The Village of Key Biscayne: Results of a May, 2012 Strategic Planning Effort

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I. EXECUTIVE SUMMARY

A. Overview

In April, 2012, senior staff from the Village of Key Biscayne contacted the Florida International University Metropolitan Center to facilitate a strategic planning exercise. After several discussions, Village staff and the Metropolitan Center agreed on a format that would entail one and one-half days of sessions. Focus would be on a three to five year "manageable future" with the goal of driving business planning for the next two fiscal years. Planning sessions were conducted on the afternoon of May 2, 2012 and all day May 3, 2012. Participants were tasked with an environmental scan of the community. They also engaged in a staple of strategic planning, the so-called SWOT exercise, that examined the strength, weaknesses, opportunities, and threats facing the Village. Senior Village staff also developed indicators for the a Balanced Scorecard at the departmental level as a means of judging progress in achieving strategic aims and organizational development. The session ended with an assessment of intersecting administrative themes and issues impacting Village operations.

Senior staff and six Village council members completed an 11 question exercise that identified strategic issues and opportunities. Metropolitan Center staff administered these questions to council members in individual phone interviews on May 8, 2012 and May 9, 2012. Village managers and Metropolitan Center staff believed it would be useful to ascertain similarities and differences in perspective. Findings from the planning effort would be shared with senior staff and Council with a presentation to Council in May, 2012.

B. The Macro Findings

There is universal belief that the Village is a special community. It has an educated and sophisticated resident base that values and sustains a high quality of life. While "The Great Recession" has led to some cuts in Village reserves and services, these are minimal compared to neighboring municipalities. Village property values have rebounded sharply from recession lows and demand for housing is strong. Many participants believe the American economy and that of surrounding Miami-Dade will face headwinds in coming years, but most participants felt the Village would continue on an upward trajectory in terms of population and popularity as a place to live and work.

Participants concluded that the Village has a competent, seasoned, and professional staff that works cooperatively with the Village Council. A new manager and incoming finance director provide a window of opportunity for innovation and reinvigoration of Village operations.

There were, however, two clouds on the horizon. The first is build-out, the second is changing demographics. The Village's small confines make for a charming, family-friendly environment. But they also create conflict over land use and density. Changing demographics exacerbate the spatial issue. An increasingly younger population will require more space for recreation and schooling. Resolving these space needs will be challenging.

Changing demographics also present governance issues. Increasing diversity enhances Key Biscayne's vitality and talent pool. But it also brings differing ideas of what constitutes "the good life." Senior staff and elected officials will find it more difficult to arrive at fair and transparent policies with an increasingly heterogeneous population. All participants recognized that greater community involvement and information sharing are necessary at building an increased sense of civitas.

The final "big picture" issue of note deals with intergovernmental relations, particularly with regard to Miami Dade Public Schools and Miami-Dade County. Building more productive relations with these entities is both a challenge and opportunity for the Village. The County's possible realignment of operations (i.e., following in Broward's footsteps and devolving services to the local level and fostering incorporation and annexation in the process) could be a significant "wildcard" in the Village's operation.

C. The Administrative Component

Senior Village staff and council members believe that operations are essentially sound. The workforce at all levels is committed to delivering quality service to the community and its resident-customers. There is a clear understanding that residents are the primary customers but recognition that vendors, visitors, and guest also warrant courteous, prompt, and knowledgeable staff.

That said, there is need for retooled operations. Training, particularly information technology and customer service require attention. The Village's accounting and information technology need assessment with an eye to improved efficiency and enhanced resident service. Policies and procedures related to personnel and procurement were also identified as targets for critical review. There is acknowledgement that full-time equivalent headcount will not grow, with the implication that every Village employee needs training and technology that maximizes individual performance.

D. The Intellectual "Glue"

What are the takeaway points from this exercise? Two major, intertwined thoughts emerge.

1. *The Village is Moving from Adolescence to Early Adulthood*

Key Biscayne needs to bolster "basic knitting" in terms of policies, procedures, training, and technology. These will provide more responsive, adaptable service delivery. This "morphing" is consistent with the life-cycle of private, nonprofit, and public organizations as they move from entrepreneurial, unstructured beginnings to more structured, focused operations with the need for greater management control.

2. *The Village Should Embrace the "Reengineering Paradigm"*

Since New York's near bankruptcy of 1975, there is widespread recognition that a "right-sized" government needs state-of-the art training and technology for its employees in order to provide high quality service delivery, a high priority goal of all participants in this exercise.

Another component of reengineered government is an enhanced focus on results. This means budget processes and performance metrics that align Village resources (human and financial) with desired policy goals and resident-customer satisfaction.

Implementing this model is a multi-year goal that will require considerable experimentation and effort. It would be useful for Village managers and elected officials to look at neighboring jurisdictions such as Miami Beach and Coral Springs (particularly the latter) to learn how strategic planning, results-oriented budgeting, and systematic reading of resident-customer satisfaction can be incorporated into Village operations.

II. INTRODUCTION AND OVERVIEW

A. Conduct

Throughout the months of March and April of 2012, senior managers of the Village of Key Biscayne and the Florida International University Metropolitan Center (herein after, Metropolitan Center) consulted in regard to a strategic planning effort. These discussions led to a day-and-a-half effort that would focus on:

- Obtaining a read on strategic themes that face the Village over the next three To five years, a timeframe often referred to as "the manageable future"; and
- Developing critical elements of a 1-2 year business plan with concrete steps that could be incorporated into budgetary planning and Village operations.

This effort would primarily focus on the assessments of senior Village staff. However, part of this report includes the environmental scan of six Village council members. In a representative democracy, their views are critical and provided a resident-customer vantage of operations. Further, Metropolitan Center staff believed it would be worthwhile to examine the degree of overlap between senior staff and council members.

The Metropolitan Center effort with senior staff took place on May 2-3, 2012, at the Village. May 2nd proceedings were conducted at 2nd floor of Village Hall; May 3rd's session took place in Council Chambers. May 2nd was a half-day session (1:00 to 4:30 PM). May 3rd was a full-day effort, from (9:00 AM to 4:30 PM).

During the May 2nd effort, senior staff worked out of their traditional departmental structures and instead formed three teams as a means of gaining a broader organizational and community perspective. On May 3rd, staff deliberated at the departmental level to facilitate business planning at the operations level.

Metropolitan Center staff interviewed six council members by phone on May 8th and 9th. Council members addressed the same 11 questions that senior staff addressed on the morning of May 3rd. This enabled a comprehensive assessment of key strategic issues facing the Village with an eye to similarities and differences between the staff and council members.

What follows is the integrated summary of exercises conducted by senior staff as well as the Council phone interviews, which are presented separately. Most of the findings are Village-wide. However, Section V sets forth preliminary measures at the departmental level. These measures reflect a Balanced Scorecard (BSC) model that relies on indicators under Financial, Internal Business Process, Customer, and Employee Learning Growth, as a means of assessing organizational development.

III. MAY 2ND ACTIVITIES WITH SENIOR STAFF

A. A Broad Environmental Scan: Addressing Four Fundamental Questions from Peter Drucker's (2008) *The Five Most Important Questions You Will Ever Ask about Your Organization.*

The May 2nd effort started with a brief introduction to strategic planning including its strengths and limitation. After this introduction, the FIU team asked senior Village staff to assess their operating environment by addressing the following four questions:

1. Where are we now?
2. What do we have to work with?
3. Where do we want to be?
4. How do we get there?

What follows is a synthesis view of each question, representing critical insights from the three teams assigned for this exercise.

1. Where are we now?

- Spatially, the Village is at or near build-out with a very high density (over 13,000 residents per square mile). Demographics are also changing: Older, predominantly American-born residents form one "cohort" while a younger, family-oriented cohort enters the scene. Village staff is "lean" and comprised of well-trained, seasoned professionals. The Village is in a transition phase in terms of elected and appointed leadership.
- Village personnel levels are viewed as finite and the full-time complement is unlikely to change in the near term. A highly professional staff realizes it needs to do more "cross-walking" to gain an organization-wide perspective.
- There is universal agreement that Village staff is responsive to community needs and wish to deliver "high quality" services consistent with mission. But resources are constrained. And equally important, metrics for defining "high quality" are lacking.

2. What do we have to work with?

- Participants were happy to have the support of an engaged and well-educated community that desires "high-end" municipal services. The Village's physical surroundings and natural beauty are also critical assets.
- Village staff sees themselves as adaptive and willing to provide municipal service within constrained financial and human resources. They acknowledge the need to be "customer-oriented," whether those customers are residents, vendors, or Village staff.

3. Where do we want to be?

- A frequent comment of participants was the need to be more proactive and strategic. They also wish to demonstrate the value-added of their services to resident-customers.
- Staff was concerned with expectations of residents relative to the Village's administrative limits. Village managers also expressed a need for increased employee training along with infrastructure improvement as means for improving quality of life.
- Participants expressed the need for establishing a greater sense of "horizontal equity" amongst residents. Rules and resource constraints require all residents to be treated equally, but some residents have come to expect preferential treatment. Establishing generally-accepted service standards for all residents was viewed as an important goal for Village operations in coming years.

4. How do we get there?

- An overarching theme was improved communication, both internal and external to the organization. Internally, participants saw the need for breaking down "organizational silos." They also believed Village goals needed to be transparent and placed within broader strategic themes.
- Externally staff perceived the need to engage in enhanced performance reporting. This could take the form of objective measures such as accreditation status, financial status, or Insurance Services Organization ratings, or more subjective assessment of perceived service quality through resident surveys or ratings at the point of service.

B. SWOT Analysis

A cornerstone of strategic planning is the conduct of "SWOT Analysis," wherein participants assess the strengths, weaknesses, opportunities, and threats of the organization. The second part of the May 2nd session was devoted to a SWOT analysis. What follows is a synthesis of participant perceptions.

1. Village Strengths

- While the Village has experienced belt tightening in recent years, it has fared "The Great Recession" better than most communities with no significant reductions in staff or programs. Real estate values have held up, and the Village's quality of life continues to attract residents and businesses. The Village's physical plant is high-quality.
- Village personnel are capable, adaptable, and committed. Key Biscayne's small size allows for staff to be "under one roof."
- The Village is becoming increasingly diverse. That makes for a more vibrant community.

2. Village Weaknesses

- Key Biscayne's staffing is "thin;" and the departure of key employees would be disruptive. Succession planning and formal training are lacking.
- Growth in population is stretching the Village's infrastructure within tight confines. Village office space is at a premium.
- Cultural diversity makes for a more interesting community that attracts newcomers. But it also complicates governance by differentiating citizen expectations and willingness-to-pay. The Village's elected officials have not yet refined their responsibilities mediating these conflicting expectations among residents or between residents and Village staff. These expectations can lead to misperceptions about the quality or equity of service delivery.
- In addition to cultural differences, participants believe there is a significant "generation gap" between long-term residents and newcomers. This further complicates decision-making about appropriate levels of service delivery and fosters increasingly angry public discourse.

3. Opportunities

- Village employees understand the need for taking risks that lead to innovation and improved service delivery. Recent changes in key municipal leadership positions (e.g., manager, finance director) provide an opportunity for constructive change.
- Scarce resources may also foster greater cooperation with other municipalities and Miami-Dade County. The County's potential reassessment of its appropriate role in municipal service delivery may lead to clarification of responsibilities and lessen conflicts between the "layers" of government.
- The Village remains a destination of choice to live and work. Thus its tax base should remain strong.

4. Threats

- A serious hurricane is always a threat to the community in terms of infrastructure damage, personal injury, and foregone revenues (municipal and commercial). The Village budgets conservatively through significant reserves; nonetheless, the threat remains.
- Governance is difficult due to decreasing civitas. The give-and-take associated with democratic due process is giving way to personality issues and parochialism among residents and elected officials.
- Increased density as a result of impending "build out" will intensify competing visions about "the good life" in Key Biscayne.

IV. MAY 3rd ACTIVITIES AND MAY 8th-9th PHONE INTERVIEWS WITH COUNCIL

A. Drill Down on 11 Major Issues: Senior Staff

We began the day by asking individual participants to address eleven issues that provide a basis for strategic thinking in the Village. Although there is some overlap with the prior day's SWOT findings, we also had detailed findings. These are the same questions that Village council members addressed during phone interviews on May 8th and 9th.

1) Identify the top five priorities for 2012 and 2013

Issues with multiple mentions were:
- Dealing with increased congestion-traffic
- Improving relations with Miami-Dade Public Schools; Improving the schools academically and physically
- Beginning to manage strategically
- Improving customer service/Streamlining customer service
- Improving communication with residents and other departments
- Beach renourishment

2) Describe the challenges confronting the Village of Key Biscayne

Issues with multiple mentions were:
- Lack of recreation programming for elders and children
- Income divides between the very affluent and those on fixed income
- Density and build out
- Need to improve community outreach

3) What opportunities are present for the Village of Key Biscayne?

Multiple mention opportunities were:
- New management team
- Educated, affluent residents
- Improving management process
- Improving the Village infrastructure
- Gaining community involvement
- Ability to improve/leverage relationships with MDPS, the County, and other municipalities

4) Who is the primary "customer" of the Village and what knowledge do you need to gain from your "customer?"

Multiple mentions of "customer:"
- Residents
- Vendors
- Guests and relatives of residents
- Other departments of the Village

Multiple mentions of knowledge needed:
- Degree of satisfaction
- Degree of citizen involvement

5) What changes are evident in the demographics and environment of the Village?

Multiple mentions of changes are:
- A decrease in the age of the population
- Increased number of both permanent residents and transitional residents who stay for only several years before returning to county-of-origin
- Increased Latino background of residents

6) What is your vision for the Village of Key Biscayne and how do you get there?

Multiple mentions of vision:
- Small town of high quality services
- Service delivery that is improved with quality customer service
- A government that meets the needs of its residents

7) What resources are available to create and sustain your vision for the Village of Key Biscayne?

Multiple mentions of resources:
- Tax base
- Educated, involved residents
- Professional, knowledgeable staff
- Council vision, commitment

8) How has the current economy impacted the Village of Key Biscayne?

Multiple mentions of impacts:
- Overall Limited Impact
- Impacts are greatest on local businesses and residents
- Leaner budgets and surpluses

9) Some say that our economy will be one of "slow growth" for the next several years, if not the rest of the decade. Do you agree with that assessment?

Multiple mentions of impact:
- Yes on the "macro" level, but not so much for the Village
- Building activity may be strong despite macroeconomic conditions

10) Please describe the key performance indicators of the Village and how are they measured?

Multiple mentions of indicators and measures:
- Citizen satisfaction

- Accreditation
- Financial indicators; millage, pension solvency, budget balance, tax base
- Absence of complaints

11) Are there other outcomes or qualitative standards that should be measured and how would you propose to measures these outputs and standards? What cities in Florida or elsewhere would you compare to Key Biscayne?

Multiple mentions of outcomes/standards:
- Resident-Customer satisfaction
- Citizen surveys/Customer feedback
- Civic pride-involvement
- Internal development of performance standards

Multiple mentions of benchmark communities:
- Sanibel
- Long Boat Key
- Marco Island
- Pinecrest

B. Drill Down on 11 Major Issues: Village Council Phone Interviews on May 8th and 9th

The 11 questions addressed individually during the May 3rd session were administered by via phone interview with six Village council members on May 8th and May 9th. These interviews included Mayor Caplan. Council members were emailed the questions beforehand to facilitate the process.

1) Identify the top five priorities for 2012 and 2013

Multiple mention issues were:
- Dealing with increased congestion-traffic
- Beach nourishment
- Pension sustainability
- Improving intergovernmental relations with the School Board and County
- Improve communication to residents and other departments
- Address fundamental planning zoning issues

2) Describe the challenges confronting the Village of Key Biscayne

Multiple mention issues were:
- Pension sustainability; funding municipal services
- Intergovernmental relations with MDPS, other governments
- Density and build out
- Need to improve community outreach

3) What opportunities are present for the Village of Key Biscayne?

Multiple mention opportunities were:
- Strong tax base
- Land acquisition to improve infrastructure and relieve crowding
- Improving the Village infrastructure
- Ability to improve/leverage relationships with MDPS, the County, and other municipalities

4) Who is the primary "customer" of the Village and what knowledge do you need to gain from your "customer?"

Multiple mentions of "customer"
- Residents

Multiple mentions of knowledge needed:
- Degree of transparency
- Degree of citizen involvement
- Amount of "listening" to residents

5) What changes are evident in the demographics and environment of the Village?

Multiple mentions of changes are:
- A decrease in the age of the population
- Increased number of both permanent residents and transitional residents who stay for only several years before returning to county-of-origin
- Increased number of residents at the tails of the age distribution including those on fixed income
- Increasing proportion of Latinos

6) What is your vision for the Village of Key Biscayne and how do you get there?

Multiple mentions of vision:
- A model community
- An exemplary place to live
- An excellent service provider

7) What resources are available to create and sustain your vision for the Village of Key Biscayne?

Multiple mentions of resources:
- A willingness to invest in the human capital of Village employees
- Healthy budget
- Professional, knowledgeable staff

8) How has the current economy impacted the Village of Key Biscayne?

Multiple mentions of impact:
- Much better in Village than rest of country
- Relatively limited impact on Village budget
- Village stays within its means

9) Some say that our economy will be one of "slow growth" for the next several years, if not the rest of the decade. Do you agree with that assessment?

Multiple mentions of impact:
- Yes on the "macro" level, but not so much for the Village
- Some residents are more impacted by the economy much more than others.

10) Please describe the key performance indicators of the Village and how are they measured?

Multiple mentions of indicators and measures:
- Citizen satisfaction
- Accreditation
- Property values
- Limited number of complaints

11) Are there other outcomes or qualitative standards that should be measured and how would you propose to measures these outputs and standards? What cities in Florida or elsewhere would you compare to Key Biscayne?

Multiple mentions of outcomes/standards:
- Resident-Customer satisfaction
- Perceived quality of service
- Safety issues-crime and accident statistics

Multiple mentions of benchmark communities:
- Sanibel

C. Balanced Scorecard Indicators at the Departmental Level

The Balanced Scorecard (BSC) was developed in the 1990s at the Harvard Business School to be deployed as performance management tool. While introduced in the private sector, in recent years it has been widely deployed in the public and nonprofit sectors as a means of focusing strategy and emphasizing management for results.

Indicators under the BSC come under four headings:

Financial: How do finances appear to major stakeholders?

Customer: How is the "voice of the customer" taken into account in management decision making?

Internal Business Processes: How are routine business operations streamlined to reduce time and effort, while increasing responsiveness?

Employee Learning and Growth: What do employees need to learn to improve and add value to the organization?

Financial indicators are always critical to the extent that scarcity applies to all organizations—there are only so many resources at any point in time and they must be deployed to maximize return. But from the BSC perspective, financial indicators are only one part of the story, and they often reflect a "rear view mirror." To be effective, organizations must also be proactive and take into account measures from the other perspectives. This is why its developers wanted a "balanced" scorecard that takes nonfinancial indicators into account in business planning.

Part of the May 3rd afternoon session was develop BSC measures at the departmental level. Participants were asked to identify "the vital few" indicators that were deemed critical to organizational development and effectiveness. These measures constitute the basis for business planning over a two year horizon. What follows are the measures developed during the session.

1. Information Technology, Finance, and the Manager's Office

Financial:

a) Develop sets of assumptions and projections regarding long-term Village expenses and revenue
b) Explore alternative revenue sources other than ad valorem

Customer:

a) Design and administer resident satisfaction surveys (every 2-3 years)
b) Provide customer service training to Village staff

Internal Business Processes:

a) Evaluate current processes with eye to streamlining or elimination
b) Evaluate current payroll IT platform
c) Assess the benefit-costs of implementing Enterprise Resource Management (ERM) technology in the Village

Employee Learning and Growth:

a) Improve baseline knowledge of Word and other Office Suite products throughout the Village
b) Enhance knowledge of employee benefit packages among all Village employees, particularly Human Resources staff
c) Increase job-specific knowledge, particularly for IT personnel.

2. Departments of Public Works and Building and Building and Zoning

Financial:

a) Review and revise vendor contracts with new performance standards
b) Increase grant revenue

Customer:

a) Expand outreach effort in the community
b) Set example for civility and manners in the Village
c) Set specific standards for service delivery

Internal Business Processes:

a) Improve Geographic Information Systems (GIS) with possible Village-wide rollout
b) Create standard operating procedures to bolster institutional memory and horizontal equity of service delivery

Employee Learning and Growth:

a) Supervisory and customer service training
b) Teambuilding
c) Specific efforts at breaking down "silos" Village-wide

3. Parks and Recreation

Financial:

a) Increase participation, especially among seniors
b) Increase cost recovery
c) Develop transparent, consistent subsidy policies

Customer:

a) Manage expectations of participants in regard to cost
b) Clarify degree of subsidy and cost recovery to participants

Internal Business Processes:

a) Explore partnerships with other communities or Village entities
b) Foster sustainable use in constrained area with multiple intensifying demand

Employee Learning and Growth:

a) Increase training that adds value to resident-customers
b) Foster a sense of "ownership" among full- and part-time employees in regard to recreation offerings
c) Improve orientation of new part-time employees

4. Department of Public Safety

Financial:

a) Develop new fees (e.g., transport, permits)
b) Budget overtime dedicated to training as separate line item

Customer:

a) Develop outreach programs
b) Develop public education with more face-to-face contact

Internal Business Processes:

a) Assess and evaluate 911 operations
b) Update policies and procedures
c) Improve payroll process
d) Assess current information technology

Employee Learning and Growth:

a) Establish career paths and laddering within the department
b) Examine other venues' efforts at retention to foster effective practice in the Village
c) Define "good" performance in terms of roles and expectations

D. Embedded Assumptions and Crosscutting Themes

In the final exercise on May 3rd, the FIU team and senior Village staff reviewed their efforts to find crosscutting themes or issues that were common across all Village operations. Prior to identifying these themes, participants believed it was important to articulate embedded or underlying assumptions which guided their choice of crosscutting issues.

Embedded Assumptions

1. The Village's economic base would remain reasonably strong in coming years as it staged a comeback from "Great Recession" lows.
2. Property tax rates would remain low in both absolute and relative terms.
3. Addition of new full-time employees is unlikely; new Village hires will probably be contingent or part-time.
4. The demographic trends noted earlier were unlikely to change in coming years.
5. Strategies are critical but must be examined periodically in light of changing circumstances.

In sum, participants believed that the Village government would maintain a sound financial footing with a "steady state" employee headcount and property tax policy. Further, participants understood that the Village's demographic transitions were permanent. And lastly, strategies enunciated herein are not cast in stone and need periodic review in light of the working environment.

Cross-Cutting Administrative Themes

The following themes emerged from discussions and exercises on May 3rd. Senior staff from all departments viewed them as universal objectives for all Village operations.

1) <u>The Need to Upgrade Information Technology:</u> This has hardware/software capacity elements (i.e., getting the best tools for the job). But it also has a "human element"

related to improving computer literacy in a range of programs that are both Village-wide and department-specific.

2) Policy and Procedure Development: Institutional memory alone is insufficient for efficient operations. There is a need for revised written policies, with particular emphasis in human resources, finances, and procurement. Clearer statement of SOPs will also foster greater transparency amongst residents and alleviate misperceptions of horizontal inequity in service provision.

3) Review of Vendor Contracts with the Goal of Improved Performance Setting: A steady-state assumption is that Village staffing will remain "lean." This connotes and denotes a need for vending arrangements with carefully crafted performance stipulations.

4) Elected Officials and Staff Must Encourage Civility: The Village's demographic changes have contributed to significant changes in resident-customer preferences. The Village staff and elected officials share a collective responsibility in mediating these preferences in a manner that rewards civility and builds a sense of community.

5) Village Staff Needs to Explore Alternative Revenue Streams: These could be in the form of grants and intergovernmental revenues, public-private partnerships, or donations.

6) Cost-Recovery and User Fee Structure Need Review: Policies that informed user fees when the Village was incorporated may not be relevant to current circumstances. Cross-subsidy of some operations by others must be justifiable to all stakeholders and conducive to fiscal sustainability.

7) Customer Service Needs Improvement: Village residents have high expectations for service delivery. Village staff needs the tools (training, processes, and technologies) for meeting those expectations.

8) Resident-Customer Satisfaction Needs Systematic Reading: There is no "one-best-way" to obtain feedback from residents on the quality of service provision. This could come in the form of surveys, mystery shops, meetings, e-government, or complaints: All were mentioned during the planning process. The important takeaway was the need for structured, periodic resident-customer feedback on Village services.

V. CONCLUSION: THE INTELLECTUAL "GLUE"

What is the intellectual "glue" that puts this planning exercise into perspective? Two intertwined concepts emerge from the Metropolitan Center findings.

1. *The Village Is Moving from Adolescence to Early Adulthood*

The cross-cutting themes raised in the last section speak to an organization that needs to build on the entrepreneurial roots that informed incorporation and early history. The Village has an abundance of talent and the resources to move forward. But it needs to bolster focus and the means of fostering central control and long-range operational planning. Relatively unsophisticated operating systems need upgrade. This life-cycle effect is not unique to the Village and has been observed in organizations throughout the public, nonprofit, and private sectors.

2. *The Village Needs to Embrace a "Reengineering" Paradigm*

Since the near-Bankruptcy of New York City in 1975, there is widespread agreement that productivity in the public sector is grounded on a three guiding principles. The first is that a "right-sized," full-time cadre of employees needs to be as well-trained and adaptable as possible. The second is that wherever possible, automation and other technologies need deployment to free-up time for program delivery and customer service. And lastly, governments need to adopt a "results" orientation in which elected officials, managers, and resident citizens see linkages between appropriations and quality service delivery. Collectively, these principles are often referred to as "reengineered" government. This strategic planning effort denotes that senior Village staff and elected officials have a results-oriented model in their future.

Reengineering is a significant, multi-year task that entails experimentation and hard work. Elected officials and senior management must be clear about their expectations in terms of expected destination of the reengineering effort. Village council members will have to rethink their fiscal stewardship role, with greater emphasis on results and less on budgetary input via budget line-items. Village managers will need to document productivity in terms of outputs (e.g., number of patrols, number of adult enrichment programs) and outcomes that show value-added for the Village's quality of life.

The Village would benefit from examining the experiences of nearby Coral Springs in relation to their rollout of "reengineered government." Coral Springs has won both the Florida Governor's Sterling Award and the Malcolm Baldrige National Quality award from the United States Department of Commerce, for its development and implementation of strategy-driven, citizen-centric service delivery. Coral Springs' experience might provide some useful insights for the Village's "reengineered" operation.