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STRATEGIC PLANNING FOR THE CITY OF POMPANO BEACH

Strategic Planning Model for the City of Pompano Beach

Value-based principles that
describe the preferred
future in 15 years

VISION

Destination
“You Have Arrived”

Strategic Goals that focus
outcome-based objectives and
potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a Work
Program: Policy Agenda for
Mayor and City Commission,
Management Agenda for staff;
Major Projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the
responsibility of City
government and frame the
primary services – core service
businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define
performance standards and
expectations for employees

CORE BELIEFS

Fuel
“The Right People”

POMPANO BEACH VISION 2032

Pompano Beach Vision 2032

By 2032, POMPANO BEACH is a superior place to live, visit and locate or expand a business along the Atlantic Coast of South Florida.

POMPANO BEACH is distinguished by:

Our Safe Community

Our Sense of Place and Family

Our Distinctive Architecture

Our Award-winning, Alive Beach and Beachfront

Our Range of Leisure, Arts and Cultural Amenities

Our Growing Downtown and Innovation District

**Our Strong, Diverse Economic Sectors
with Ample Employment Opportunities**

**Our Location and Our Reputation for Sustainable
Development and Redevelopment**

Our Stable Neighborhoods with a Range of Housing Options

POMPANO BEACH 2032 is a city of great places with even greater opportunities and offers residents and visitors Florida's Warmest Welcome!

CITY OF POMPANO BEACH PLAN 2017 – 2022

City of Pompano Beach Goals 2022

PREFERRED PLACE TO LIVE

PREFERRED PLACE TO DO BUSINESS

PREFERRED PLACE TO VISIT

**SUPERIOR CAPACITY FOR GROWTH THROUGH QUALITY,
SUSTAINABLE DEVELOPMENT**

QUALITY AND AFFORDABLE CITY SERVICES

BUILDING CONFIDENCE IN CITY GOVERNMENT

Goal 1

Preferred Place to Live

OBJECTIVES

1. Maintain a safe community and neighborhoods – people feeling safe in any neighborhood or community destination
2. Build livable neighborhoods with quality infrastructure
3. More beautiful City through an enhanced visual appearance and “curb appeal” of the Pompano Beach community from our gateways and our corridors to our neighborhoods
4. Expand and diversity cultural and arts opportunities for all
5. Upgrade public schools and educational programs to “A” Rating through an active partnership with Broward Schools
6. Develop facilities/programs to match the changing recreational needs and preferences of the community
7. Increase ridership and convenience of public transportation in Pompano Beach connecting community destinations
8. Increase amenities for residents and visitors to shop, to eat, and to be entertained
9. Have top quality parks with a variety of amenities throughout Pompano Beach
10. Have quality, affordable housing options for all family generations, including senior housing

VALUE TO RESIDENTS

1. More reason to locate and remain living in Pompano Beach
2. Attractive community
3. Range of affordable recreation and leisure activities for all generations
4. Range of housing choices: price points and type
5. Reputation as a "family friendly" community for all generations
6. Inclusive community that welcomes all

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Aging neighborhood infrastructure needing maintenance, major repairs or replacement
2. Older housing stock needing maintenance, repairs, modernization and replacement
3. Growing need for quality rental housing, particularly for young professionals or families who are unable to secure a home loan
4. Irresponsible landlords who are not investing in the maintenance or upgrade of their properties
5. Conflict between personal property rights and community values and standards
6. Visual unattractive and blighted gateway, entrances, major corridors and some neighborhoods
7. Prioritizing and funding for City infrastructure projects
8. Developing and working with effective neighborhood associations
9. Addressing chronic nuisance properties
10. Incentivizing and attracting market rate housing developments in NW CRA
11. Balancing redevelopment/new development with avoiding overdevelopment
12. Reputation and performance of public schools and working with Broward Schools - failing elementary schools, unattractive schools
13. Determining the City's role and regulatory limitations to address sober homes, transient issues, homeless, short-term vacation rentals

SHORT TERM CHALLENGES AND OPPORTUNITIES (continued)

14. Redevelopment displacing current residents
15. Limited housing options for seniors
16. Having parents more involved with their children – education and recreation
17. Increasing use of heroin

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Changing housing trends for each generation
2. Transitioning from code enforcement to proactive code compliance
3. Changing leisure and recreation patterns by each family generation
4. Lack of activities and programs for youth, particularly teens
5. Reduced funding and fewer grants for neighborhood revitalization, housing upgrades or community redevelopment
6. Competition among neighborhoods
7. Complexity of addressing the homeless issue and the role of City government
8. Traffic alternatives and the impacts on neighborhoods
9. City designed as auto dependent community
10. Federal and State regulations and mandates impacting community livability

**LONG TERM CHALLENGES
AND OPPORTUNITIES (continued)**

11. Developing a proactive partnership with Broward Schools to achieve 100% “A” rated schools in Pompano Beach
12. Reducing the community's poverty rate (20%)
13. Increasing traffic congestion with limited road capacity
14. Preparing for population growth and development for the next 20 years
15. Eliminating non-conforming signs based upon recently adopted standards
16. Perception of an East – West split with I-95 as the major community barrier
17. Increasing parental involvement in education and leisure activities
18. Need for parks in every neighborhood

POLICY ACTIONS 2017

	PRIORITY
1. Short-Term Rentals: City-wide Actions	Top Priority
2. City Beautification Program: I-95 Interchanges	Top Priority
3. Homeless Strategy and City Actions	High Priority
4. Open Dumping Control: Policy and Compliance	High Priority
5. City Cultural Arts Support for Schools: Role and Actions	High Priority
6. Neighborhood Plans: Completion and Implementation	Moderate Priority
A. Collier City Plan (CRA)	
B. Fairview Plan	
C. Highland Plan	
D. Crestview Plan	

MANAGEMENT ACTIONS 2017

	PRIORITY
1. Code Compliance: Repeat Offenders	Top Priority
2. Cultural Center Programming: Direction	Top Priority
3. Senior Housing Needs Assessment: Report with Options	Top Priority
4. Housing Rehabilitation Program: Implementation	High Priority
5. Emergency Home Repairs Program	High Priority
6. Turf Field Study	High Priority
7. Public Art Master Plan: Update Plan and Projects	High Priority
8. Parks and Open Space Policy and Land Acquisition	High Priority

MANAGEMENT IN PROGRESS 2017

1. Parks, Recreation and Cultural Arts Master Strategic Plan: Update
2. Recreation Fees: Analysis of Cost Recovery, Report, Direction
3. Teen College Tour Program: Development, Funding
4. CRS Format Conversion: Code Amendment, FEMA
5. Broward Schools: Quarterly Update Reports
6. NSP Local Affordable Housing Revolving Loan Program: Update Report
7. Wind Mitigation Program: Round 2 Completion
8. Revolving Loan Program (CDBG): Marketing
9. 1st Time Home Buyers Program: 10 Homebuyers
10. CDBG Consolidated Plan: Annual Update
11. Traffic Crash Analysis and Follow Up Action
12. City Vista Mixed Use Development (CRA)
13. Mullet Alley Open Space, Beer Garden Design (CRA) Construction
14. Harbor Village Parking (350 Spaces) (CRA): Land Acquisition

MAJOR PROJECTS 2017

1. Fishing Pier: Commission Decision Funding, Corps of Engineer Permit, Construction
2. Briny Avenue Project
3. Charlotte Burrie Community Center: Site Selection

MAJOR PROJECTS 2017 (continued)

4. Public Library/Cultural Center Project: Opening
5. Downtown Plaza Project (CRA)
6. Community Park Shelters Project (3): Highlands Park Basketball Court Resurfacing Project, Hunter's Manor Playground Surface Project, North Andrews Avenue Landscaping Update Project
7. Palm Aire Community Main Entryway Beautification: Sign
8. Palm Aire Lakes Dredging Project: Spoils (City Attorney) Quarterly Report
9. Old Pompano Infrastructure Improvement Project (Section 8 Program) Construction
10. Linear Park Project: Land Acquisition, Design
11. 31st Avenue Park Project: Agreement, Design
12. Wayfinding Signs: Installation (4)
13. Alsdorf Park Boat Parking Improvements: Permit, Construction
14. Pool/Aquatic Center: (Pump House, Classroom/Retail Space) Design
15. Sandspur Park: Pavilion, Restrooms, Parking
16. Mitchell Moore Park: Sunshade, Concession Building Renovation
17. McNair Park: Restrooms/Concession Building Renovation
18. North Pompano Park: Hardscape/Landscape, Building Design/Renovation
19. Atlantic Boulevard Bridge Improvements: City Bond, Decision, Construction
20. 10th Street Beautification
 - A. 5th Avenue to Community Park
 - B. Community Park to Federal Highway

ON THE HORIZON 2018 – 2022

1. Canal Development Plan and Projects
2. Sexually-oriented Businesses: Goals, Direction, City Actions
3. Public Art Program: Evaluation Report with Recommendations (CRA)
4. Street Lights Policy: Evaluation Report with Options, Direction, Working with FPL
5. Theater Development (5000 sq. ft.): Direction, Funding Mechanism (CRA)
6. Additional Community Centers: Direction, Funding (CRA)
7. Recreation Programs Comprehensive Review: Report, Direction
8. Inmate Release Problem Analysis, Report with Options, City Role and Actions
9. Higher Education Center Feasibility Study
10. Affordable Senior Housing: Direction, Action Plan, City Role, Housing Authority, Partnership, Action Plan
11. P3 Ordinance: Policy Framework
12. Vacant/Abandoned Lots, Homes, Buildings: Inventory, Regulation, Enforcement – Min Reuse Standard Pompano
13. Housing Improvements Program: Goals, Revolving Fund
14. Beach Area Complete Streets Projects: Next Steps, Funding
 - A. Riverside (ECRA): Street Parking
 - B. A1A (ECRA): Conceptual Design
15. Areas Near Schools Clean Up Action Plan: Identify School Issues, Include Schools

ON THE HORIZON 2018 – 2022 (continued)

16. Store/School Loitering Ordinance: Report, Decision, Enforcement, Funding
17. Rental Registration and Inspection: Development
18. City Public/Cultural Arts: Organization – Staffing, Program, Funding, RFP, Opportunities (CRA/P&R)
19. Streetscapes Enhancements
 - A. NW 6th Avenue
 - B. NW 15th Street
 - C. NW 3rd Avenue
20. Grocery Store Attraction Strategy NW (CRA)
21. Seniors Services and Recreation Needs Assessment and Plan
22. Housing and Economic Strategy Study/Direction
23. Model Home Demonstration Program/Project
24. Fair Housing Analysis of Impediments Report
25. License Plate Recognition: Expansion Funding
26. Rezone 27th Avenue Corridor Revitalization
27. Urban Garden/Community Garden: Report Update, Funding (CRA/P&R)
28. BSO Community Policing Assessment, Report, Action Plan
29. Esquire Lake Access and Swales Signage
30. Beach Community Center (CRA): Design, Parking Structure
31. NE 1st Street Beautification Project (CRA)
32. North Riverside Drive: Design, Funding (CRA)

Goal 2

Preferred Place to Do Business

OBJECTIVES

1. Attract more “targeted” businesses to Pompano Beach: hospitality, hotels, restaurants
2. Grow existing business, especially, small locally-owned businesses
3. Have a reputation as a "business friendly" City while protecting the community's interests and improving practices of expedited permitting and assistance for smaller businesses
4. Improve growth in/expand the development of office, commercial and industrial properties
5. Enhance corridor redevelopment and business investment
6. Promote Class “A” office space development on Atlantic Boulevard near I-95 and along Dixie Highway
7. Redevelop “Old Pompano/Downtown” as a dining, entertainment and arts destination
8. Expand space for incubators, innovators and entrepreneurs and retain the businesses in Pompano Beach
9. Develop the Pompano Beach Air Park and aviation related businesses
10. Expand retail specialty and upscale businesses with Pompano Beach residents having the opportunity to shop here
11. Expand marine related businesses in Pompano Beach

VALUE TO RESIDENTS

1. Opportunities to live near work - additional time for families and leisure
2. Range of higher paying job opportunities
3. Businesses investing in Pompano Beach
4. Opportunities to start and grow a business in Pompano Beach
5. Support for small and incubator businesses
6. Opportunities for workforce development and training
7. Variety of businesses in Pompano beach

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Uncertain global, national and regional economy
2. Supporting the start-up and growth of small businesses
3. Developing facilities and support mechanisms for incubators, innovators and entrepreneurs
4. Maintaining and enhancing the City's reputation as being "business friendly"
5. Retaining current businesses - knowing their plans and supporting their growth in Pompano Beach
6. Expanding the presence of higher education institutions and programs
7. Increasing the average salary levels for residents through higher paying jobs
8. Attracting higher end retail/commercial establishments
9. Illegal dumping, loitering and trespassing on lots owned by NW CRA
10. Extending the CRA lifespan
11. Tapping the economic potential of the Air Park and the development of aviation related businesses
12. Helping applicants to get approval rather than serving as an obstacle
13. Giving locally owned businesses preference for City contracts
14. Limited land available at Air Park for business development
15. Streamlining development and permitting processes

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Land available for industrial and commercial development
2. Competition from other communities in South Florida
3. Development at I-95 Interchanges
4. Future Casino expansion and hotel development by the Isle of Capri
5. Defining and using incentives to stimulate business investment
6. Growth in home-based businesses and home office with supporting technology infrastructure
7. Changing retail patterns and the impact of internet sales and online shopping
8. Lack of and attracting major and destination retail development to Pompano Beach
9. Developing/expanding the international business opportunities especially with South America and Europe.
10. Creating the right merchandise mix for the East CRA and Downtown Pompano
11. Converting outdoor storage locations to higher employment based industrial uses

POLICY ACTIONS 2017

	PRIORITY
1. Innovation District: Next Steps	Top Priority
2. Northwest CRA: County Resolution on CRA Extension	Top Priority
3. Commuter Rail Station in Downtown: Advocacy	High Priority
4. MLK Redevelopment: Next Steps	High Priority

MANAGEMENT ACTIONS 2017

	PRIORITY
1.. Corridor Studies: Completion A. Powerline Road B. Copans Road C. Andrews Avenue	Top Priority

MANAGEMENT IN PROGRESS 2017

1. Local Preference Program Ordinance:
 - A. Commission Decision
 - B. Outreach for Local Businesses Events – City Solicitation
2. City Vista Mixed-use Development [along MLK Boulevard]
3. Film Permit Processing
4. Airport Wildlife Hazard Assessment and Management Plan
5. Corridor Studies Brochure (Series)
6. Invitation to Bid Threshold: Commission Decision

MAJOR PROJECTS 2017

1. MLK Boulevard Reconstruction Project:
 - A. Phase 2: Complete
 - B. Phase 3: Design
2. Air Park Runway/Taxiway Marking and Striping Project
3. Air Park Administration Building Renovation Project: Design
4. Air Park Main Entrance Gate Project: Design (link NE 10th Street Project)
5. Air Park Taxiway Delta Rehabilitation Project: Construction

ON THE HORIZON 2018 – 2022

1. Corridor Studies: Completion, Adoption, Implementation
 - A. Atlantic Boulevard
 - B. Sample Road
 - C. Copans Road
2. Copans Corridor Redevelopment
3. Sample Corridor Redevelopment
4. Retail Attraction Strategy and City Action Plan
5. Air Park Loop Development/Expansion
6. Small and Minority owned Business Development Program: Goals, City Role, Direction and Funding
7. Workforce Development and Training: Working with Partners, Program Development, City Role/Participation
8. Higher Education Expansion Strategy: Goals, City Actions (CRA)
9. Target Block Development
10. Public-Private Partnerships: Evaluation Report, Policy Framework, Direction
11. Riverside Redevelopment: Direction, Design, City Role, Funding Mechanism
12. Dixie Highway Industrial Crafts District Zoning Incentives

ON THE HORIZON 2018 – 2022 (continued)

13. Broward Public Health Relocation
14. Health Side Businesses North District Zoning Incentive (CRA)
15. East CRA Business Attraction and Development (CRA)
16. Air Park Master Plan Implementation: Project Direction, Direction, Funding
17. Parcel "Y" Development at Air Park: RFP, Development Agreement
18. Corridor Code Compliance Assessment Program: Completion
19. Air Park Zoning Regulations: Evaluation, Direction
20. Master Plan for Targeted Industries: Development
21. Marketing Plans with Broward Business Alliance, Chambers of Commerce and Other Entities to Promote Economic Development: Update, Development
22. City-owned Land: Direction
23. Air Park Master Plan: Update
24. Air Park New Runway Connectors Sierra and Tango Project

Goal 3

Preferred Place to Visit

OBJECTIVES

1. Expand visitor and tourism markets in partnership with Broward County
2. Maintain a “world class” beach for the enjoyment of residents and visitors
3. Develop economic opportunities at the Air Park and adjacent areas
4. Expand water-based sports: boating, fishing, scuba diving, snorkeling, etc.
5. Position Pompano Beach as an outstanding destination for sports related activities/become a major sports tournament destination in South Florida - local, regional, national and international tournaments
6. Support growth in hotel development/increase number of quality hotels and rooms
7. Redevelop Pier and Pier property with a variety of amenities and restaurants (5)
8. Improve wayfinding and gateways
9. Have public transportation options for visitors – no need to use their automobile after arriving: buses, water taxi
10. Expand Isle of Capri with hotel and conference space, quality retail and a performance venue

VALUE TO RESIDENTS

1. More leisure venues/activities for residents
2. Outside dollars supporting local businesses
3. More convenient access and parking for the Beach and other local destinations
4. Availability of more arts and cultural programs and activities
5. More diverse revenues to the City government - less tax burden for Pompano Beach residents
6. Visitors feeling welcome and becoming our "guests" in Pompano Beach

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Lack of major brand hotels
2. Competition for the use of sports fields: recreation uses, tournaments, "professional, amateur" youth sports and travel teams
3. Tapping the potential of the Greg Norman Signature Golf Course - one of the best public courses in South Florida
4. Expanding events at the Air Park
5. Developing cultural arts venues for residents and visitors
6. Greater ease in moving around the community through effective wayfinding signage and alternative transportation
7. Initial first impression - depending upon the point of entry and corridor
8. Creating a "world-renowned" destination at Shipwreck Park
9. Preserving and improving access to water bodies
10. Expanding the marketing of Pompano Beach in collaboration with Broward County
11. Lack of quality restaurants and major retail shopping
12. Expanding the "beach experiences" of visitors through quality beach shopping, outdoor restaurants, and entertainment venues

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition for the tourists in South Florida
2. Increasing/expanding beach events and activities
3. Increasing the number of signature/major events that draw regionally and nationally, and even internationally
4. Becoming a "Welcoming Community" for our visitors/guests – making visitors feel like they are our "guest" and increasing their likelihood of a return visit
5. Expanding water connectivity through a water taxi system
6. Expanding businesses and entertainment venues on the Pier
7. Public use of convenient parking structures
8. Defining and funding the City's role in tourism development
9. Potential Isle of Capri development with hotel, conference space, entertainment venue, shopping
10. Developing viable water taxi system for Pompano Beach and linked to the region

POLICY ACTIONS 2017

	PRIORITY
1. Fishing Pier: Funding	Top Priority
2. Isle of Capri Hotel Development: Expansion	Moderate Priority

MANAGEMENT ACTIONS 2017

	PRIORITY
1. Major Hotel Development Projects A. I-95/Atlantic Innovation District B. Hilton Place – Pier Village	Top Priority
2. Amphitheater Development: Management and Capital Improvements	Top Priority

MANAGEMENT IN PROGRESS 2017

1. Water Taxi Service: RFP, Commission Decision, Direction, Funding
2. Special Event Development: Goal(s), City's Actions, Potential Partners, Funding

MAJOR PROJECTS 2017

1. Shipwreck Park Development – New Reef Project/Permitting
2. Blanche Ely House Museum Renovation and Organization Structure/Programming
 - A. Commission
 - B. Design
3. Visitor Center
 - A. Construction
 - B. Service Agreement
4. Dock for Water Taxi: Permitting, Commission Decision

ON THE HORIZON 2018 – 2022

1. Street Festivals: Direction, City's Role, Funding
2. Community Events: Inventory/Return on Investment Report, Policy Framework/Guidelines, City's Role
3. Harbor Village Parking
4. Oceanside Parking Structure
5. Citywide Valet Parking
6. Future Hotel Development Strategy
7. Intracoastal Waterfront Promenade: Design
8. Restaurant Attraction Strategy
9. Shipwreck Park Expansion: Direction, Next Steps
10. Tourism Expansion Strategy and Action Plan
11. Sports Tourism/Tournament Strategy/ Athletic/Sports Fields: Development, Goals, Direction, City's Role, Needs Assessment, Report with Recommendation, Link to Sport Tournaments, Projects, Funding Mechanism

Goal 4

Superior Capacity for Growth through Quality, Sustainable Development

OBJECTIVES

1. Have sustainable and balanced growth in new development/redevelopment projects
2. Increase ridership and convenience of public transportation in Pompano Beach
3. Assure adequate water supply – short-term and long-term
4. Expand water reuse capacity to the North and Northeast
5. Upgrade water treatment and distribution system
6. Prepare and plan for sea level rise
7. Increase bicycling and pedestrian network
8. Improve rail and public transit stops in Pompano Beach
9. Increase the energy efficiency and sustainable design of all City facilities
10. Encourage new buildings and homes meeting LEED or other sustainable building standards

VALUE TO RESIDENTS

1. City acting as a responsible environmental steward
2. Protection from sea level rise
3. Responsible use of water resources
4. Reduced carbon use and greater energy efficiency
5. Sustainable development for the future
6. Expanding alternatives for mobility – less auto dependence

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Defining "sustainable development" and "sustainability"
2. Federal and State of Florida regulations and mandates impacting development
3. Working with property owners especially with expectations of unrealistic expectations of property values
4. Providing transportation alternatives in an automobile dependent community
5. Expanding viable public transportation options that are responsive to community needs and used by residents
6. Changing development standards and codes to reflect “sustainable” development
7. Creating a more bike/pedestrian-friendly community
8. Limited water resources in Florida
9. Incorporating energy efficiencies in City facilities, vehicles and service delivery
10. Increasing water infiltration into pipes due to the age of the pipes and the effects of climate change
11. Vacant and abandoned buildings and homes
12. More sustainable homes and buildings designs

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Changing community expectations and understanding the impacts of life style
2. Sea level rise: myth or reality
3. Understanding the concept and complexity of "form-based code"
4. Public education and understanding the future in terms of sustainable development
5. Applying LEED or similar standards to development projects
6. Incorporating Crime Prevention through Environmental Design (CPTED) into design of projects
7. Supporting Transit-oriented Development [TOD]
8. Having visitors and residents parking their cars and using public transportation
9. Connecting the community with through lanes/paths
10. Informing residents on City sustainability activities/ programs and their daily decisions that can create a more sustainable community
11. Developing a regional rail system that stops in Pompano Beach

POLICY ACTIONS 2017

	PRIORITY
1. Dixie/Atlantic Intersection Improvements: Funding	Top Priority
2. East Transit-oriented Corridor (ETOC): Rezoning and Zoning Code Amendments	High Priority
3. Broward NEXT Comprehensive Plan Update: Sea Level Rise	High Priority
4. East McNab Road: Bridge Replacement and Aesthetic Improvements	High Priority
5. Broward Outfall Shutdown: Direction	Moderate Priority

MANAGEMENT ACTIONS 2017

	PRIORITY
1. Storage Tank and Field Operations Building	Top Priority

MANAGEMENT IN PROGRESS 2017

1. Bicycle Safety Rodeos (2)
2. Engineering Design Standards: Revision/Update
3. Wastewater Capacity Management Operating Management Assessment
4. Canal Cleaning and Debris Removal Boat: Purchase
5. Tree Inventory: Phase 2 Completion
6. Community Resiliency Position: Hired, Commission Decision, Funding
7. Tree Removal and Replacement Accounting System for City and CRA Projects: Development Administrative Policy
8. Water Conservation Program: Report
9. Reuse Connection Program: Report
10. Pavement Condition Survey:
 - A. Survey
 - B. Commission Decision
 - C. Funding

MAJOR PROJECTS 2017

1. GPS Projects
 - A. Utilities
 - B. Public Works
2. Annual Reuse Water Main Expansion: Reuse Trunk Line From North of NE 14th Street into Lighthouse Point
3. Wastewater Lift Stations Rehabilitation
 - A. #106
 - B. #107
 - C. #143
4. Control Panel Updates
 - A. #10
 - B. #42
 - C. #43
 - D. #112
5. Lift Stations Flow Meter and Discharge Valve Replacement
 - A. #61
 - B. #86
6. Inter Utility Water Connections: Construction: 1st Margate Connection
7. Stormwater Backflow Prevention Valves on the Barrier Island: Installation: Location Analysis, Completion
8. Reuse Storage Tank NE 3rd Avenue:
 - A. Land Acquisition
 - B. Grant
 - C. Construction
 - D. Commission Decision (GO Bond)
9. Drainage System and Alley Repaving [NE 26th Avenue and NE 28th Avenue]

MAJOR PROJECTS 2017 (continued)

10. New Sidewalk Projects (\$100,000)
11. Electric Backbone Water Plant (Phase III, IV, V)
12. Building Hardening
 - A. Water Treatment Building – Phase I
 - i. Design
 - ii. FEMA Funding
 - B. Water Treatment Building – Phase II & III (FY 2108)
13. Water Filler Re-Build (14):
 - A. Design
 - B. SRF Funding
14. Avondale Drainage and Swales Project
 - A. SRF
 - B. Construction
15. Annual Wastewater Collection System Pipe Lining
16. Annual Manhole Rehabilitation Project
17. Deep Water Well Re-Lining
18. Water Treatment Plant Coagulation Project: Design

ON THE HORIZON 2018 – 2022

1. Resiliency Policy and Program: Adoption, Staffing, Funding
2. Small Scale Development: Definition, Direction [number of stories]
3. Form-based Code: Definition, Direction, Development
4. City Fleet: Report on Alternative Fuels, Direction
5. Additional Community Buses: Direction, Funding
6. City "Green" Initiatives: Investigation, Report
7. Land Use Map Amendments: Adoption
8. Water Supply Plan (2018)
9. Streetscapes Standards Establishment
10. Soccer Fields Additions
11. Powerline Corridor Study: Development
12. Sidewalks Policy and Program
13. Alleys Citywide Assessment, Plan, Funding
14. Generator at Reuse Plant: Design
15. Facility Painting: Water Plant
16. SW Fire Station

Goal 5

Quality and Affordable City Services

OBJECTIVES

1. Deliver city services in the most cost-effective, efficient manner
2. Maintain City reserves consistent with City financial policies and accepted national standard
3. Develop/maintain a high performing City organizational team
4. Invest in the upgrading of information technology – hardware and software
5. Streamline City processes and services
6. Develop an effective system for data collection, performance measurement and use in decision-making and service delivery
7. Increase e-government services
8. Provide quality service based upon data-driven performance

VALUE TO RESIDENTS

1. Service value for your taxes and fees
2. Customer-friendly City service delivery
3. City acting as a responsible steward of City finances, facilities and infrastructure
4. Timely response for a call for service - emergency and non-emergency
5. Reliable delivery of quality utility services - no need to worry or be concerned
6. City maintaining today's infrastructure, and planning and investing in the future
7. Reasonable prices, low cost City government

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Defining and prioritizing the services responsibilities of City government
2. Funding for City employee pensions
3. Aging City infrastructure and facilities needing maintenance, major repairs or replace
4. Rising costs of service delivery, bids for City projects
5. Maturing City workforce and the need for succession planning and finding the next generation of City employees dedicated to serving the Pompano Beach community
6. Continuing the process improvements through LEAN and Six Sigma
7. Developing system for measuring outputs and efficiencies
8. Increasing desire for an “instant” response to a question or service request
9. Location of all City facilities
10. Blend “brick and mortar” City workforce with “telecommuting” City workforce
11. Reducing the cost of City government and service delivery through contracting or privatization
12. Increasing preference for local businesses in City contracts
13. Developing FIOS Community Wi Fi

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Limited revenue options for City governments in Florida
2. Federal and State of Florida regulations and mandates impacting City projects and services
3. Fewer grants and outside funding sources with increased completion and administrative requirements
4. Changing workforce: expectations about work and personal life style
5. Residents and businesses willingness to pay for City services and projects
6. Securing City information and protection from cyber attacks
7. Changing service needs of residents and businesses
8. Rising costs of interest rates impacting capital financing
9. Complexity of procurement process and contract management
10. Increasing costs associated with general liability and auto liability claims
11. Inadequate funding for preventative maintenance resulting in major repairs and "crisis" failures
12. Slow recovery of housing market and small tax base growth in a mature municipality

POLICY ACTIONS 2017

	PRIORITY
1. Development Services: Process/Regulations Assessment and Actions	Top Priority
2. Code Enforcement/Compliance: Chronic Problems and Actions	Moderate Priority
3. License Plate Readers Expansion to Barrier Island	Moderate Priority
4. New Alternative Revenue Sources: Direction	Moderate Priority

MANAGEMENT ACTIONS 2017

	PRIORITY
1. Development Service Department: Improvements	Top Priority
2. Fire Assessment Fee: Direction	Top Priority
3. City Facilities: Condition Assessment and Plan	High Priority
4. Utility Rates: Direction	Top Priority
A. Water	
B. Wastewater	
C. Reuse	
5. Stormwater Rates: Direction	Top Priority
6. Sponsorship Programs: Development and Agreements	Top Priority
7. Bulk Waste Collection Policy: Implementation	Top Priority
8. City Fees Structure: Comprehensive Review	Top Priority
9. Five-Year Financial Plan with Projections	Top Priority
10. Municipal Services Complex Master Plan	High Priority
11. Pompano Beach Emergency Operations Center (EOC)	High Priority

MANAGEMENT IN PROGRESS 2017

1. Strategic Plan: Update
2. Collective Bargaining Agreements
 - A. Federation of Public Employees [FOPE]
 - B. IAFF: Wage Re-Opener
3. Real Estate Position: Hired
4. Electronic Payment to Vendor
5. Paperless Office Project: Purchasing, Finance, Human Resource, CMO
6. Email System: Upgrade
7. Asset Collection and Maintenance City-wide:
 - A. Parks
 - B. Tree Inventory
 - C. Road Pavement
8. Utility Mobile Maps: Study
9. Damage Assessment Application: Enhancement
10. Debris Location Application: Enhancement
11. City Contracts: Electronic Data Base
12. Central Stores Standardization and Inventory Consolidation
13. P-Card Evaluation for Maximum Benefit: Process Guidelines
14. Personnel Files Scanning
15. Supervision in Government Seminar
16. Citywide Nondiscrimination and Harassment Training Program
17. Customer Service Training (2 Classes)
18. Health Insurance Contract and Self-funded Option Report

MANAGEMENT IN PROGRESS 2017 (continued)

19. Online Employee Performance Management Program: Pilot Test – Utilities
20. Tuition Reimbursement Electronic Filing
21. Site Plan Review Process Improvements: Phase 1
22. "How to" Video on Permitting
23. Permitting and other Development Application Checklist: Development
24. New Educational Model for Outreach Forum: HOA Bi-Monthly
25. Risk Assessment Methodology for Internal Audit: Adoption
26. Global Audit Information Network [GAIN] Survey
27. Annual Report of Internal Audit Activities
28. Asset Management Software: Implementation
 - A. Reuse Plant
 - B. Water Treatment Plant (2)
29. Field Operations Building Security Plan
30. Meter Replacement Program: 200
31. Records Destruction Administrative Policy
32. Rescue Truck 352: Full Time Staffing
33. Summer Youth Employment Program
 - A. Local Workforce Development Board (10)
 - B. New Horizon (100)
34. Volunteer Program: Enhancement
35. ISO: Re-Evaluation
36. Parking Rate Analysis: Direction

MAJOR PROJECTS 2017

1. Public Safety Radio System Replacement (Broward County) P-25
 - A. Fire Radio: Grants Funding
 - B. BSO Radio: Exchange
2. Public Safety Building (BSO) Improvements
 - A. Fire Suppression System
 - B. Roof
 - C. Air Conditioning ChillerFiring Range (Broward County)
3. Golf Course Improvement Projects: Commission Decision
4. Fire Station 24:
 - A. Design
 - B. Construction
5. Lifeguard Towers Replacement (2): Design/Build
6. Body Camera: Upload

ON THE HORIZON 2018 – 2022

1. Parking Garage Public/Private Partnerships [P3]: Report with Options, Direction
2. City Services/Projects and Tax Rate: Evaluation Report, Direction
3. City Services Delivery Cost Reduction: Evaluation Report with Options, Direction
4. Financial Reserves: Review, Direction
5. Fire Stations Location/Replacement: Direction, Projects, Funding, Timing

ON THE HORIZON 2018 – 2022 (continued)

6. City Purchasing/Procurement Policy and Process: Evaluation Report, Direction
7. City Technology and Radio Upgrades: Direction, Funding, Project Timing
8. Law Enforcement Services/Sheriff Contract: Evaluation, Direction, Funding
 - A. Additional Patrol Zone
 - B. Detective Division
9. Fire Rescue Safety Complex: Direction, Funding
10. Fueling Station for Diesel Equipment [west of railroad tracks]
11. Public Works Compound Security Improvements: Direction, Funding
12. Storage Shelters and Fleet Parking: Direction, Funding
13. Fleet Washing System: Direction, Funding
14. Dedicated Maintenance of Traffic [MOT] Trailer: Direction, Funding
15. City Records Storage Facility: Direction, Funding
16. Fire Accreditation: Direction, Funding
17. Capital Projects: Review, Direction, Funding Mechanism - GO Bond Issues
18. Golf: Comprehensive Evaluation Report with Options, City Role, Direction, Funding
19. City Phone System Redundant Fiber Lines
20. CIP Management Software
21. Small Class "A" Burn Structure: Acquisition
22. Public Safety Fire Station Alerting Replacement (Broward County)

Goal 6

Building Confidence in City Government

OBJECTIVES

1. Have a customer focused City organization
2. Provide a timely, through response to a request of services
3. Develop/maintain effective working relationships with community organizations and partners
4. Develop effective methods for communicating with the community
5. Provide regular, accurate and timely information that is easily “digestible” by residents
6. Increase employee commitment and ownership in the Pompano Beach community
7. Ensure the City remains current in terms of technological competitiveness
8. Have diverse City management and employees that reflect the community demographics and meet the job requirements and standards
9. Have City staff knowing the community and actively engaged in Pompano Beach community

VALUE TO RESIDENTS

1. Easy access to City information and services
2. Accurate, timely information from the City to the community
3. City using multiple communications methods
4. Opportunities to become involved in policy development and planning
5. Opportunities to participate and become engaged in the governance processes
6. Open and transparent City government
7. City working collaboratively with residents and community organizations

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Anti-government attitude and sentiment in the United States
2. Changing trends on how residents obtain information on a daily basis
3. Rise in the use of social media as a major communication vehicle
4. Desire for instant information and response
5. Working with the Sunshine law in Florida
6. Helping residents to understand civic and civic responsibilities
7. Determining the message from the City and “how” to convey this message in an easily digestible manner
8. Lack of diverse City management – City Manager’s Office, Department Directors, and Key upper departmental managers
9. Using technology in communicating with the community

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Increasing number and more generalized information request and the impact on the City organization
2. Undue influence of the negative residents who will never be satisfied and who are on the attack
3. Role and functions of City boards and committees
4. Finding ways to involve younger residents
5. Working with community partners including community organizations, homeowners associations, neighborhood associations and the faith – based community
6. Acting without complete or accurate information
7. Protecting personal information of residents and businesses
8. Correcting inaccurate or intentionally misleading information about the City government
9. Developing multiple tools for communicating with the public
10. Reality: every city is one situation from headlines in the national news that will define the community’s image

MANAGEMENT IN PROGRESS 2017

1. Streamlining Commission Agenda Process: Administrative Policy
2. Community Emergency Response Team [CERT]: Training
3. Boards/Commission Agenda Conversion

ON THE HORIZON 2018 – 2022

1. Community Engagement Position [Community Development]: Hired
2. Fire Website Overhaul: Completion

CITY OF POMPANO BEACH ACTION AGENDA 2017

City of Pompano Beach Policy Agenda 2017

TOP PRIORITY

Short-Term Rental Strategy and City-Wide Actions

Northwest CRA: County Resolution on CRA Extension

Dixie/Atlantic Intersection Improvements: Funding

Development Services: Process/Regulations Assessment and Actions

City Beautification Program: I-95 Interchanges

Innovation District: Next Steps

Fishing Pier: Funding

HIGH PRIORITY

City Cultural Arts Support for Schools: Role and Actions

Homeless Strategy and City Actions

Open Dumping Control: Policy and Compliance

MLK Redevelopment: Next Steps

East McNab Road: Bridge Replacement and Aesthetic Improvements

Commuter Rail Station in Downtown: Advocacy

East Transit-Oriented Corridor (ETOC): Rezoning and Zoning Code Amendments

Broward NEXT Comprehensive Plan Update: Sea Level Rise

MODERATE PRIORITY

Broward Outfall Shutdown: Direction

Code Enforcement/Compliance: Chronic Problems and Actions

License Plate Readers: Expansion to Barrier Island

Neighborhood Plans: Completion, Direction, Projects, Funding

Isle of Capri Hotel Development: Expansion

New Alternative Revenue Sources: Direction

City of Pompano Beach Management Agenda 2017

TOP PRIORITY

Code Compliance: Repeat Offenders

Cultural Center Programming: Direction

Senior Housing Needs Assessment Report with Options

Corridor Studies: Completion

Major Hotel Development Projects

Amphitheater Development: Management and Capital Improvements

Storage Tank and Field Operations Building

Development Services Department: Improvements

Fire Assessment Fee: Direction

City Facilities: Condition Assessment and Plan

HIGH PRIORITY

Housing Rehabilitation Program: Implementation

Emergency Home Repairs Program

Turf Fields Study

Public Art Master Plan: Update Plan and Projects

Parks and Open Space Policy and Land Acquisition

Utility Rates: Direction (Water, Wastewater Re-Use)

Stormwater Rates: Direction

Sponsorship Programs: Development Agreements

Bulk Waste Collection Policy: Implementation

City Fees Structure: Comprehensive Review

Five-Year Financial Plan with Projections

Municipal Services Complex Master Plan, Fund

Emergency Operations Center (EOC): Location, Grant, Funding

City of Pompano Beach Management in Progress 2017

Parks, Recreation and Cultural Arts Master Strategic Plan: Update
Recreation Fees: Analysis of Cost Recovery, Report, Direction
Teen College Tour Program: Development, Funding
CRS Format Conversion: Code Amendment, FEMA
Broward Schools: Quarterly Update Reports
NSP Local Affordable Housing Revolving Loan Program: Update Report
Wind Mitigation Program: Round 2 Completion
Revolving Loan Program (CDBG): Marketing
1st Time Home Buyers Program: 10 Homebuyers
CDBG Consolidated Plan: Annual Update (Commission Decision 6/17)
Traffic Crash Analysis and Follow Up Action
City Vista Mixed Use Development (CRA)
Mullet Alley Open Space, Beer Garden Design (CRA) Construction
Harbor Village Parking (350 Spaces) (CRA): Land Acquisition
Local Preference Program Ordinance:
Commission Decision; Local Businesses Events – City Solicitation

City Vista Mixed-use Development (MLK Boulevard)
Film Permit Processing
Airport Wildlife Hazard Assessment and Management Plan
Corridor Studies Brochures (Series)
Invitation to Bid Threshold: Commission Decision
Water Taxi Service: RFP; Commission Decision; Direction/Funding
Special Event Development: Goal(s), City's Actions, Potential Partners, Funding
Bicycle Safety Rodeos (2)
Engineering Design Standards: Revision/Update
Wastewater Capacity Management Operating Management Assessment
Canal Cleaning and Debris Removal Boat: Purchase
Tree Inventory: Phase 2 Completion
Community Resiliency Position: Hired, Commission Decision, Funding
Tree Removal and Replacement Accounting System for City and CRA Projects:
Development Administrative Policy
Water Conservation Program: Report
Reuse Connection Program: Report
Pavement Condition Survey: Survey, Commission Decision, Funding
Strategic Plan: Update

Collective Bargaining Agreements:
Federation of Public Employees [FOPE]; IAFF – Wage Re-Opener
Real Estate Position: Hired
Electronic Payment to Vendor
Paperless Office Project: Purchasing, Finance, Human Resource, CMO
Email System: Upgrade
Asset Collection and Maintenance Citywide: Parks and Road Pavement
Utility Mobile Maps: Study
Damage Assessment Application: Enhancement
Debris Location Application: Enhancement
City Contracts: Electronic Data Base
Central Stores Standardization and Inventory Consolidation
P-Card Evaluation for Maximum Benefit: Process Guidelines
Personnel Files Scanning
Supervision in Government Seminar
City-wide Nondiscrimination and Harassment Training Program
Customer Service Training (2 Classes)
Health Insurance Contract and Self-funded Option Report
Online Employee Performance Management Program: Pilot Test – Utilities
Tuition Reimbursement Electronic Filing

Site Plan Review Process Improvements: Phase 1

"How to" Video on Permitting

Permitting and other Development Application Checklist: Development

New Educational Model for Outreach Forum: HOA Bi-Monthly

Risk Assessment Methodology for Internal Audit: Adoption

Global Audit Information Network [GAIN] Survey

Annual Report of Internal Audit Activities

Asset Management Software: Implementation Reuse Plant and Water Treatment Plant (2)

Field Operations Building Security Plan

Meter Replacement Program: 200

Records Destruction Administrative Policy

Rescue Truck 352: Full Time Staffing

Summer Youth Employment Program:

Local Workforce Development Board (10) and New Horizon (100)

Volunteer Program: Enhancement

ISO: Re-Evaluation Parking Rate Analysis: Direction

Streamlining Commission Agenda Process: Administrative Policy

Community Emergency Response Team [CERT]: Training

Boards/Commission Agenda Conversion

City of Pompano Beach Major Projects 2017

Fishing Pier: Commission Decision Funding, Corps of Engineer Permit, Construction

Briny Avenue Project

Charlotte Burrie Community Center: Site Selection

Public Library/Cultural Center Project: Opening

Downtown Plaza Project (CRA)

**Community Park Shelters Project (3): Highlands Park Basketball Court Resurfacing Project,
Hunter's Manor Playground Surface Project, North Andrews Avenue Landscaping Update Project**

Palm Aire Community Main Entryway Beautification: Sign

Palm Aire Lakes Dredging Project: Spoils (City Attorney) Quarterly Report

Old Pompano Infrastructure Improvement Project (Section 8 Program) Construction

Linear Park Project: Land Acquisition, Design

31st Avenue Park Project: Agreement, Design

Wayfinding Signs: Installation (4)

Alsdorf Park Boat Parking Improvements: Permit, Construction

Pool/Aquatic Center: (Pump House, Classroom/Retail Space) Design

Sandspur Park: Pavilion, Restrooms, Parking

Mitchell Moore Park: Sunshade, Concession Building Renovation

McNair Park: Restrooms/Concession Building Renovation

North Pompano Park: Hardscape/Landscape, Building Design/Renovation

Atlantic Boulevard Bridge Improvements: City Bond Decision, Construction

10th Street Beautification: 5th Avenue to Community Park, Community Park to Federal Highway

MLK Boulevard Reconstruction Project: Phase 2: Complete, Phase 3: Design

Air Park Runway/Taxiway Marking and Striping Project

Air Park Administration Building Renovation Project: Design (link to NE 10th Street Project)

Air Park Main Entrance Gate Project

Air Park Taxiway Delta Rehabilitation Project: Construction

Shipwreck Park Development – New Reef Project/Permitting

**Blanche Ely House Museum Renovation and Organization Structure/Programming:
Commission, Design**

Visitor Center: Construction, Service Agreement

Dock for Water Taxi: Permitting, Commission Decision

GPS Projects: Utilities, Public Works

**Annual Reuse Water Main Expansion: Reuse Trunk Line from North of NE 14th Street into
Lighthouse Point**

Wastewater Lift Stations Rehabilitation: #106, #107, #143

Control Panel Updates: #10, #42, #43, #112

Lift Stations Flow Meter and Discharge Valve Replacement: #61, #86

Inter Utility Water Connections: Construction: 1st Margate Connection

**Stormwater Backflow Prevention Valves on the Barrier Island: Installation:
Location Analysis, Completion**

Reuse Storage Tank NE 3rd Avenue:

Land Acquisition, Grant, Construction, Commission Decision (GO Bond)

Drainage System and Alley Repaving [NE 26th Avenue and NE 28th Avenue]

New Sidewalk Projects (\$100,000)

Electric Backbone Water Plant (Phase III, IV, V)

**Building Hardening: Water Treatment Building Phase I
Design, FEMA Funding, Water Treatment Building – Phase II & III (FY 2018)**

Water Filler Re-Build (14): Design, SRF Funding

Avondale Drainage and Swales Project: SRF, Construction

Annual Wastewater Collection System Pipe Lining

Annual Manhole Rehabilitation Project

Deep Water Well Re-Lining

Water Treatment Plant Coagulation Project: Design

**Public Safety Radio System Replacement (Broward County) P-25:
Fire Radio: Grants Funding, BSO Radio: Exchange**

**Public Safety Building (BSO) Improvements:
Fire Suppression System, Roof, Air Conditioning Chiller, Firing Range (Broward County)**

Golf Course Improvement Projects: Commission Decision

Fire Station 24: Design, Construction

Lifeguard Towers Replacement (2): Design/Build

Body Camera: Upload