



Florida's Warmest Welcome

## 2023-2025 Strategic Plan





# Florida's Warmest Welcome



## Strategic Planning Statements

### Mission:

Provide superior municipal services that enhance the quality of life for our community.

### Vision:

The preferred city to live, work, play, and visit.

### I CARE Values:

**Integrity** – truth, honesty, and transparency in all interactions.

**Collaboration** – willing to engage in respectful and productive teamwork and partnerships.

**Accountability** – taking responsibility for actions and results.

**Resiliency** – seeking innovative solutions to obstacles and challenges.

**Excellence** – engaged in personal and organizational performance improvement.



# Pompano Beach Strategic Focus Areas

## Customer-focused Excellence

**Objective: Provide superior services that meet or exceed the requirements and expectations of our community.**

- Improve overall customer satisfaction by 2% over the 2023 baseline by 2025
- Improve Net Promoter Score (NPS) by 2025
- Improve overall participant satisfaction with City-sponsored events to  $\geq 75\%$  by 2025

## Workforce-focused Excellence

**Objective: To be the organization of choice by attracting, training, and retaining a competent, capable, and cohesive workforce.**

- Reduce workforce-related accident rates  $\geq 10\%$  by 2025
- Improve workforce satisfaction with benefits, compensation, and services  $\geq 5\%$  over 2023 baseline by 2025

## Sustainability-focused Excellence

**Objective: Enhance environmental quality for our current and future residents, visitors, and businesses.**

- Increase single-family residences using reuse (available purple pipe) water from 77% to 80% by 2025
- Reduce greenhouse gas emissions by at least 10% from 2019 baseline by 2025
- Convert light duty fleet from 0% to 5% electric vehicles (EV) by 2025
- Reduce municipal facility electric consumption per sq. ft.  $\geq 5\%$  by 2025
- Develop and implement single-family home program for organic waste diversion (composting) with  $\geq 3\%$  participation by 2025
- Achieve 100% street lighting compliance with sea turtle regulations along A1A by 2025

## Community-focused Excellence

**Objective: Have a safe, beautiful city with “world-class” beaches; economic, health, and recreation opportunities; and enhanced mobility.**

- Establish a regional consortium of municipalities to address the underlying issues of homelessness by 2024
- Increase fitness/wellness program offerings by 5% by 2025
- Increase Cultural Center visitorship 5% by 2025
- Maintain top-level Fire and Ambulance accreditations
- Develop mobility / transportation plan to optimize traffic movement through the city by 2025
- Improve firearm-related crime clearance rate from 17% to 20% by 2025

## Finance Excellence

**Objective: Ensure the financial ability to provide essential municipal services.**

- Improve bond rating to AAA by 2028
- Implement the phased master development plan of the new downtown area by 2025

## Process Excellence

**Objective: Optimize the City’s processes and operations to provide cost-effective services that efficiently utilize the City’s resources.**

- Improve time-to-hire to  $\leq 85$  days by 2025
- Reduce the cycle time for permitting to less than 10 business days by 2025
- Develop and implement systematic approach for performance measurement, analysis, and review by 2025
- Develop and implement a systematic approach for performance improvement by 2024
- Standardize city-wide (and department-specific) procedure manuals by 2025
- Develop and implement a systematic complaint-management system by 2024







Over the course of the past 215 years, the City of Pompano Beach has continued to evolve from a small farming settlement along Henry Flagler’s Florida East Coast Railway to one of Florida’s largest 25 cities – a progressive, thriving destination!

The City provides an exceptional quality of life – with amenities like 3 miles of beaches, 700 acres of parks, golf, tennis, endless watersports, gaming, dining and a plethora of options for cultural experiences, including 5 cultural venues and a 3,000 seat Amphitheater. Pompano Beach is a well-known fishing and diving destination with direct access to the Atlantic Ocean through the Hillsboro Inlet and sought-after diving sights, often called the ‘Shipwreck Capital’ of south Florida.

As our nation, state, region, and city continue to evolve, it is appropriate that we take heed of our operational environment and systematically plan for our future. This strategic plan is the result of hundreds of hours of careful study, analysis, dialogue, and facilitated collaboration and is designed to serve as the roadmap for the City staff to guide their efforts in accomplishing the key strategic objectives and goals contained herein.

This strategic plan addresses the City's ongoing commitment to meet or exceed the requirements and expectations of our community; ensuring that we have a safe and beautiful city; attracting and retaining a competent, capable, and cohesive workforce; providing cost-effective services; enhance the environmental quality for our residents, visitors, and businesses; and ensuring that we have the financial ability to provide essential services.

We reviewed and refined our mission, vision, and values statements to better reflect what we do as a municipal government, and how we will “Provide superior municipal services that enhance the quality of life for our community.”

Our new vision is to become “The preferred city to live, work, play, and visit” and this plan highlights the goals we established to work toward achieving that vision. I’m also happy to introduce our refined I CARE values - the guiding principles and behaviors that embody how our organization and its people are expected to operate.

First and foremost, our mission is public service and, we, your City staff, want to thank you for allowing us the opportunity to serve you in a superior manner.



Greg Harrison  
City Manager

