directly. The implementation of this plan and the decisions associated with it will align with the Town's values.

Approach and Process

At the direction of the Town Council, a policy document (Strategic Plan) was created by the Town Manager. The strategic plan requires the following elements:

- Conducting individual interviews with Town Council members.
- Meeting collectively with Town Council at a public meeting to discuss the plan.
- Preparing a final draft for approval by the Town Council.

City Services

Municipalities are unique organizations because of the diversity and complexity of their service offerings. Like all towns, Montverde provides many primary services directly to the community while forming partnerships with other governmental units and private businesses to facilitate the remainder of services to its citizens.

The Town of Montverde currently provides the following services directly to the community:

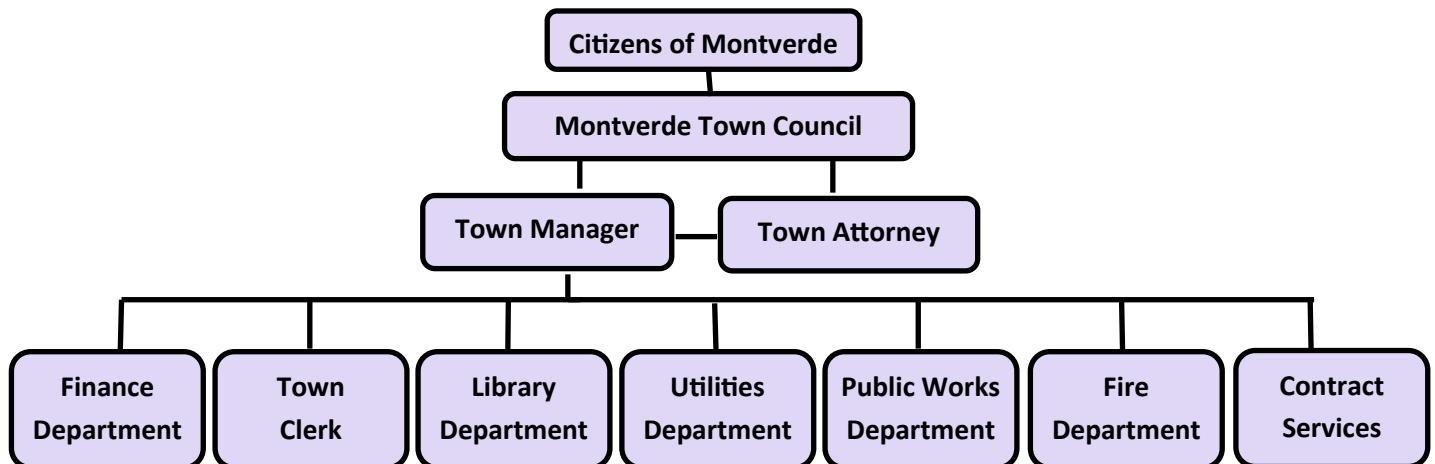
- Law Enforcement Services through agreements with the Lake County Sheriff Department and Florida Highway Patrol
- Fire and Medical Response
- Land Use, Planning, and Permitting
- Parks and Recreation
- Potable Water
- Economic Development
- Administrative Services
- Recycling and trash collection through a franchise agreement
- Roads
- Library Services

Government Structure

The Town of Montverde operates under a Council / Manager form of government, a form of government which was put in place by a charter revision approved by the citizens on November 5, 2019. This form of government is pre-dominant and most the efficient form of municipal government operations in Florida as well as throughout the United States.

Under the Council / Manager Plan, the Mayor and Town Council serve as the Board of Directors for the Town, with the City Manager acting as Chief Administrative Officer. The Town Council sets policy guiding the Town's growth, development and future, and the Town Manager implements Council-adopted policies.

This municipal structure brings a professional local government manager to run the day-to-day operations of the community. The Town Manager is responsible for the daily operations, for staffing all support employees, and for hiring all employees and department heads. In addition, the Town Manager prepares the annual budget and ensures efficient and effective use of funds approved by the Town Council. The Town Manager works closely with the Council to assist them in carrying out the vision of the community.



Vision and Mission

This is our Vision...knowing that our tomorrow begins with today.

This is our Mission...providing efficient and effective services to the citizens of our community.

History – Montverde is embedded with a rich history which it is essential that we preserve, as it defines our identity and is a source of pride. The history and culture that uniquely defines our Town is available for all to appreciate. This includes archeological sites, historic buildings, the cemetery, the birthplace of Snapper mowers, etc.

Traditional Values – Child-friendly parks and venues that encourage family outings and gatherings are the cornerstone of our Town. Annual family events provide opportunities for neighbors to meet and connect. A climate of volunteerism is fostered for a “Neighbor helping Neighbor” climate where kindness prevails.

Safety – Our Town will sleep comfortably at night knowing that excellent fire and police protection will ensure the safety of residents and their families. Streets will be designed to be pedestrian and bike friendly. Effective traffic control and management will encourage safe outdoor activity and reinforce the small town ambiance.

Community and Environmental Health – Partnering with the local medical and fitness community provides numerous opportunities for sports and fitness events, in addition to community health education and screening. Bike paths and fitness stops, coupled with the preserved wildlife habitat, provide numerous ways for individuals to enjoy a healthy outdoor lifestyle. Improvement of infrastructure is essential to ensure the protection and conservation of our natural resources. Well maintained septic's and waste treatment systems will ensure clean lakes and potable water from the aquifer. Wildlife and water conservation measures will guarantee that our natural resources and rural lifestyles are preserved.

Goal:
Great Quality of Life

To enhance the charm and aesthetics of small town living by preserving the physical environment for Town residents to interact with and by offering a multitude of community events.

Objective:

- 1: Preserve the small-town character and charm of Montverde.
- 2: Promote events and venues that encourage the citizens to interact with each other in an upbeat environment.
- 3: Increase the number of aesthetic amenities in Montverde's downtown and parks to include items such as: additional benches, trash cans, lighting, sidewalks, and flowerbeds.
- 4: Improve the overall appearance of the downtown business area.
- 5: Provide excellent public safety to the citizens by utilizing contractors and technology. Provide quality fire and medical services to the citizens of Montverde.



Goal:
Responsible Infrastructure

To preserve and develop city infrastructure through careful planning, construction and maintenance of transportation, drainage, utilities and facilities in order to ensure the safety and viability of Montverde for its residents, businesses and visitors.

Objective:

- 1: Prepare an assessment and action plan that addresses the maintenance of existing roads, keeping them in good repair. This will increase the longevity of Town owned roadways.
- 2: Provide quality water and increase storage capacity to accommodate future development commitments.
- 3: Replace the existing library in a cost effective way with a multipurpose library building that will increase capacity, functionality, and programs.
- 4: Maintain parks in good working condition and consider creating a new park on the southwest side of town.
- 5: Research opportunities to expand and connect existing trail system.
- 6: Research cost and viability of providing wastewater treatment to



Goal:

Focused Community Planning, Controlled Housing Growth, and Targeted Business Development.

To provide thoughtful and focused community planning, housing, and business development that is cohesive with the existing character of the community.

Objective:

1. Allow housing developments and annexation into the Town of Montverde with ample consideration given to protecting the character of the community. Housing developments must meet Town standards, which prioritize lower density developments.
2. Council, staff, and planner will continually assess codes to ensure future growth is harmonious to existing Town character.
3. Promote the downtown commercial area to attract small “mom and pop” business that will contribute to the unique culture of Montverde.
4. Evaluate opportunities to expand parking and improve sidewalk access to the downtown area from nearby residential areas.
5. Examine the Town’s nuisance codes to ensure properties are maintained in a manner that is not detrimental to surrounding properties.



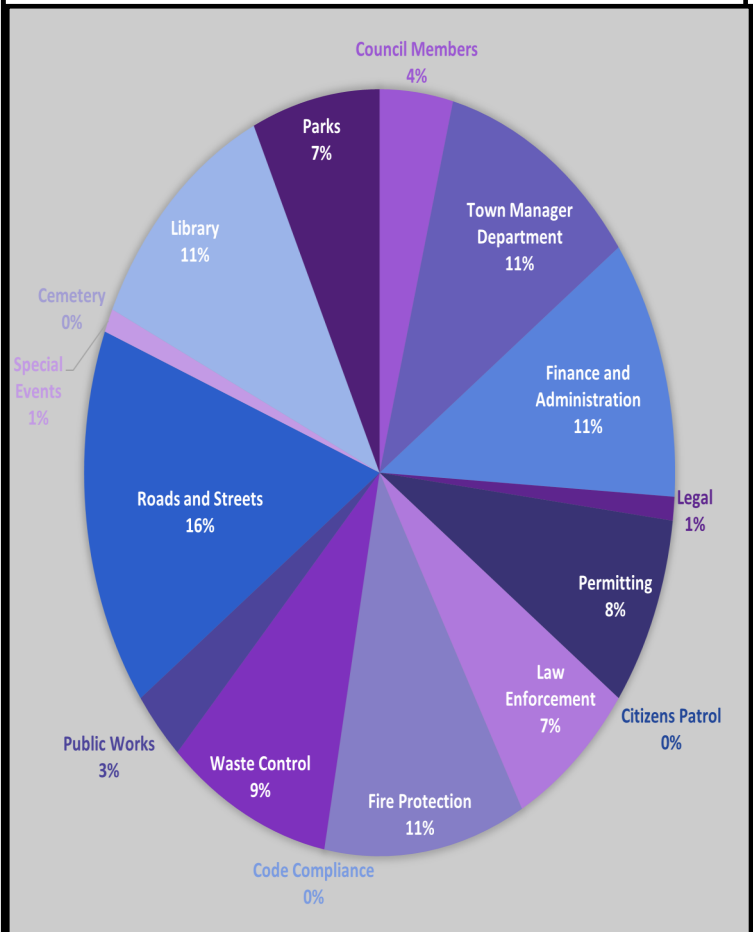
Goal:
Fiscal Sustainability

To meet or exceed citizen demand for exceptional service and infrastructure while maintaining appropriate long term and short term spending levels.

Objective:

1. Town Council and Staff must be fiscally responsible with tax payer dollars.
2. Utilize the budget process to review and discuss long and short term needs.
3. Evaluate and plan for future large capital expenses.
4. Encourage workshops and discussion at meetings to review and evaluate future capital projects, therefore budgeting appropriately to meet the needs of the expenses.
5. Increase financial controls and capabilities.

FY 2020-2021 General Budget Expenditures



Goal:
**Organizational
Excellence**

To create standards and processes for motivating employees to deliver services that exceed resident expectations.

Objective:

1. Embolden staff to be professional, responsive, and courteous to the citizens of the community.
2. Cross-train staff and evaluate succession planning for each position.
3. Budget appropriately for staff to receive training and credentialing for their respective positions.
4. Provide competitive compensation and benefit packages to attract and retain high quality staff.
5. Review and revise the employee handbook to unambiguously communicate expectations to Town staff.



Conclusion



This strategic plan includes five goals that address quality of life, infrastructure, community planning, fiscal sustainability, and organizational excellence.

An implementation action plan will accompany this document. It describes and sequences the actions required to implement each of the strategies laid out within the strategic plan. The implementation action plan is provided as a separate document. The plan will be generated after a series of workshops between the council and staff.

The Town of Montverde Council, Management, and Staff are committed to excellence in public service. Each member of this organization will strive to constantly improve ourselves to provide better service for the citizens. This strategic plan demonstrates that commitment and sets forth a blueprint for the future of Montverde.

Town of Montverde Council Members

Joe Wynkoop
Mayor

Billy Bates
Vice Mayor

Allan Hartle
Council Member

Judy Smith
Council Member

Jim Ley
Council Member