



FY 2023 – 2027  
STRATEGIC PLAN



**WILDWOOD**  
FLORIDA

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**A Letter from the City Manager,**

I am pleased to present to you the FY23-FY27 Strategic Plan for the City of Wildwood. This five-year plan is a culmination of a public engagement effort that responds to the input and feedback received from the residents and business owners of our community. It takes a dedicated team of employees to execute this plan. Their input was also included in the process because, quite frankly, the city cannot fulfill our responsibilities to the public without their commitment and loyalty.

The FY23-FY27 Strategic Plan creates Mission and Vision statements, reinforces the City's Core Values, and identifies six goals aimed to improve public facilities and services and the quality of life within our community:

- ✓ Community Engagement
- ✓ Transportation
- ✓ Affordable Housing
- ✓ Downtown Redevelopment
- ✓ Infrastructure
- ✓ Employee Recruitment/Retention

The goals established within this plan are set by the City Commission, and the action items in support of the goals are the responsibility of the City Manager and department heads. The action items have specific performance measures with attainable deliverable dates. The plan is intended to be aligned with the City's annual budget to ensure adequate resources are allocated to meet the established goals. Progress will be monitored and reported throughout the process, and modifications to the plan may be warranted.

I would like to give credit to my outstanding staff that made this Strategic Plan possible specifically Cassandra Smith, Jessica Barnes, and Linda Piotrowicz. They have really stepped up and worked diligently throughout this arduous process. I would also like to extend my gratitude to our department heads for assisting the Executive Department in the process and all the City's employees for their daily work that keeps this City running. Lastly, I would like to thank the Commissioners of the City of Wildwood for their continued leadership and ongoing dedication to the City of Wildwood.

Respectfully,

Jason McHugh  
City Manager

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# *Wildwood City Commissioners*



Seat 2 Commissioner  
Mayor Pro-tem  
Pamala Harrison-Bivins



Seat 3 Commissioner  
Joe Elliott



Seat 1 Commissioner-  
Mayor  
Ed Wolf



Seat 4 Commissioner  
Marcos Flores



Seat 5 Commissioner  
Julian Green

## Introduction

The City of Wildwood adopted its first strategic plan in 2018 in an effort to implement a more professional approach to planning and budgeting. The original plan created a framework for the allocation of resources for fiscal years 2018-2022. Due to overwhelming progress in the implementation of the strategies outlined in the original document, the plan received one update during the 5-year period it covered. This strategic plan is a new document, drafted after reviewing the successes of the first document, assessing the changes that have come about since the first plan was adopted, and conducting additional outreach activities to ensure there is a clear vision for Wildwood's future.

## Strategic Management Process

A strategic plan is a tool that when properly used provides guidance in reaching a desired outcome. The strategic plan identifies goals that support the desired outcome and provides specific action items to implement a course for goal attainment. However, the strategic plan cannot be viewed as a stand-alone method of achieving desired outcomes. For success, the strategic plan should be viewed as one component of an overall strategic management process.



The strategic management process utilized by the City of Wildwood has six main components. The first step in the process is to develop a vision statement and mission statement. The vision statement describes who/what/where we want to be in the future. The mission statement describes how to reach that vision. The second step in the strategic management process is to conduct a SWOT analysis to identify strengths, weaknesses, opportunities, and threats. The third step in the process is the formulation of the goals outlined in the strategic plan, followed by the fourth step, which is creating strategies, or specific action items, to reach those goals. After completing step four, the basic concepts outlined in the strategic plan have been completed. However, for the strategic planning process to be successful, it is important to follow through with step five, which is strategy implementation, and step six, measure and evaluate the performance of the strategies.

### Step 1: Mission/Vision

For this strategic plan city staff gathered information from several sources. Data from public comment initiatives that were recently conducted were reviewed and analyzed to determine the priorities of Wildwood's residents. In addition to community input, executive staff gathered additional feedback from the City's elected officials and city staff in an effort to develop a well-rounded picture of what Wildwood's future should look like. This information was used to develop the City's vision and mission statements. These statements were thoughtfully considered when developing the strategic plan goals. A brainstorming session with Department Heads also developed a set of Core Values.

### Vision

Wildwood will be a socially cohesive, inclusive community that embraces change while respecting the historic heritage of the city. The city will strive to provide its residents with necessary and desirable services while remaining fiscally responsible.

### Mission

Wildwood is committed to maximizing opportunities to promote the social and economic well-being of its residents and businesses by providing a responsive and fiscally responsible government that values professionalism, teamwork, integrity, innovation, and superior customer service.

### Our Values

Teamwork and Engagement

Leadership and Integrity

Quality, Excellence, and Innovation

Customer Service

Passion and Commitment

## Step 2: Analysis

The staff then conducted a SWOT analysis to assess the City’s strengths, weaknesses, opportunities, and threats. The information for the SWOT analysis was extracted from the data collected from residents, elected officials, and staff. Gathering this information is helpful in the planning process because it brings focus to maximizing strengths and opportunities while minimizing the impacts of weaknesses and threats.

Wildwood S.W.O.T. Analysis			
Strengths	Weaknesses	Opportunities	Threats
City Leadership	Aesthetics	Downtown Redevelopment	Retaining/Attracting Workforce
Partnership with The Villages	Odor Control (Sewage)	Citizen Participation	Lack of Diversity
Customer Service	Traffic	Business Recruitment	Affordable Housing
Fiscal Management	Wastewater Capacity	Geographic Location	Rapid Growth
Park Space	Community Outreach	Transportation Facilities	School System

## Step 3: Develop Goals

With the future vision established and having developed an understanding of the community’s strengths, weaknesses, opportunities, and threats, thoughtful consideration was given to the development of key goals that would complement the vision for the future. The established goals are critical to achieving the ideal future community as described in the vision statement. Goals will develop over time as achievements are recorded and new factors come into play. For this FY23 – FY27 strategic plan, six goals were identified, including Community Engagement, Transportation, Affordable Housing, Downtown Redevelopment, Infrastructure, and Employee Recruitment and Retainment. Key facets of these six goals are critical to the attainment of Wildwood’s ideal vision for the future.



## Step 4: Create Strategies

With goals identified, strategies, also known as action items, are developed. These strategies are by nature very detailed. They serve a very specific purpose in contributing to the vision of the future. Ideal strategies have key components; they must be achievable, measurable, and provide benefit upon achievement. For each goal that has been identified, several action items have been established to advance the City’s progress toward the vision of the future.

## Step 5: Strategy Implementation

Creating a strategic plan is useless if there is no consideration given to plan implementation. For Wildwood, the implementation of the strategic plan is accomplished through the budget, therefore the strategic planning process is done in conjunction with the budgeting process. As the budget is prepared each year, each department must tie its budget requests to the goals identified in the strategic plan. Utilizing this approach is a commitment by

executive managers to fund the strategies that support the goals of the plan and a method for departments to execute the strategies.

### ***Step 6: Measure and Evaluate Performance***

It takes considerable fiscal resources to support the execution of strategic initiatives, therefore it is important to periodically review the successes and failures of implementation. Wildwood’s strategic plan identifies key performance indicators (KPI) to assist in the measurement of success. Throughout the year the various departments throughout the city will be asked to review their progress toward strategy implementation. Having specific attainable goals makes this assessment a very straightforward process.



Upper management must also evaluate if the ideal goals are being achieved as strategies are implemented. Measuring and evaluating the performance of the plan may be the final step in the strategic management process, but it is not the end of the process. As conditions change, the goals and/or strategies may need to be changed. Therefore, the strategic management process is never complete and instead is a continual cycle. Wildwood is committed to engaging in the strategic management cycle annually to ensure that the city continues to make progress toward the vision embraced by its community.

### ***What’s Next***

The following pages provide detail on the goals established through the strategic planning process. As budgets are drafted in the coming years, departments will review these goals and their associated action items and draft budgetary requests that support the strategic initiatives. We are confident that Wildwood’s future vision will be realized with the commitment of the City’s elected officials and the staff dedicated to enacting these strategic initiatives.

# Wildwood Strategic Plan Goals



## *Community Engagement*

*Enhance public trust, encourage civic pride, and build cross-community partnerships that enhance the quality of life for Wildwood residents*

## *Transportation*

*Invest in road and sidewalk infrastructure to provide for connections and future growth*

## *Affordable Housing*

*Positively impact availability of affordable housing through partnerships and policy development/implementation*

## *Downtown Redevelopment*

*Revitalize the City's core downtown area to spur investment and redevelopment*

## *Infrastructure*

*Assess, construct, and maintain the City's municipal infrastructure systems, focusing on water, wastewater, and stormwater systems*

## *Employee Recruitment and Retainment*

*Provide residents with superior service through the recruitment and retainment of talented and dedicated employees*

*Goal: Enhance public trust, encourage civic pride, and build cross-community partnerships that enhance the quality of life for Wildwood residents*

***It is important residents trust their local government to provide meaningful and fiscally responsible services. Wildwood is committed to fostering trust with residents through the development of communication tools to promote transparency and providing for open lines of communication. Wildwood is also committed to providing spaces where individuals can gather to socialize and build ties throughout the community.***

**Establish Communication Programs to Engage Citizens**

Create and disseminate a Citizens' Newsletter	Establish monthly newsletter in 2023
Update and maintain the Downtown Master Plan website	Complete initial update by early 2023
Create and hold a "Welcome to Wildwood" program to educate citizens	Hold first program in 2023; semi-annually thereafter
Re-establish a Citizen's Advisory Committee	Re-establish in 2024
Expand the City's Community Policing initiatives	Conduct at least two community engagement events per year
Create and disseminate a flyer to educate and support citizens in property code compliance	Begin monthly flyer dissemination in 2023

**Fund and/or Support Quality of Life Projects**

Construct upgrades at Millennium Park	Include minimum of two identified projects in each budget
Support the creation of the Wildwood Business Coalition	Provide space for Coalition to meet and attend all meetings
Design and construct a recreation center at Dr. Martin Luther King, Jr. Park	Begin construction by 2025

*Goal: Invest in multi-modal transportation infrastructure to provide for connections and future growth*

**Managing and building the non-regionally significant transportation infrastructure within Wildwood is a critical factor in the growth of the community. Strong connectivity through roads, sidewalks, and other transportation facilities provides a foundation for development and improves mobility choices for Wildwood residents.**

**Develop Initiatives to Promote Safety and Alternative Transportation Opportunities**

Adopt a Bicycle and Pedestrian Master Plan	Adoption of Study by 2025
Adoption of joint City/County transit route expansion plan	Plan adoption by 2024; Implementation by 2026
Ensure traffic lights are installed when traffic warrants are met	Review key intersections annually to determine if warrants are met

**Undertake Roadway Improvements to Meet Traffic Demands and Preserve Infrastructure**

Clay Drain Road Improvements	Complete construction by 2027
Huey Street Road Improvements	Complete construction by 2026
Jackson Street Road Improvements	Complete construction by 2026
Design CR44/Lynum Street corridor and overpass	Corridor approval by 2026
Improve CSX service road near Rutland and Oxford Streets	Complete design in 2024; Construction 2025
Conduct pavement preservation activities	Maintain Pavement Condition Index of 82 on city-wide network

*Goal: Positively impact availability of affordable housing through partnerships and policy development/implementation*

***A thriving community must be able to support the needs of its residents. In its quest to provide the ideal live, work, play environment, the City of Wildwood will engage in activities that support the creation of affordable housing within the community so that all individuals have the opportunity to affordably live where they work and play.***

**Partner with Local Organizations to Promote Affordable Housing**

Partner with Sumter County Affordable Housing Advisory Committee	Attend quarterly meetings of Housing Advisory Committee
Co-Host workshop to educate individuals on housing purchase and construction strategies	Partner with Florida Housing Coalition and Sumter County to host workshop in 2023
Develop owner-occupied affordable housing on surplus city property located on Lee Street	Partner with developer or non-profit organization to construct 40 housing units by 2027

**Implement Strategies to Support Affordable Housing**

Mitigate abandoned property code compliance through Code Enforcement foreclosure	Identify and process a minimum of two code compliance foreclosures per year
Create incentivized housing agreement template for affordable housing development	Complete approved agreement template by 2024
Maintain information on available housing opportunities	Post information on website and in flyers beginning in 2023
Revise Land Development Regulations to provide flexibility for affordable housing initiatives	Complete revisions by end of 2023

*Goal: Revitalize the City’s core downtown area to spur investment and redevelopment*

**Community engagement efforts have identified the Wildwood downtown as an opportunity for increased economic opportunity and quality of life improvement. A Downtown Master Plan was developed to create a path toward creating a unique sense of place that is safely and easily accessible to residents and employees. Wildwood is committed to implementing the vision of the Downtown Master Plan.**

<b>Conduct Planning Initiatives to Support the Downtown Master Plan</b>	
Update Community Redevelopment Plan	Adopt new plan by 2024
Create uniform Downtown Development Standards	Adopt new standards by 2025
Create plan to repurpose Fleet Services property	Complete planning study by 2026
Plan Gamble Street Improvements	Complete planning study by 2027
Initiate plan to implement truck bypass for Highway 301	Begin planning with FDOT and LSMPO by 2027
<b>Engage in Activities that Support the Downtown Master Plan</b>	
Develop current city-owned property for commercial and parking uses	Enter into Public-Private Partnership by 2024 for project development
Downtown Master Plan Implementation	Complete one project per year starting 2024
Acquire properties to support the redevelopment of downtown	Acquire at least one property each year
Construct Highway 301 linear park	Complete construction by 2025
Implement Complete Streets on Highway 301	Construction to begin by 2027

*Goal: Assess, construct, and maintain the City's municipal infrastructure systems, focusing on water, wastewater, and stormwater systems*

***A community's infrastructure is its most valuable asset. Having sufficient infrastructure to service community residents and visitors is vital to providing a high quality of life. Wildwood is dedicated to ensuring the capacity of its infrastructure meets the needs of the community. It is also dedicated to the maintenance of the infrastructure to maximize each system's life cycle.***

**Expand the City's Water, Wastewater, and Stormwater Facilities**

Increase the City's Wastewater Treatment Facility Capacity	Increase capacity to 4.3 MGD by 2025; Increase to 6 MGD by 2030
Construct CR 209 Water Main Extension	Complete all phases by 2027
Construct Millennium Park Reuse Water Line	Complete construction by 2026
Increase City's reuse water capacity	Partner with one developer each year to install reuse water lines
Construct stormwater improvements in accordance with the Pavement Management Plan	Design and/or construct a minimum of one stormwater facility improvement identified in the Watershed Management Plan per year

**Plan for Future Water, Wastewater, and Stormwater Needs**

Adopt Watershed Management Plan	Complete 2023
Adopt Level of Service (LOS) for stormwater management	Complete by 2023
Modify City's Water Use Permit to meet forecasted water demand	Acquire approved WUP by 2025
Update the 2019 Utility Master Plan to forecast future infrastructure needs including reuse water expansion	Complete plan update by 2025
Identify and prioritize replacement of older galvanized and steel water lines to modernize infrastructure	Create replacement plan by 2023

**Perform Maintenance Activities to Preserve/Improve Facilities**

Install odor control equipment at wastewater pump stations and treatment facilities	Install equipment at one facility each year to reduce hydrogen sulfide gases to less than 0.5 PPM
Conduct regular maintenance of wastewater collection infrastructure to reduce inflow and infiltration	Rehab a minimum of 90 manholes each year
Conduct regular maintenance of wastewater collection infrastructure to reduce inflow and infiltration	Slip line a minimum of 5,280 linear feet of sewer line each year
Conduct regular maintenance of water system infrastructure to ensure accurate usage information	Replace a minimum of 500 water meters each year

*Goal: Provide residents with superior service through the recruitment and retention of talented and dedicated employees*

*The quality of a city’s workforce can be evaluated by the quality of services residents receive. Wildwood is committed to becoming the most desirable employer in the area so that the best and brightest are anxious to join our team and provide superior service to Wildwood residents and visitors.*

**Evaluate Key Personnel Programs for Optimum Results**

Conduct study to evaluate salary levels and classifications	Complete study in 2023; biennially thereafter
Update tuition reimbursement program	Complete update in 2024
Create Career Progression Plans for all departments	Complete Plan for each department by 2024; update annually
Evaluate feasibility of expanding health benefits	Make final determination by 2024

**Provide Funding for and Conduct Employee Development Initiatives**

Provide diversified training opportunities	Department Heads to evaluate training opportunities with each staff member annually
Hold employee appreciation events	Hold a minimum of two events each year
Audit Performance Management System for accuracy and improvement	Audit Performance Management System annually to verify accuracy and effectiveness

**Monitor Key Indicators of Employee Satisfaction**

Create employee satisfaction survey	Conduct survey annually beginning in 2023
Track employee retention effectiveness	Maintain quarterly vacancy rate of <15%