



**Fort Myers Beach Town Council
Strategic Planning Session
Town Hall Council Chambers
6231 Estero Boulevard
Fort Myers Beach, FL 33931**

AMENDED Agenda

Wednesday, December 3, 2025

10:00 AM

ORDER OF BUSINESS

- I. CALL TO ORDER**
- II. WELCOME & EQUIPPING FOR SUCCESS: PROJECT OVERVIEW & APPROACH (10:00 AM)**
 - A. HANDOUT to Council at meeting 12.3.25
 - B. Presentation from 12.3.25 meeting
 - C. Agenda from USF
- III. DRAFTING OUR VISION (10:15 AM)**
- IV. DRAFTING OUR MISSION, CORE VALUES & GUIDING PRINCIPLES (11:00 AM)**
- V. CONFIRMING OUR KEY STRATEGIC THEMES & DRAFTING OUR GOALS (12:00 PM)**
- VI. VISUAL ILLUSTRATION, WRAP-UP & NEXT STEPS (1:50 PM)**
- VII. ADJOURNMENT**

NOTE: THIS MEETING IS STREAMED LIVE ON [YOUTUBE](#).

IF A PERSON DECIDES TO APPEAL A DECISION MADE BY THE COUNCIL IN ANY MATTER CONSIDERED AT THIS MEETING/HEARING, SUCH PERSONS MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDING IS MADE, TO INCLUDE THE TESTIMONY AND EVIDENCE UPON WHICH ANY SUCH APPEAL IS TO BE BASED.



For special accommodation, please notify the Town Clerk's Office at least 72 hours in advance. (239) 765-0202

In accordance with the Americans with Disabilities Act (ADA), persons needing a special accommodation to participate in the Board's proceedings should contact the Town Clerk's Office not later than three days prior to the proceedings.

Fort Myers Beach: Strategic Planning – Phase I – Executive Summary

Topic	Strategic Planning Session: April 29, 2024	Town Council: Kick-Off, Setting Expectations & Team Building: Feb. 6, 2025	Community Focus Group I: May 28, 2025	Employee Focus Group Forum: August 5, 2025	Individual/ Group Stakeholder Interviews ASK ANGELA FOR STAKEHOLDER REPORT – CURRENT DATA BELOW IS FROM HERNANDO COUNTY	Employee Survey
Strengths to Leverage <i>“What do you love about Ft. Myers Beach that should remain and not change?”</i> <i>“What Characteristics of Fort Myers Beach do we Value Most and not want to change?”</i>	<u>Treasures of Fort Myers Beach/ Strengths</u> • Unique vibe • Sense of Community • Welcoming & very inclusive regardless of socioeconomics • Preserve community character while continuing to balance tourism’s economic impact • Experience “Southwest Florida” amenities FMB provides to residents and visitors for all people no matter age or interests • Preserve and maintain beaches, parks and various water activities • Economic Development • Supporting & sustaining small businesses such as boutique hotels • Balance all 4: residents, tourists, seasonal residents, businesses • ‘Florida in Fort Myers Beach’	<i>The Treasures & Strengths identified on April 29, 2024 were reviewed.</i>	<u>Top Characteristics of Fort Myers Beach We Value Most</u> • Strength and resiliency of community • Strong sense of identity and culture • Natural beauty • In control of own destiny for FMB • Environmentally friendly • Affordability- compared to neighboring communities still relatively affordable on FMB • Inclusivity- residents, seasonal residents, visitors and tourists	<u>Strengths</u> • Problem solving, multi-tasking, interdepartmental relationships • Adaptable, resourceful, responsive customer service, good interpersonal skills with community and businesses • Well-rounded, kind, compassionate, and open-minded staff • A Town of resiliency, progress and pride	 <u>Assets</u> <u>Community and Leadership</u> • Small Town Feel: The county retains a hometown feel with a sense of safety and community. • Leadership: Effective leadership and application of tax dollars to improve government areas. • Community Engagement: Engaged community leaders and a vocal, kind, and loving community. •	<u>Departmental Culture and Supervisory Relationships Are Strong. Employees generally feel positive about their direct supervisors and departmental environments, even as concerns emerge at the broader organizational level.</u> • 81.8% agree that morale is good in their department, and 88.8% say their supervisor treats them with professionalism and respect. • 60.6% said employees in their department are held accountable, compared to just 45.5% for the organization overall. • “Teamwork and collaboration” was the most cited item under what the Town should continue doing (27.0%). <u>Despite Prior Concerns, Employees Are Cautiously Optimistic About the New Leadership Team. Trust in top leadership is currently fragile, though the comments suggest openness to the new administration.</u> • Only 40.9% said they trust organizational leaders to act ethically; 28.8% disagreed and 7.6% were unsure. • 34.8% of respondents agreed that leadership listens to employee opinions, while 37.9% disagreed. • Multiple open-ended comments voluntarily clarified that frustrations reflect prior administrations, not the current one. <u>Values Alignment and Organizational Pride Are Still Evident. Despite the concerns, employees expressed a strong desire to serve the public and help the Town succeed.</u> • 42.6% identified kindness and empathy as core values; 38.3% emphasized transparency and honesty. • 17.1% of open-ended comments praised their colleagues or departmental teams. • Nearly one in five respondents (18.9%) want to continue prioritizing public service and community responsiveness.

Fort Myers Beach: Strategic Planning – Phase I – Executive Summary

Topic	Town Council: Kick-Off, Setting Expectations & Team Building: Feb. 6, 2025	Community Focus Group I: May 28, 2025	ASK ANGELA IF WE HAVE ANY INFO ABOUT MISSION STATEMENT
Core Values/ Guiding Principles/ Mission	Town Council’s Leadership Role Behaviors and “non-negotiables” we commit to, as we embark upon the Strategic Planning Journey for Fort Myers Beach: • Demonstrate mutual respect, civility and tolerance for other viewpoints. • Be the leaders in attitude, positive input, timeliness and total participation • Pay attention to all the data • Continue to keep an open mind • Don’t be afraid to pivot • I'll be wherever I'm needed whenever needed. • Don’t be afraid of change.	Citizens’ Best Practices (in priority order) 1. Come Together to engage with community members and decision makers 2. Do your Research and bring important facts and support materials 3. Be Respectful to all with whom you interact 4. Seek to Understand: Learn about information and opportunities important to you 5. Offer a Solution to address your priority issue 6. Build Connections & Coalitions and seek ongoing dialogue with community members and decision makers 7. Take ACTION! Do your part to make a significant impact 8. Introduce Yourself: State who you are & your local connection 9. Make the Ask: State simply and concisely what your priority issue is, and how you are personally impacted 10. Get to know the Decision Makers and identify one clear thing they can do to help Top Guiding Principles Guiding Principles that are most important to our residents to effectively engage in our Strategic Planning Process. • Full time residents vs. tourists- we need more full time residents to speak up and to be heard on what we need vs. influences from outside tourists • If you are going to say NO to a proposal, then propose a solution that will work • Respect for the past • Act with respect and civility • Respecting residents’ input • Why do we love FMB and explain what it is and what we want to maintain • Keep the emotion out of the discussion at hand, have respect for everyone’s opinion • Be willing to get involved	•

Fort Myers Beach: Strategic Planning – Phase I – Executive Summary

Topic	Community Focus Group I: May 28, 2025	Employee Focus Group Forum: August 5, 2025	Resident Feedback Survey	Employee Survey
Considerations/Concerns/Liabilities/Threats/Issues to Address in Fort Myers Beach	<u>Top Issues Affecting Fort Myers Beach We Need to Address</u> • Divided community over strategies for redevelopment and growth • Urgency to build back — not moving fast enough • Consistent enforcement of residential and commercial regulations • Infrastructure, stormwater, and drainage • Support for small businesses	<u>Liabilities</u> • Forecasting, planning, and budgeting, communication and transparency • Labor shortage and a lack of specialized knowledge and/or underutilizing certain staff with knowledge • Lack of SOPs • Ingress and egress of island • Proactive vs Reactive • Speed of Progress <u>Threats</u> • Finances, balances between tradition vs progression, resistance to change, politics, not being able to enforce the policies • Media, regulations and legislation, development • Environmental, budget cuts, automation and technology	<u>Residents Expressed Strong Support for Multi-Modal and Sustainable Infrastructure.</u> • 87.5% of respondents support further investments in enhanced walking, biking, and golf cart infrastructure. • 43% of open-ended comments identified traffic, congestion, and transportation issues as major challenges. • Residents expressed a strong desire for walkability and reduced vehicle reliance, consistent with broader sustainability goals. <u>Residents Expressed Significant Concern About Overdevelopment and Loss of Community Character.</u> • 63% of open-ended responses identified overdevelopment and high-density construction as the Town’s most significant long-term challenge. • 61.2% of respondents said that ensuring new developments provide a public benefit should be a top priority for future growth. • 17.2% of residents feel the Town is rebuilding too quickly, often citing concerns about the scale and pace of development. • Residents often expressed fear that Fort Myers Beach is becoming “unrecognizable” and losing its small-town feel. <u>Residents Offered Mixed Ratings of Town Services.</u> • Residents expressed high levels of satisfaction with services such as Beach Renourishment (78.6%), Emergency Management (67.8%), and Ranger Services (50.3%). • In contrast, Code Enforcement (33.7%), Permitting, and Zoning Services received more dissatisfaction than satisfaction. • More than 40% of respondents were unsure about certain services, such as Flood Plain and Marine Services, suggesting lack of visibility or clarity. <u>Residents Report that Communication Is Generally Effective, But Transparency Remains a Concern.</u> • A notable majority (70.1%) are satisfied with access to information about Town services, while 67.3% are satisfied with efforts to keep residents informed. • However, 36.1% say that increasing transparency and communication should be a top priority for the Town. • The top sources residents use to stay informed about Town events/issues include Facebook (71%) and the Town website (69%), suggesting a need to maintain clarity and consistency across platforms. <u>Residents Find Staff Courteous but Want Faster, More Effective Responses.</u> • 90.8% agreed that Town staff were courteous and respectful when providing assistance. • However, only 60.1% felt their concern was resolved in a reasonable timeframe. • Nearly two-thirds (63.7%) were satisfied with their interaction overall, highlighting some opportunities to strengthen follow-up and resolution Moving forward. <u>Residents Are Divided on the Town’s Overall Direction.</u> • Only 41.3% of respondents are satisfied with the overall direction being taken by the Town. • 58.8% expressed some level of dissatisfaction, with 27.6% saying they are “Very Dissatisfied.” • This overall sentiment reflects broader concerns about development, responsiveness, and the future identity of Fort Myers Beach.	<u>Communication and Transparency Show Some Room for Improvement. While internal (peer-to-peer) communication was viewed more positively, concerns increased with organizational distance. Feedback suggested some breakdowns in top-down communication, decision transparency, and employee input.</u> • Only 19.7% of employees agreed that leaders effectively communicate problems; 53.0% disagreed. • 31.0% of respondents want the Town to “start” improving internal communication and transparency. • Poor communication and transparency were mentioned in 17.1% of open-ended responses. <u>Compensation Remains a Central Concern. A number of employees expressed dissatisfaction with pay levels, stagnation in cost-of-living adjustments, and perceived inequity in compensation practices.</u> • Fewer than half (50.0%) agreed that they are appropriately compensated for the work they do (28.8% strongly disagreed). • Compensation was the most frequently cited theme in open-ended comments (37.1%). • 21.4% of respondents said the Town should start addressing fair pay and raises <u>Workload and Staffing Pressures Affect Employee Well-Being. Many employees described burnout, limited staffing, and an inability to take restorative time off, linking these challenges to retention and morale.</u> • Only 43.9% agreed that workload in their department is reasonably balanced. • Staffing and workload were cited as areas for growth by 13.3% and as priorities to “start” improving by 14.3%. • Several comments described being asked to take on more responsibilities without support or recognition.

Fort Myers Beach: Strategic Planning – Phase I – Executive Summary

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Future Successes/ Opportunities/ Visionary Goals <i>What are we Most Excited About – for our Future?</i> <i>Issues to Address in Fort Myers Beach?</i> <i>Emerging Strategic Themes?</i>	2034 Vision - Planning, resiliency, development, compromise, strong buildings, cleaner water, improved transportation and waterways - Town is in excellent financial shape & we have discovered the Fountain of Youth! - Commitment to music, arts, history, culture, & the environment - Policy decisions institutionalized resiliency, better communication, improved permitting, and more responsive governing. Preserving unique vibe Better prepared for next potential disaster - Retain eclectic nature of our architecture, parks, beaches and quality of life	<i>Revisit Vision from April 29, 2024</i> Our 2034 Vision is still relevant, and... - Grow together with grace Quality of life Fountain of Youth – find that perfect place and be a part of that community - Save the vibe; respect the past and work together Compromise to grow forward together Improved permitting & all government services - Build back strong buildings but preserve the funky, beach vibe Beachy & eclectic Remember our roots & bring our patience	What is most important for Fort Myers Beach ideal future? Fort Myers Beach where you can walk from the Bay to the Gulf, a place you can clearly see the sunrise or sunset every day "With opening of new pier, FMB recognized as #1 fun, unique, funky, place for families to live and visit as small town in FL" # 1 Island for Families 2030 Visionary Subheadlines/Goals most compelling for Fort Myers Beach - Keeping unique character of small FL town while upgrading infrastructure and provide human scale development - Coastal charm bolstering resilience, a diverse mix of local businesses, restaurants and hotels that thrive year-round – not just seasonally - Preserving the natural beauty, historical and archeological features of our unique island - Reinvigorate the island community neighborhoods so that it is walkable, bike-able with services available - Fort Myers Beach should PUSH to revitalize downtown, similar to Siesta Key, a place where families visit, shop, eat go to the beach - A whole new Bay look with redevelopment of the bay businesses, such as the ARCHES, rebuilding of Bonita Bills the Shrimp Docks - Programs and amenities for all - Keeping town pedestrian friendly Preservation of amenities; wildlife, culture, and environment 7 Key Emerging Strategic Themes Restoring, Rebuilding, and Redevelopment Infrastructure (e.g., water, sewer, storm drainage, etc.) Communications & Leadership Economic Development (e.g., small business support, commercial, tourism, seasonal residents, etc.) Preservation (e.g., historical, community, Mound House, vibe, etc.) Environmental Sustainability Transportation (e.g., getting around the island, bike/pedestrians, golf carts, traffic congestion, etc.)	Opportunities - Continued proactive approach, with more transparency - Structured departmental meetings - Council recaps and policy updates - Better Communication - Reinstate Employee reviews with merit increases - Use technology such as AI for efficiency - New funding sources such as grants	

Fort Myers Beach: Strategic Planning – Phase I – Executive Summary

Topic	Community Focus Group I: May 28, 2025	Community Focus Group II: June 12, 2025
Key Emerging Strategic Themes How would you define these Strategic Themes?	7 Key Emerging Strategic Themes Restoring, Rebuilding, and Redevelopment Infrastructure (e.g., water, sewer, storm drainage, etc.) Communications & Leadership Economic Development (e.g., small business support, commercial, tourism, seasonal residents, etc.) Preservation (e.g., historical, community, Mound House, vibe, etc.) Environmental Sustainability Transportation (e.g., getting around the island, bike/pedestrians, golf carts, traffic congestion, etc.)	Defining our Key Emerging Strategic Themes Restoring, Rebuilding, and Redevelopment - Stick to the comprehensive plan. Keeping the small-town vibe. Responsible redevelopment, accountability, Restoring the Beach School should be a top priority. Rebuilding of homes, restaurants, businesses, hotels in accordance with the comp plan. Adhere to the comp plan and LDC Define public benefits. Avoid commercial intrusion into residential areas Code enforcement Infrastructure (e.g., water, sewer, storm drainage, etc.) - Lighting. Keep our community safe. Seawalls in various places. Planting sea grasses. Sidewalk maintenance. New building owners need to take ownership of the infrastructure. - Maintaining the storm drains and clear communication with infrastructure projects as they are happening. - CONSISTENT code enforcement. Upgrade infrastructure to support the Island. Restoration of the school to K-8. more parking at a reasonable cost for the employees. Canal maintenance - Storm drainage, mitigation (CPS, dune plantings, etc...). Wave wall to protect large sections of the island from flooding. Better storm drains that work. Drainage on Estero needs to be revamped so they will work. Flooding hotspots need to be managed. Communication & Leadership - Clear communication from town leadership and listening to residents - We believe that our town is doing a good job with dissemination of public information and transparency; however, the leadership of the town is lacking; they don't listen to their voters' opinions. We need leaders who listen to the residents. We need to publicize ways to find out what is happening with the development projects on the island. Need ways to update residents on the status of different projects. Town should get info out on state projects that affect residents. Update the information on the website to include these issues. Economic Development (e.g., small business support, commercial, tourism, seasonal residents, etc.) - Supporting small businesses as to attract small business development which will drive tourism - Streamline the permits for quicker ground breaking. encourage build back for small businesses. Economic development for this island is vital and no one will argue with that that we need to rebuild but keeping with the comp plan and land development code and the small town vibe. Find a way to encourage businesses to come back. Encourage sustainable growth. be cognizant of challenges to island businesses but treated with appropriate priority relative to all town concerns, not residents last Preservation (e.g., historical, community, Mound House, vibe, etc.) - We need to preserve our sense of community. Preservation of the Beach School, Mound House, Matanzas Pass Preserve, island churches, community service organizations, Newton Park, historic preservation committee, beaches, cultural events like the shrimp festival, blessing of the fleet. - Community, culture, school, bay oaks, parks and public space. Part of the uniqueness of our community is our cultural and natural resources. Such as Newton Park Historic Site, Mound House, Estero Wildlife Area, Turtle Nesting Season, Beach Elementary School. Environmental Sustainability - Maintaining the berm and planting foliage so it does not wash away with storms - Preserve the environmental uniqueness of the island. support and enrich the existing preserves, promote and sustainable methods, educate our guests - Clean water, environmentally sustainable business practices like our library as an example. - Critical for stewardship of our resources. Transportation (e.g., getting around the island, bike/pedestrians, golf carts, traffic congestion, etc.) Limit the cars on the island. Innovative solutions. Finding a way to address contractor traffic during the week at the end of the day, pedestrians not using crosswalks, ebike regulations on sidewalks, crossing guards at major traffic bottlenecks - Traffic flow, public transportation, walk friendly, off island parking. Encouraging alternate modes of transportation. More bikes. Pedestrian friendly. Share transportation from the airport to the various hotels on the island. Hotel sponsored transportation. Once here, encourage alternate means of transportation like the trolley. Ferries that are reasonably priced. - We need bike paths for bikes, ebikes, golf carts and a separate path for pedestrians. Water taxi. Traffic direction by professionals all day everyday during the season. Less people crossing Estero at will. Crosswalks need illumination.



Strategic Planning Process: Leadership Forum I

ANGELA CRIST, MPA
USF FLORIDA INSTITUTE OF GOVERNMENT

TINA FISCHER
SPC COLLABORATIVE LABS

December 3, 2025

Strategic Partners

USF PROJECT & RESEARCH TEAM

Angela Crist, MPA – Project Director

John Daly, PhD – Associate Professor

Stephen Neely, PhD – Associate Professor

Brittany Tibbett – Communications Specialist



COLLABORATIVE LABS' TEAM

Tina Fischer – Facilitator

Annemarie Boss – Documenter/Facilitator

PJ Petrick – Technologist

Jonathan Massie – Visual Illustrator



Today's Agenda

- Welcome & Equipping for Success
- Provide Input to our Vision, Mission, Core Values & Guiding Principles
- Refuel with a Working Lunch
- Review & Define our Emerging Strategic Themes
- Draft our Goals
- Visual Illustration and Next Steps



METHODOLOGY, PROJECT PLAN & TIMELINE

Phase One

- 1.1 Kick Off and Work Plan Refinement ✓
- 1.2 Town Council: Kick-Off, Setting Expectations & Teambuilding ✓
- 1.3 Communications Outreach ✓
- 1.4 Individual/Group Stakeholder Interviews ✓
- 1.5 Resident Feedback Survey ✓
- 1.6 Community Focus Group Forum I (3 hours) ✓
- 1.7 Community Focus Group Forum II (3 hours) ✓
- 1.8 Employee Survey ✓
- 1.9 Employee Focus Group Forum (3 hours) ✓
- 1.10 Report to Council ✓

January 23, 2025
February 6, 2025
Jan 2025 - Ongoing
March 2025
April 2025
May 28, 2025
June 12, 2025
August 2025
August 5, 2025
November 17, 2025

Phase Two

- 2.1 Leadership Forum I (4 hours)
- 2.2 Town Manager & Executive Leadership Planning Meeting
- 2.3 Leadership Forum II (3 hours)
- 2.4 Town Manager & Executive Leadership Planning Meeting
- 2.5 Draft Final Report Review
- 2.6 Final Report to Council

December 3, 2025
December 16, 2025
January 7, 2026
January 2026
February 2026
March 2026

Phase Three

- 3.1 Implementation Planning
- 3.2 Strategies for supporting the implementation plan
- 3.3 Implementation plan facilitation

April 2026
May 2026
May 2026 – April 2027



Equipping YOU for Success:

This Strategic Planning Process has...

- ✓ Used a variety of methods to collect data from internal analysis and external analysis – stakeholder interviews, employee focus group, community forums, review of existing documents and plans (i.e. resident survey, employee survey)
- ✓ Provided detailed Real-Time Record for key deliverables
- ✓ Used data from each deliverable to assist with design for the next

Did you do your prework?



Helpful Strategic Definitions

Vision – An overarching, aspirational description of what we want to achieve in the future.

Mission – A statement that explains our purpose and reason for existence.

Core Values & Guiding Principles – A set of standards that establishes a framework for expected behavior and decision-making. These values are non-negotiable and even when the nature of goals, work or leadership established might change over time, these principles apply as an unwavering guide in all circumstances. (What will guide us in carrying out our mission)

Strategic Theme – “A pillar of excellence”, an area where the city excels in order to achieve your vision.

Goals – Broad statement of a desired future condition.

Objectives – Specific outcomes, measurable whenever possible, that will produce progress towards the goal.

Action Plans – Identify the steps needed to achieve the objectives. The steps should be identified in sufficient detail to serve as a self-explanatory guide to how the objectives will be implemented.

These definitions are on your agenda.

Strategic Plan FOUNDATION



Existing Data and Reports



- Kick Off and Work Plan Refinement
- Commission: Strategic Alignment Workshop & Setting Expectations
- Citizen Engagement Session
- Resident Feedback Survey
- Community Focus Group Forum
- Employee Survey
- Employee Focus Group Forum Community Focus Group Forum II

Reference Handout #1: Phase I – Executive Summary



Input from Phase I:

Page 1 – **Strengths to Leverage, Treasures & Top Characteristics of Fort Myers Beach**

Page 2 – **Core Values & Guiding Principles**

Page 3 – **Considerations, Concerns, Liabilities, Threats, Issues to Address**

Page 4 – **Future Successes, Opportunities, Visionary Goals**

Pages 5-7 – **Key Emerging Strategic Themes with community-defined Definitions & Desired Outcomes**

Team Brainstorming Rounds:

ROUND 1: Draft our [Vision](#)

ROUND 2: Draft our [Mission](#)

ROUND 3: Draft our [Core Values & Guiding Principles](#)

ROUND 4: Confirm & define our [Key Emerging Strategic Themes](#)

ROUND 5: Draft our [Goals](#)

*These will be refined and presented at **Leadership Forum II** on **January 7, 2026.***

Reference Handout #2: Samples from other Beach Towns

Round 1: Draft Our Vision

An aspirational description of what we want to achieve in the future.



Vision Statement Examples

To protect our coastal town's beauty and natural resources and provide a tranquil, safe peaceful community for all residents. **Town of Hillsboro Beach, FL**

The **Town of Juno Beach**...A seaside community where neighbors join together to share in our exceptional quality of life.

A vibrant coastal community with small-town charm, where residents and visitors can safely live, grow, explore, and connect year-round. **City of Rockaway Beach, Oregon**

Pacific Grove will thoughtfully grow as an inclusive seaside community that protects residential character, historic resources, promotes multi-beneficial development, and ensures respect for the environment.

COLLABORATIVE PROCESS FOR TEAM BREAKOUT



- Select a keyboardist
- Brainstorm & select Top Idea
- Select a spokesperson

Team

Mayor Dan Allers

Vice Mayor Scott Safford

Council member John R. King

Council member Jim Atterholt

Council member Rebecca Link

Let's View Our Brainstorming Software

Round 2: Draft Our Mission

A statement that explains our purpose and reason for existence.



Mission Statement Examples

To maximize community safety, continually exceed residents' expectations and always provide friendly, cost effective, forward-looking and responsive service to all residents and other users of Town services. **Town of Hillsboro Beach, FL**

The **Town of Juno Beach** is a partnership of residents, businesses, and town staff creating a hometown atmosphere that emphasizes community involvement, cultural activities and natural beauty.

Provide services that support a safe coastal community, fostering economic vitality, collaboration, and harmony among residents and visitors alike. **Rockaway Beach**

Deliver quality professional public services to all residents in the **Pacific Grove** community and the region, while ensuring high value and quality results.

Let's View Our Brainstorming Software

Round 3: Draft Our Core Values/Guiding Principles



A set of standards that establishes a framework for expected behavior and decision-making. These values are non-negotiable and even when the nature of goals, work or leadership established might change over time, these principles apply as an unwavering guide in all circumstances.
(What will guide us in carrying out our Mission)

Core Value/Guiding Principle Example

STEWARDSHIP We are stewards of our community, using resources wisely and embracing innovation while also proactively caring for our natural resources.

*Let's View Our
Brainstorming Software*

3 The BeachPack (again)

- Values
 - ↳ Structure, trust, Stability, health, Work environment, Respect, Transparency.
 - ↳ We Value/believe in understanding our residents, therefore we treat them w/ respect and honesty.

Values -
Work/Life Balance
Quality of Life
Trust to do job
Ability to make decisions
Respecting employees time and expertise



Helpful Strategic Definitions

Strategic Theme – “ A pillar of excellence”, an area where the city excels in order to achieve your vision.

Goals – Broad statement of a desired future condition.

Objectives – Specific outcomes, measurable whenever possible, that will produce progress towards the goal.

Action Plans – Identify the steps needed to achieve the objectives. The steps should be identified in sufficient detail to serve as a self-explanatory guide to how the objectives will be implemented.

Let's view an example...

Strategic Plan FOUNDATION



An example to help you...

Strategic Theme – Infrastructure

Goal – Infrastructure and public services that support Flagler County's desired quality of life and vision for the future.

Objective – Develop, with a three-year timeframe, a new strategy for disposing of solid waste in ways that generate revenue. Include consideration of transfer stations.

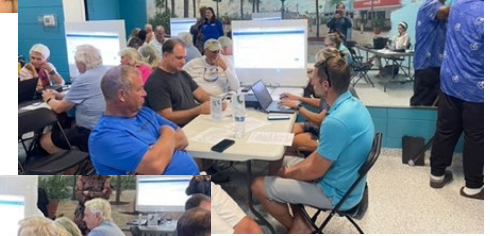
Action Plans – Research different methods to properly dispose of solid waste to include city cost with projected revenue; Determine the number of transfer stations need to meet the anticipated capacity. Present findings and recommendations to Commission by XX for final approval.



Key Emerging Strategic Themes:

- **Restoring, Rebuilding, and Redevelopment**
- **Infrastructure** (e.g., water, sewer, storm drainage, etc.)
- **Communications & Leadership**
- **Economic Development** (e.g., small business support, commercial, tourism, seasonal residents, etc.)
- **Preservation** (e.g., historical, community, Mound House, vibe, etc.)
- **Environmental Sustainability**
- **Transportation** (e.g., getting around the island, bike/pedestrians, golf carts, traffic congestion, etc.)

*How do we define each of these categories?
Are we missing any key focus areas/themes?*



THE ESSENCE OF STRATEGY IS CHOOSING
WHAT NOT TO DO.

- MICHAEL PORTER -

Round 4: Define Our Key Emerging Strategic Themes

Pillars of Excellence – areas where the city excels in order to achieve your vision.



For each of our Strategic Themes, brainstorm:

1. How do we define each of these categories?
2. Are we missing any key focus areas?

Let's View Our Brainstorming Software

Round 5: Draft our Goals



Goal: A broad statement of a desired future condition.

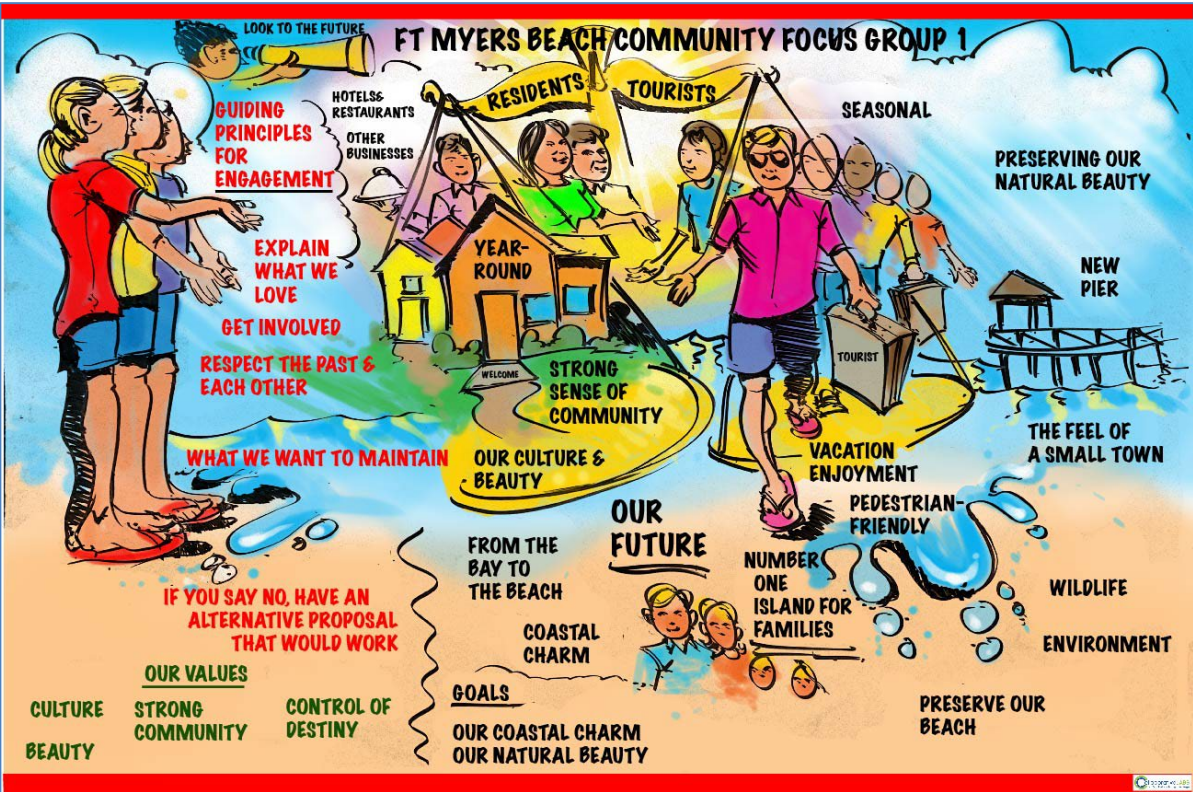
Objective: Specific outcomes, measurable whenever possible, that will produce progress towards the goal.

For each of our Strategic Themes, brainstorm:

1. As seen in the deliverables, what are our Future Desired Outcomes and Top Issues?
2. If we achieve our Future Desired Outcomes and resolve our Issues, what will be the Goal? What does success look like?

Let's View Our Brainstorming Software

Visual Illustration



WRAP-UP & NEXT STEPS

December 16, 2025

TM & Exec. Leadership Planning Meeting

January 7, 2026

Leadership Forum II

February & March

Develop Draft Final Report



**DO THE DIFFICULT THINGS
WHILE THEY ARE EASY
AND DO THE GREAT THINGS
WHILE THEY ARE SMALL.**

**A JOURNEY OF A THOUSAND MILES
MUST BEGIN WITH A SINGLE STEP.**

—
LAO TZU



Fort Myers Beach Leadership Forum 1

December 3, 2025, 9:00am-1:00pm

6231 Estero Blvd, Fort Myers Beach, FL 33931

Agenda times are approximate

9:00am – 9:15am	<u>Welcome & Equipping for Success: Project Overview & Approach</u> <u>Review of Phase I Data Collected to Date.</u> <i>Reference Phase I Executive Summary handout.</i> - Angela Crist, The John Scott Dailey, Florida Institute of Government - Tina Fischer, Collaborative Labs at St. Petersburg College
9:15am – 10:00am	<u>Drafting our Vision</u> FMB Town Council will review the Phase I Executive Summary of deliverables and recommendations to craft a draft Vision Statement.
10:00am – 11:00am	<u>Drafting our Mission, Core Values & Guiding Principles</u> FMB Town Council will review the Phase I Executive Summary of deliverables and recommendations to craft a draft Mission Statement, Core Values & Guiding Principles.
11:00am – 12:50pm <i>Includes a Working Lunch</i>	<u>Confirming our Key Strategic Themes & Drafting our Goals</u> FMB Town Council will review and confirm our Key Emerging Strategic Themes then draft our Goals for Fort Myers Beach. <u>Emerging Key Strategic Themes:</u> Restoring, Rebuilding, and Redevelopment Infrastructure (e.g., water, sewer, storm drainage, etc.) Communications & Leadership Economic Development (e.g., small business support, commercial, tourism, seasonal residents, etc.) Preservation (e.g., historical, community, Mound House, vibe, etc.) Environmental Sustainability Transportation (e.g., getting around the island, bike/pedestrians, golf carts, traffic congestion, etc.)
12:50pm – 1:00pm	<u>Visual Illustration, Wrap-Up & Next Steps</u> Highlights & Preparation for Phase II Meetings

Helpful Strategic Definitions:

Vision: An overarching, aspirational description of what we want to achieve in the Future.

Mission: A statement that explains, in simple and concise terms, an organization's purpose and reason for existence.

Core Values & Guiding Principles: a set of standards that establishes a framework for expected behavior and decision-making. These values are non-negotiable and even when the nature of goals, work or leadership established might change over time, these principles apply as an unwavering guide in all circumstances.

Strategic Focus Areas/Themes: "A pillar of excellence," an area where the town excels in order to achieve your vision.

Goal: A broad statement of a desired future condition.

Objective: Specific outcomes, measurable whenever possible, that will produce progress towards the goal.

Action Plans: Identify the steps needed to achieve the objectives. The steps should be identified in sufficient detail to serve as a self-explanatory guide to how the objectives will be implemented.

