

# TOWN OF KENNETH CITY

## TOWN-WIDE STRATEGIC PLAN 2024 - 2029





## A Message from the Mayor and Town Council

As Mayor of Kenneth City, I am honored to present our inaugural Strategic Plan on behalf of the Town Council. This document represents a commitment to our core values of safety, friendliness, and community spirit while charting a clear path for our Town’s growth and development over the next five years.

Our Strategic Plan is designed to ensure that Kenneth City remains a thriving and inclusive community where residents respect one another, honor our history, and work together toward a vibrant and sustainable future. It sets forth a vision for organizational stability at Town Hall, economic growth, enhanced community safety and cleanliness, and robust public engagement.

We are dedicated to seeing this plan through, using it as a guide for thoughtful planning, responsible financial management, and policy development that serves the public interest and strengthens trust in our leadership. This plan will empower our staff to take proactive steps in enhancing the vibrancy of Kenneth City, supporting our residents and businesses, and ensuring a sustainable future for all.

Your involvement is crucial to the success of this plan, and I thank those of you who took the time to participate in our public engagement portion. We look forward to continuing our collaboration with you to realize the full potential of Kenneth City and build a community that we can all be proud of.

*Mayor Megan Zemaitis*

(727) 498-8948

[Zemaitism@kennethcityfl.org](mailto:Zemaitism@kennethcityfl.org)

## A Message from the Interim Town Manager/Police Chief

As a member of the Town of Kenneth City Police Department since October 2001, as the Town’s Chief of Police since March 2022, and as its Interim Town Manager since April 2024, I care deeply about the Town of Kenneth City. It is within this context, and with great enthusiasm and anticipation for the journey ahead, I am proud to share the five-year Strategic Plan prepared with the Kenneth City Town Council. This focused plan is the culmination of extensive collaboration, incorporating guidance from the Town Council, insights from the community, and valuable feedback from the Town’s dedicated leadership team and staff.



Public service as a member of the Kenneth City Team is a privilege and one that carries with it important responsibilities on behalf of the 5,000 residents and many business partners in our community. Going forward, every member of the Town’s team will do their part to advance the mission of Kenneth City as a safe, friendly, and beautiful small town dedicated to quality services, safety, financial strength, public trust, business development, and progress for the

good of all. Further, everyone on the Town Team will uphold the organizational values of integrity, trustworthiness, and responsibility.

The Kenneth City Strategic Plan truly sets an important direction for the Town. I extend my heartfelt gratitude to everyone who contributed to this important initiative. Your guidance, input, and feedback have been critical to our successful development of the Kenneth City Strategic Plan. On behalf of the dedicated members of the Town Team, I look forward to implementing the priorities of the Town Council-approved Strategic Plan.

*Chief Mike Vieno, Interim Town Manager*

(727) 498-8942

[MVieno@kennethcityfl.org](mailto:MVieno@kennethcityfl.org)

## Mayor & Town Councilmembers

- Megan Zemaitis, Mayor
- Bonnie Noble, Vice Mayor
- Bob Arrison, Councilmember
- Don Kinney, Councilmember
- Tony Chan, Councilmember

## Town Employees

- Kristin Cook, Deputy Clerk
- Rob Haubein, Public Works
- Susan Roberts, Finance
- Eddie Tucker, Sergeant

**A well-designed strategic plan is like a reliable roadmap that points out a destination and provides a clear and concise path to reach it.**

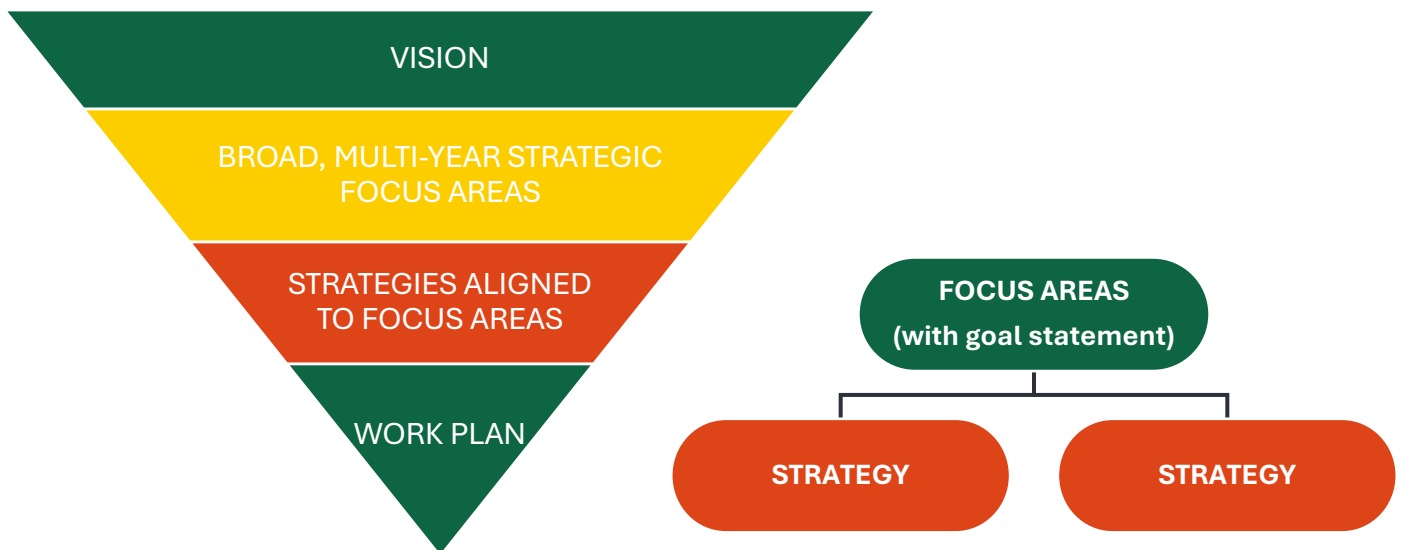
This strategic plan establishes priority areas of focus for the Town over the next five years, highlights specific strategies that will be executed to achieve desired outcomes, and establishes a framework to keep the public updated on the Town's progress.

# STRATEGIC PLAN OVERVIEW

The Strategic Plan is a living document, featuring a framework that balances the needs of the community and the Town's resource capacity.

A town-wide Strategic Plan is fundamental to successful work planning. It is a policy document that reflects the policy priorities of the Town Council. It informs budgeting and annual staff work plans. After adoption, staff integrate the policy focus areas into its operations and work plans. Staff also report regularly to the Council on progress.

## STRATEGIC PLAN OVERVIEW



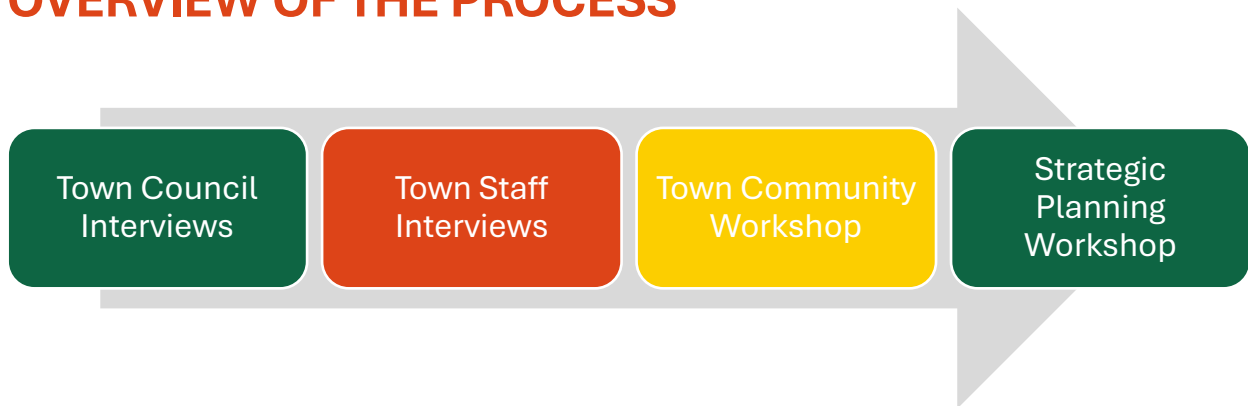
- **The vision** sets the focus for the future. It is an aspirational statement of where the organization wants to be.
- **Focus areas** will guide the direction and focus of the organization for the next several years. They are closely aligned with the vision and state the desired outcomes to be achieved. They help town leaders decide which of the many worthy projects should be done and when, within available resources.
- **Goal statements** elaborate on what is to be achieved in each focus area.
- **Strategies** express how the town plans to accomplish its goals. They articulate the means to achieve desired outcomes for each strategic focus area. Strategies generally include broad areas to pursue, rather than individual projects.
- A **work plan** is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to ensure that the goals and strategies are achieved. Work plans are developed and used by staff to provide a framework for determining specific timelines, assignments, and resource allocations. They are a management tool to help the organization ensure that goals are attained and are well suited to periodic check-ins about progress, changes, or challenges.

## STRATEGIC PLANNING PROCESS OVERVIEW

This strategic plan is a culmination of many activities. An overview of the process is outlined below.

- Town Council Interviews. Councilmembers and the Mayor participated in interviews as a starting point for the process.
- Town Staff Engagement. Town staff provided input through individual interviews and review of information gathered in the process.
- Community Input. The Town hosted a community engagement event on July 13, 2024 to seek feedback about Town priorities, strengths, weaknesses, and opportunities. The community was also invited to participate in the Town Council workshop held on August 27, 2024.
- Strategic Planning Workshop. A Town Council workshop was held on August 27, 2024 to identify the vision, mission, values, goals and strategies in the strategic plan.

## OVERVIEW OF THE PROCESS



# STRENGTHS, CHALLENGES, OPPORTUNITIES

## STRENGTHS



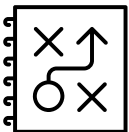
- Safe, small town with low taxes
- Well-operating Police Department
- Excellent Fire Department contract
- Kenneth City Cares volunteer organization
- Centrally located
- Quality parks and community

## CHALLENGES



- Multiple Town Managers in recent years
- Organization challenges due to historical issues (high turnover)
- Two-year Town Council terms create instability
- Lack of job descriptions, policies and procedures
- Outdated records management system

## OPPORTUNITIES



- Attract family-oriented businesses, restaurants and entertainment
- Focus on 54th Avenue as the main commercial corridor
- Prepare and implement design standards for new development that respect Kenneth City's mid-century authenticity
- Enhance safety with more sidewalks
- Prioritize recreational activities and safe streets

# OUR VISION

**KENNETH CITY IS A SOVEREIGN MUNICIPALITY DEDICATED TO MUTUAL RESPECT AND COMMUNITY INVOLVEMENT. WE CELEBRATE OUR DIVERSITY, HONOR OUR HISTORY, AND FOSTER A STRONG SENSE OF COMMUNITY FOR A VIBRANT AND SUSTAINABLE FUTURE.**



## **OUR MISSION**

**The Town of Kenneth City is a safe, friendly, and beautiful small town dedicated to quality services, safety, financial strength, public trust, business development, and progress for the good of all.**



# OUR VALUES

## **Integrity**

*Acting with honesty and serving the public interest in all situations*

## **Trustworthiness**

*Being reliable and upholding public confidence and trust at all time*

## **Responsibility**

*Being accountable for one's actions and fulfilling obligations for the public good*

# Focus Areas and Strategies

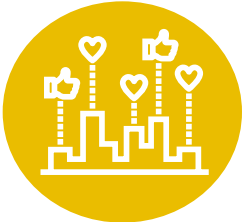
The Town Council has established four multi-year focus areas based on input from the Town Council, staff and the community. These focus areas identify intended outcomes through an associated set of strategies.



**Organizational Stability**  
Create a strong team of dedicated employees who support the community through a commitment to local government best practices, and employee development, support, and retention.



**Grow Local Economy**  
Promote sustainable economic growth by attracting family-oriented businesses, supporting local enterprises, and encouraging redevelopment of key areas.



**Safe, Clean and Friendly**  
Enhance the Town's infrastructure and aesthetics by improving street conditions, expanding multimodal trails, and implementing beautification projects.



**Community Engagement**  
Enhance communication channels and provide residents with easy access to information and services, fostering a more connected and responsive community.



# Organizational Stability



Create a strong team of dedicated employees who support the community through a commitment to local government best practices, and employee development, support, and retention.

#	STRATEGIES	1–3 YEARS	3–5 YEARS
1	Prepare comprehensive standard operating procedures (SOPs) and general orders	X	
2	Facilitate a process to amend the Charter that includes consideration for recommendations for the term of Councilmembers (i.e., 4-year staggered Councilmember terms versus 2-year)	X	
3	Follow sources of authority for all Town activities and actions (e.g., Town Code, Florida Statutes) and adopt Town Council Rules of Order and Procedures (KC Charter Section 2.09)	X	
4	Undertake omnibus Town Code clean-up and codification (KC Charter Section 2.15)		X
5	Pursue and achieve Public Works accreditation		X



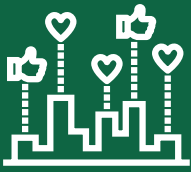


# Grow Local Economy

Promote sustainable economic growth by attracting family-oriented businesses, supporting local enterprises, and encouraging redevelopment of key areas.

#	STRATEGIES	1–3 YEARS	3–5 YEARS
1	Conduct a feasibility study on annexations of key areas to create a complete community	X	
2	Attract, retain and support the growth of local business	X	X



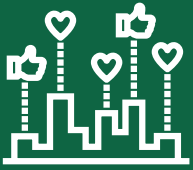


# Safe, Clean and Friendly

Enhance the Town’s infrastructure and aesthetics by improving street conditions, expanding multimodal trails, and implementing beautification projects.

#	STRATEGIES	1–3 YEARS	3–5 YEARS
1	Reinvest in parks and multi-use trails	X	
2	Develop a professional non-sworn code enforcement team	X	
3	Regain focus on the 54th Avenue Infrastructure, then improve other corridors	X	
4	Continue support for the Police Department	X	
5	Invest in customer service training**		X
6	Invest in Town’s storm drain system to reduce flooding**		X
7	Centralize Town operations in one location**		X

\*\* These strategies are essential to achieving the Town’s Safe, Clean, and Friendly goal. While these initiatives extend beyond the five-year scope of this document, they are crucial to Town leadership and are included here for future reference and planning.



# Community Engagement

Enhance communication channels and provide residents with easy access to information and services, fostering a more connected and responsive community.

#	STRATEGIES	1–3 YEARS	3–5 YEARS
1	Improve the Town website and procure and develop an application-based 311 system (citizen hotline)	X	
2	Undertake a needs assessment for modernizing the phone system followed by a procurement process for bidding and awarding a new phone system that meets the Town's needs	X	



# CONCLUSION

This Strategic Plan is designed to guide the work and future of the Town of Kenneth City. It reflects the guidance and input of the Town Council, staff, and the community.

The plan articulates the vision for the Town and establishes a set of goal areas and strategies to guide the work of the Town of Kenneth City over the next several years.

This includes the Town budget using the strategic plan as an important guidepost for the upcoming fiscal years.

An accompanying strategic plan status report will provide a periodic update to the public on progress related to the goal areas.

Thank you to everyone who contributed to this important initiative and everyone who will help make the vision a reality.





Town of Kenneth City  
6000 54<sup>th</sup> Avenue North, Kenneth City, Florida 33709  
[www.kennethcityfl.org](http://www.kennethcityfl.org)