



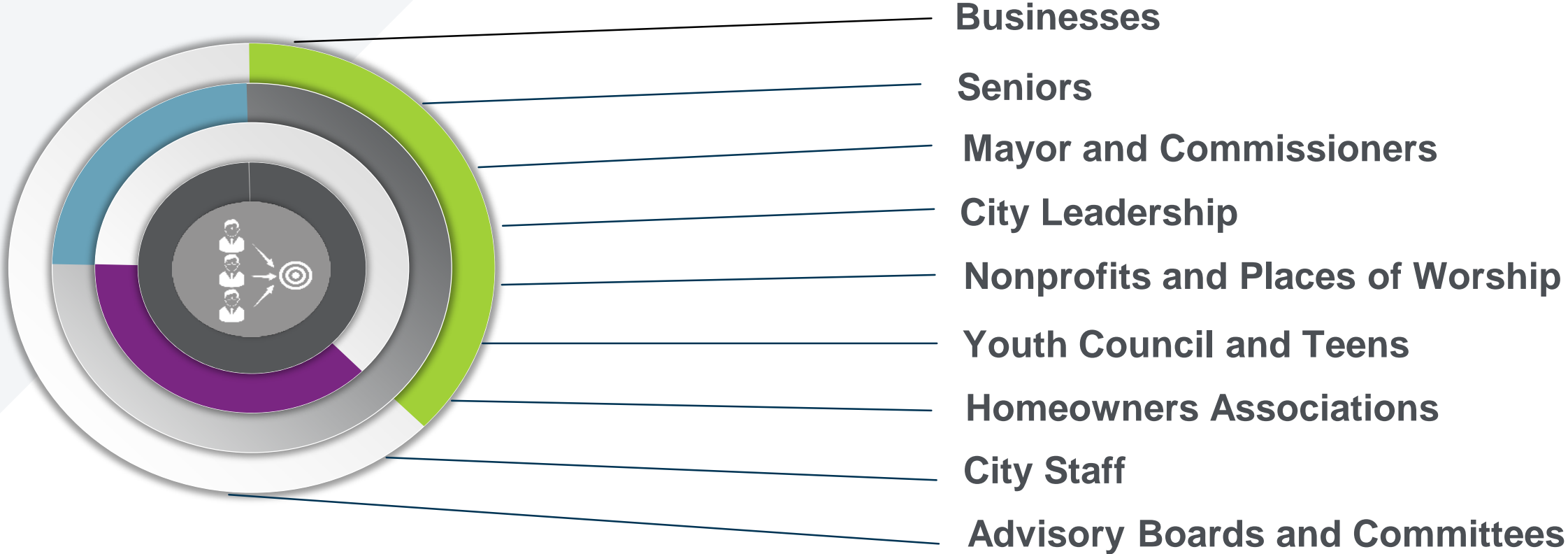
# Cooper City, Florida

2022-2027 Strategic Plan  
City Commission Work Session



January 18, 2022

# Strategic Analysis-Environmental Scan



- ✓ Interviews with approximately 50 Cooper City stakeholders
- ✓ Community Visioning Forums
- ✓ Survey of Cooper City residents
- ✓ Review of City documents, data, plans, and budget



# Mission and Vision

## Mission Statement

Every day, Cooper City staff is focused on enriching the lives of our residents and supporting our local businesses by creating a fiscally responsible, friendly, and exemplary environment and providing the highest quality of public services that enable our community to live and prosper.

## Vision Statement

Cooper City is a charming and peaceful community that features a high quality of life; a diverse, thriving population and local economy; and a live-work-play community with a vibrant town center, a small town feel and a sense of belonging.



# Core Values

## Core Values

### Professionalism

We are high-visibility public servants for our hometown; our quality of work, behavior, attitude, and appearance must always reflect this special role.

Integrity: We are entrusted with creating “Someplace Special;” that privilege must never be abused for personal gain, financial or otherwise; we are committed to actions and decisions that foster accountability and the public’s trust and confidence.

### Customer Service

We will consistently treat our residents and businesses with the level of compassion, care, responsiveness, and respect that we would expect if we were in their shoes.

### Innovation

We are progressive problem solvers who embrace a culture of innovation, creativity, and outside-the-box thinking; “this is the way it has always been done” is not an acceptable approach or answer in our line of business.

### Respect

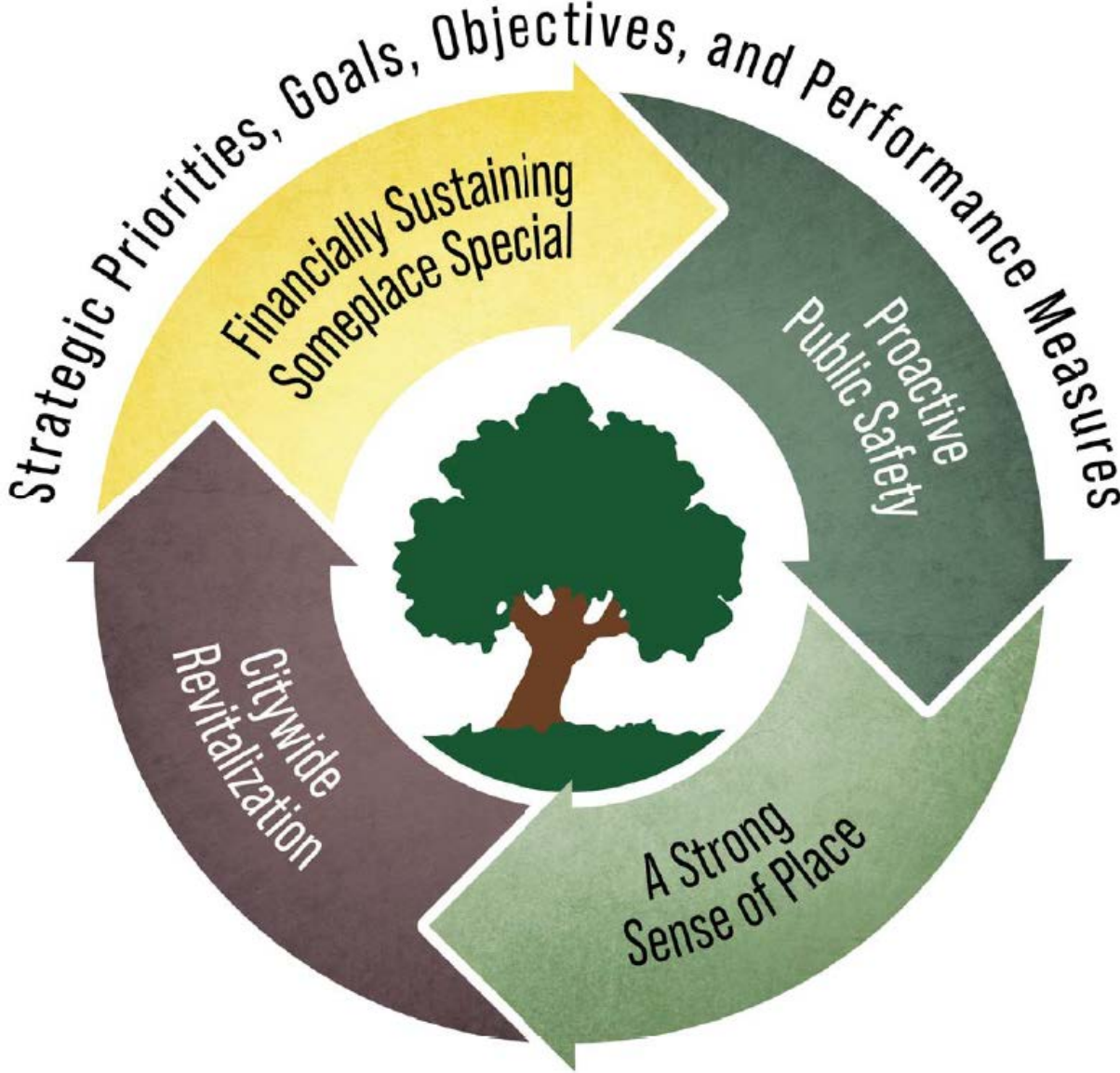
We treat our colleagues and residents accordingly; with due respect and with the understanding that our individual words and deeds reflect on the entire organization.

### Teamwork

We work together collegially, fully focused on achieving our shared organizational goals and setting aside any personal differences that could hinder progress. We work collaboratively with our residents, businesses, and stakeholders to address their needs.



# Strategic Priorities, Goals, Objectives, and Performance Measures





## Current State

Cooper City is dedicated to providing **superior services** through a framework that is effective and fiscally responsible. Programs and services are delivered by a **motivated and flexible staff**, which leverages a wide array of **experience and knowledge**. Under the guidance and direction of elected officials, this **highly professional workforce** plays a major role in sustaining a community, which for decades, has built a strong reputation as the **perfect place to raise a family** in the center of a **diverse and growing** metropolitan area.

## Future State

The City recognizes that financially sustaining and **improving the standards** that residents should expect are a function of all departments, elected officials, and external stakeholders. Cooper City envisions a future with **abundant and diversified revenue** sources that build on its **strong foundation**, by **cultivating a collaborative ecosystem** where businesses can flourish and be interwoven with the quaint qualities that symbolize “**Someplace Special.**” This goal can be achieved in maximizing available resources, while increasing efficiency and transparency by utilizing **innovative processes** and implementing **technological advancements**.



### Strategic Goal 1

Financially sustain Cooper City as “Someplace Special,” by increasing the city’s financial strength through innovative thoughts and actions, while being mindful of the fiscal impact on residents.

#### Objectives

- Further diversify and increase the City’s revenue sources to reduce reliance on property tax revenues.
- Expand the commercial tax base with businesses that fit into Cooper City’s vision for the future.
- Increase fiscal and budgetary transparency to strengthen resident’s understanding of the City’s financial processes and visibility of City resources.
- Continue to increase the City’s fund balance to mitigate current and future risks and to ensure stable tax rates.
- Become a more efficient government through the use of technology and data analysis to improve our internal processes minimizing wasting materials, energy, effort, money or time.
- Revise the City’s fee structures to better align with services provided.
- Revise the city’s comprehensive plan to allow for additional land and zoning use.

#### Performance Measures

##### Increase revenue stream

- 50% of capital and infrastructure improvement funded through federal and state grants
- 10% increase in revenue
- Increased occupancy rates and revenue through effective RV lot management procedures

##### Expand tax base

- All commercial centers are at full capacity
- All land parcels within the City’s jurisdiction are accurately reported to ensure maximum revenue

##### Increase fiscal transparency

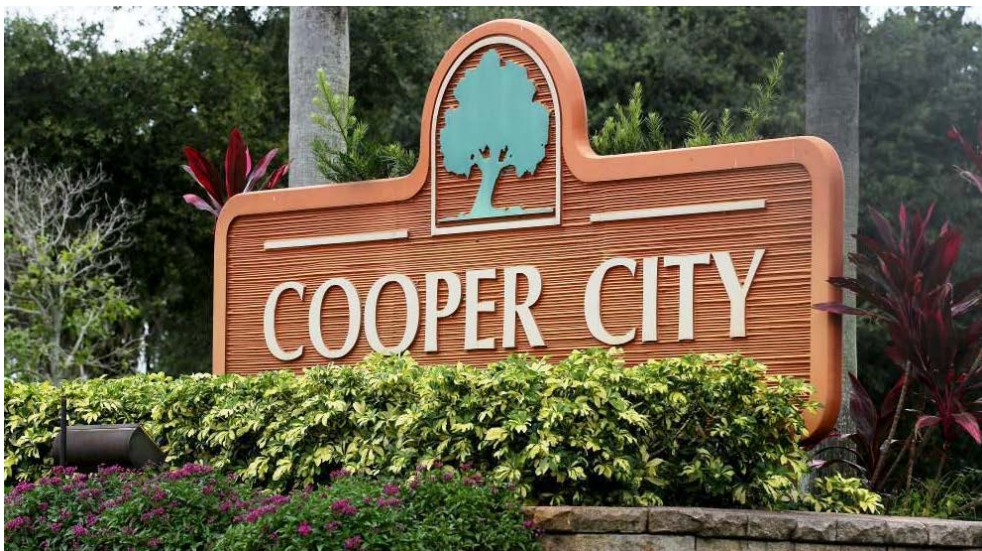
- The City is ADA compliant on all of its platforms
- The City regularly promotes its financial transparency to the public and stakeholders
- Website statistics show an increasing trend over time of “hits” to the City’s transparency webpage and data dashboard

##### Increase fund balance

- Completed study that identifies and recommends the appropriate fund balance for the City
- Ongoing annual contributions to the fund balance
- Completed rate/funding study for General Fund capital improvements

##### Explore new efficiencies through technological improvements

- Internal processes are measured indicating minimized wasted materials, energy, effort, money and time
- An Innovation Academy has been created that teaches employees techniques in process improvement through process mapping, waste identification and experiment design
- The City has implemented Electronic Permitting and Plan review that results in cost savings through the reduction of paper, re-work and time consuming in-person visits
- The City’s utility billing system is modernized resulting in increased collections and revenues



# PRIORITY 2

## Proactive Public Safety

Cooper City Strategic Plan 2022-2027



### Current State

The City's elected officials and staff are committed to providing responsive, high-quality public safety services that meet and aim to exceed the community's needs. Cooper City is consistently ranked among the safest places to live in the State of Florida thanks to the work of law enforcement and fire rescue personnel who serve with the highest standards of honesty, communication, engagement, and ethics.

### Future State

Cooper City addresses the community's public safety issues using proactive tools and methods. Expected growth in population will necessitate investments in technological capabilities that improve traffic management and safety, while also deterring crime and decreasing the City's already low-level crime rate. The ongoing enhancements combined with the highly dedicated and engagement-driven boots on the ground will further increase the quality of life of those who work, live, and play in Cooper City.

# PRIORITY 2

## Proactive Public Safety

Cooper City Strategic Plan 2022-2027



### Strategic Goal 2

Provide proactive public safety through a commitment to professional services and innovative processes so the quality of life and well-being of residents is continually improved.

#### Objectives

- Improve fire and police response times to ensure the well-being of residents.
- Invest in technological capabilities to enhance the overall delivery of public safety services and enhance the safety of residents and the community.
- Maintain a low-level crime rate to maintain and enhance the quality of life in Cooper City.
- Develop an interactive and engaged relationship with the community through implementation of a robust community policing program
- Conduct and complete a city-wide traffic calming study to reduce traffic speeds and congestion in and around school zones.

#### Performance Measures

##### Improved traffic management and safety

- Reduced traffic fatalities, traffic injuries, and property damage
- Traffic complaints by residents and commuters are reduced by 50%
- City-wide installation of traffic calming devices in areas warranted by appropriate studies

##### Improve response times

- Patient recovery times are reduced due to quicker arrival and care
- 10% decrease in travel time to emergencies
- Resident satisfaction improves through the reduction of response times

##### Invest in technological capabilities that enhance public safety

- Increased solvability rate of crime in the city
- Increased deterrence of crime
- Fortify public safety response in times of crisis or pandemic
- Fully operational monitoring network and real-time crime center

##### Maintain a low-level crime rate

- Decrease part-one crime by ten percent within a year
- Decrease violent crime by twenty percent within a year
- Continue to be designated as one of the safest cities in Florida

##### Develop an interactive relationship with the community and enhance involvement

- Increase availability of Fire and Life Safety programming
- Increased resident/community satisfaction with police interactions and encounters
- Better leveraging of social media and app-based community groups for citizen-public safety engagement



# PRIORITY 3

## A Strong Sense of Place

Cooper City Strategic Plan 2022-2027



### Current State

Cooper City has distinguished itself by maintaining a “small town feel” at the heart of the South Florida tri-county region. Its nostalgic characteristics provide residents a peaceful setting nestled within a major metropolitan area that provides easy access to a wide-ranging scale of professional services, shopping, dining, and entertainment. With these qualities in mind, Cooper City has maintained its founding principal of developing mostly residential areas accompanied by parks and green spaces for families to enjoy.

### Future State

Cooper City will thrive through smart development and creative redevelopment that will increase residents’ affinity for “Someplace Special” and the sense of place their community provides. Projects and proposals are complimented by outreach and sustained communication with residents and business owners; nourishing relationships and encouraging participation in the decision-making process. This special collaboration works toward increasing the value of Cooper City’s homes, attracting business and entrepreneurial endeavors, and increasing the ability for residents to work where they live.

# PRIORITY 3

## A Strong Sense of Place

Cooper City Strategic Plan 2022-2027



### Strategic Goal 3

Establish "a strong sense of place" through creation of unique spaces that foster community pride, increase social interaction and commercial marketability with the purpose of improving economic stability, increasing property values and impacting the memories of Cooper City residents.

#### Objectives

- Redevelop underutilized spaces to achieve a strong sense of place and increased property values.
- Focus on the Health and Community pillars of the Parks & Recreation strategic plan to increase social interaction and promote the well-being of Cooper City residents.
- Strengthen the connectivity of City-wide facilities, common areas, and business centers
- Engage residents and businesses more fully in the community through citywide marketing and branding.
- Establish strong rapport and relationships with new and existing businesses to improve the economic stability of Cooper City.



#### Performance Measures

Resident satisfaction with Cooper City as place to live

- Develop City-wide survey to continually gauge residents' interests and collect feedback on City facilities, services, and programs
- Partner with schools to continue to attract high-quality teachers and staff to maintain A-rated schools, while advocating active participation in schools and close partnerships to support school activities
- Conduct an analysis and options for City Commission consideration on developing a city center
- 80% satisfaction rate with recreational experiences
- Assess and adapt programs and services to the needs of residents

Businesses blending with the charm of Cooper City

- 10% increase in the number of residents who own a business in Cooper City or are employed within Cooper City
- Develop survey to gauge business satisfaction and continually receive feedback on factors that are boosting or negatively impacting businesses
- Ensure the Business Expo and Job Fair becomes an annual event
- Robust marketing campaign that helps to attract investment in Cooper City and boost economic development efforts

Connectivity across the city

- Increased access to parks and recreational spaces by walking, bicycling, or by means other than a vehicle
- Secure access to spaces that will allow for the development and/or extension of bike and walking paths, while increasing efforts to secure grants and other funding sources for projects
- WiFi established at all sports complexes and community gathering places

# PRIORITY 4

## Citywide Revitalization

Cooper City Strategic Plan 2022-2027



### Current State

Through the leadership of Cooper City's elected officials, the City has annually funded and executed a **Capital Improvement Plan** to help ensure our infrastructure's sustainability and capability to deliver critical services. To maintain a **pleasing and attractive appearance** throughout our neighborhoods, the City Commission launched an **initiative to step up education and enforcement of City codes and ordinances** while also supporting **improvements to parks and green spaces**.

### Future State

The **beautification and revitalization** of Cooper City's infrastructure and facilities are **paramount** to meeting the expectations of those who call our City home and to **attracting potential residents and businesses**. Investments will be made to reinvigorate our City's major arteries, common areas, and improve sustainability. The **City is dedicated** to maintaining our **passive parks** and exploring creative plans to improve upon our **sports complexes and green spaces**, which will forever serve as oases for our City's families.

# PRIORITY 4

## Citywide Revitalization

Cooper City Strategic Plan 2022-2027



### Strategic Goal 4

Maintain and improve the city's infrastructure and appearance to support and ensure a sustainable and beautiful environment.

#### Objectives

- Revitalize and invest in enhancing the physical appearance of targeted areas including the City's major arteries and monument signs.
- Assess the appearance of citywide parks and green spaces and make enhancement where needed to meet the needs of the community.
- Continue to educate the community on ordinances and citywide efforts of beautification.
- Continue citywide code enforcement to improve the physical appearance of Cooper City.
- Develop and update the capital improvement master plan for the City's water, wastewater, storm water, and roadway infrastructure.
- Develop a long-term, in-depth Capital Improvement Plan for facilities and roadways.
- Create a mobility plan that includes streets, paths, trails, greenways, sidewalks, and street calming.



#### Performance Measures

##### Commercial Centers

- Full compliance with City codes
- Landscaping is rejuvenated and/or restored to original site development plans
- City codes are continually updated to ensure that commercial centers and plazas blend in with the charm of Cooper City

##### Residential Areas

- Residents are fully informed and complying with City codes
- Meet with and/or present to all homeowners associations within the City to provide updates on relevant City codes and revitalization efforts
- 10% decrease of property maintenance code violations

##### City-wide Plans and Improvements

- Maintain a Pavement Condition Index (PCI) of 75-85 for all City streets
- 100% Drinking Water Compliance Rate
- Distribution System Water Loss equal to or less than 10%
- All funded and approved capital improvement projects have been initiated
- All capital improvement Master Plans are in the procurement process



# Closing and Next Steps

