

STRATEGIC PLAN

2020 → 2025 → 2035



Pompano Beach, Florida
February 2020



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STRATEGIC PLANNING MODEL 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-base objectives and
potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work
program: policy agenda for
Mayor and Commission,
management agenda for staff;
major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the
responsibility of Village
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 2035

Pompano Beach Vision 2035

**By 2035, 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, Beach and Beachfront

Our Range of Leisure, Entertainment, Arts and Cultural Amenities

Our Vibrant Activity Districts throughout the City –

Downtown, Innovation, Beach, Isle, Cultural

Our Strong, Diverse Economic Sectors with Ample Employment Opportunities,

Our Destination for Regional, National and International Guests

Our Location and Our Reputation for Sustainable,

Resilient and Technology Advanced Development and Redevelopment

Our Stable, Redeveloping Neighborhoods with a Range of Housing Options,

Our Diverse Cultures and Inclusive Community; Our Resilient Community

POMPANO BEACH 2035

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

CITY OF POMPANO BEACH PLAN 2020 – 2025

City of Pompano Beach *Goals 2025*

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
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 diversify cultural and arts opportunities for all
5. Develop programs to match the changing recreational needs and preferences of the community
6. Have top-quality parks with a variety of amenities throughout Pompano Beach
7. Have quality, affordable housing options for all family generations, including senior housing
8. Build utility and mobility infrastructure

VALUE TO RESIDENTS

1. More reasons 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. Visually unattractive and blighted gateway, entrances, major corridors and some neighborhoods
2. Decreasing criminal activities in specific areas
3. Complexity of addressing the homeless issues and the role of City government
4. Responding to sea level rise
5. Traffic alternatives and the impacts on neighborhoods
6. Improving/enhancing the quality of schools and educational programs
7. Prioritizing and funding for City infrastructure projects

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Incentivizing and attracting market rate housing developments in NW CRA
2. Irresponsible landlords who are not investing in the maintenance or upgrade of their properties
3. Addressing chronic nuisance properties
4. Federal and State of Florida funding for grants and increasing competition for limited grant dollars
5. Working with neighborhood associations on issues
6. Addressing the usage of opioids and drugs
7. Older housing stock needing maintenance, repairs, modernization and replacement
8. Implementing regulatory limitations to address community residential homes and short-term rentals
9. Lack of public transportation options
10. Federal and State of Florida regulations and mandates impacting community livability
11. Aging neighborhood infrastructure needing maintenance, major repairs or replacement

POLICY ACTIONS 2020 – 2021

- | | |
|--|---------------|
| 1. Homeless City Strategy and Actions | Top Priority |
| 2. Entrance Beautification and Lighting Enhancements | Top Priority |
| 3. Charter School Development | Top Priority |
| 4. Trolley Plan for Intra-City Service: Micro Mobility | High Priority |
| 5. Panhandling Ordinance | High Priority |
| 6. Community Cameras Policy and Program | High Priority |
| 7. Neighborhood Blight Reduction Action Plan | High Priority |

MANAGEMENT ACTIONS 2020 – 2021

- | | |
|---|---------------|
| 1. G.O. Bond Projects: Implementation | Top Priority |
| 2. The Backyard Old Town Pompano Beach | Top Priority |
| 3. Street Lights Policy and Expansion Plan: Implementation | Top Priority |
| 4. Pier Development P-3 Event Spaces | Top Priority |
| 5. CIP Projects (Non G.O. Bond): Projects and Funding | High Priority |
| 6. Strategic Property Acquisition: Direction and Funding | High Priority |
| 7. Surtax Funding for Pompano Beach Projects | High Priority |
| 8. Crime Reduction Action Plan: Next Steps | High Priority |
| 9. Grisham Properties: RFP | High Priority |
| 10. 11 NE 1 st Street: Renovation and Tenant Attraction: Direction | High Priority |

MANAGEMENT IN PROGRESS 2020 – 2021

1. McNab House: Relocation
2. Ride Share Provider: RFP, Route Selection, Decision Award Contract, Operation
3. Curb Appeal Annual Report
4. Litter Control Initiative
 - a. Litter Crew
 - b. Public Container Expansion
5. 2nd Crime Analysis Position
6. Ride Share Ordinance: Adoption
7. Immobilization Program: Implementation
8. Golf Master Plan: Development
9. Green Market: Transfer to City
10. First Time Homebuyer Program (15)
11. Local Affordable Housing Revolving Loan Program
12. CDBG Revolving Loan Program (10)
13. Real Time Crime Center

MANAGEMENT IN PROGRESS 2020 – 2021

14. Bounce House Policy
15. Alcohol Policy
16. Old Town Untapped Event: Transfer to City of Pompano
17. Integrated Ticketing System: Completion
18. Asbestos Abatement and Demolition (3) (CRA Owned Properties)
19. Teen Population Programming: Additional
20. Cultural Affairs Department Policies and Procedures
21. Code Compliance: Repeat Offenders
 - a. Prosecution through Courts (10)
 - b. Foreclosures (30)
22. Volunteer Program: Usher Upgrade
23. Cultural Arts Program Expansion: All Venues
24. Golf Audubon Certification
25. Habitat for Humanity Homes – Infill Housing (9) (Collier City)
26. Protect Safe Neighborhoods (Gun Safety Grant)

MAJOR PROJECTS 2020 – 2021

1. Fisher Family Pier: Opening
2. Park Restroom Improvements
 - a. Golf Course
 - b. Community Park
 - c. Kester Park
3. Lifeguard Stations (G.O. Bond)
4. Pool/Aquatic Center – Pump House, Classroom/Rental Space: Construction
5. MLK Boulevard Streetscape (G.O. Bond): Groundbreaking, Construction
6. Annie Gillis Park Improvements: Groundbreaking, Construction
7. Municipal Cemetery Improvements: Fencing
8. All Inclusive Playground/Outdoor Fitness Equipment
9. Centennial Park Open Pavilion: Design, Construction
10. Palms Course Putting Green: Re-Grass
11. Palm Aire Community Main Entryway Beautification Sign
12. Senior Center: Design
13. Kester Park Baseball Fields Renovation Design
14. Amphitheater Project (G.O. Bond): Design, Construction
15. Minor Renovations: 731 MLK
16. Ocean Rescue Building (G.O. Bond)
17. State-of-the-Art Digital Arts and Media Center
18. McNab Park: Upgrade Design

ON THE HORIZON 2021 – 2025

1. Waterways Development Plan: Direction, Funding and Projects
2. Streetscape Enhancements: Project Direction and Funding
3. Soccer Stadium Development: Direction
4. Public – Private Partnership (P-3) Second Parking Garage
5. Neighborhood Traffic Calming Pilot Project – Cresthaven
6. Traffic Control and Signal Synchronization: Direction and City Actions
7. Alternative Mobility Options: Report and Direction
8. Public Arts Policy: Review and Direction (including Major Projects)
9. Complete Streets Section Standards: Direction and Funding
10. Large Performing Arts Facility: Report and Direction (1000 Audience)
11. Fence Ordinance/Side Yard Code: Review and Direction
12. Undergrounding Utilities Lines: Report and Direction
13. Pines Course Extensive Repairs: Direction and Funding
14. Self-Storage Units Policy: Moratorium Direction
15. Safe Neighborhoods Improvement District: Direction
16. Beach Festival Development: Next Steps
17. Trolley Plan for Intra-City Services: Phase 2

Goal 2

Preferred Place to Do Business

OBJECTIVES

1. Attract more “targeted” businesses to Pompano Beach
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. Promote Class “A” office space development on Atlantic Boulevard near I-95 and along Dixie Highway
5. Redevelop “Old Pompano/Downtown” as a dining, entertainment and arts destination
6. Develop the Pompano Beach Air Park and aviation related businesses

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. LIVE! Pompano Beach project and impacts on the community
2. Illegal dumping, loitering and trespassing on lots owned by NW CRA
3. Maintaining and enhancing the City's reputation as being "business friendly"
4. Developing at I-95 Interchange at Atlantic
5. Increasing the average salary levels for residents through higher paying jobs
6. Creating the "right" merchandise mix for the East CRA and Downtown Pompano
7. Limited funding for NW CRA

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Supporting the start-up and growth of small businesses
2. Developing Florida Turnpike Interchange: Sample, MLK, Atlantic Boulevard
3. Attracting higher end retail/commercial businesses
4. Retaining current businesses – knowing their plans and supporting their growth in Pompano Beach
5. Increasing land prices and property owner expectations
6. Lack of Class A office space
7. Tapping the economic potential of the Air Park and the development of aviation related businesses
8. Uncertain global, national and regional economy
9. Developing facilities and support mechanisms for incubators, innovators and entrepreneurs
10. Limited building with available space

POLICY ACTIONS 2020 – 2021

- | | |
|--|---|
| 1. Innovation District: Developer and Agreement | <div style="border: 1px solid black; padding: 2px; display: inline-block;">Top Priority</div> |
| 2. Commuter Rail Station: Downtown and LIVE! | <div style="border: 1px solid black; padding: 2px; display: inline-block;">Top Priority</div> |
| 3. Neighborhood Business Attraction in Northwest | |

MANAGEMENT IN PROGRESS 2020 – 2021

1. Business Attraction and Development: Report
2. Parcel “Y” Air Park Development: RFP, Award
3. Marine Industry Summit for NE Broward: Development
4. Airport Master Plan: Update (Commission Adoption)
5. Local Business Community Video
6. Talent Pipeline Management: Development
7. Citywide Job Fair
8. Economic Development Council: Participation and Initiatives
9. State Qualified Targeted Industry Tracking
10. Aviation Education and Workforce: Grants
11. Prosperity Broward/Broward Up

MAJOR PROJECTS 2020 – 2021

1. Air Park Entrance Gate (Link to NE 10th Street) Projects
2. MLK Boulevard Reconstruction Project: Phase 3 (I-95 to Powerline)

ON THE HORIZON 2021 – 2025

1. Marine Service Business Expansion Strategy: Report and Direction
2. Air Park Development
3. Major Headquarter/Business Development Recruitment Strategy: Direction and City Actions
4. Marine Industry Development Strategy: Direction and City Actions
5. Federal Highway Corridor Revitalization: Direction and City Actions
6. Power Line Revitalization: Direction and City Actions
7. Small and Minority Owned Business Development: Direction and City Actions
8. Higher Education Expansion Strategy: Direction and City Actions
9. Workforce Development and Training: Direction and City Actions
10. Broward Public Health Relocation
11. Business Support and Retention Strategy: Direction and Action Plan
12. Marine Business Zoning District: Feasibility Study and Direction
13. Opportunity Zones Development: Direction
14. Class A Office in Mixed-Use Development: Strategy and Incorporation in Major Projects

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. Expand water-based sports: boating, fishing, scuba diving, snorkeling, etc.
4. 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
5. Support growth in hotel development/increase number of quality hotels and rooms
6. Improve wayfinding and gateways
7. Have public transportation options for visitors – no need to use their automobile after arriving: buses, trolley

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. More diverse revenues to the City government – less tax burden for Pompano Beach residents
5. Visitors feeling welcome and becoming our "guests" in Pompano Beach

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. First impression – depending upon the point of entry and corridor
2. Expanding the marketing of Pompano Beach in collaboration with Broward County Convention and Visitors Bureau
3. Increasing the number of signature/major events that draw regionally and nationally, and even internationally
4. Developing mobility options for tourists
5. Expanding/developing experiential-based venues
6. Expanding cultural tourism
7. Expanding public safety staffing to handle tourism growth

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Developing venues for tourists
2. Greater ease in moving around the community through effective wayfinding signage and alternative transportation
3. Attracting upscale hotels
4. Need for major conference/meeting space
5. Tapping the potential of the Greg Norman Signature Golf Course – one of the best public courses in South Florida
6. Expanding year-round tourism opportunities
7. County control of “Bed Tax”
8. Competition for tourists

POLICY ACTIONS 2020 – 2021

1. LIVE! Pompano Beach Development
2. Tourism Development Strategy

Top Priority

MANAGEMENT ACTIONS 2020 – 2021

1. Cultural Arts Master Plan: Update and Adoption

MANAGEMENT IN PROGRESS 2020 – 2021

1. Tourism Video
2. Temporary Shared Parking Agreements with Private Sector: Development

MAJOR PROJECTS 2020 – 2021

1. Lucky Fish Tiki Bar
2. Alvin Retail
3. Burger Fi
4. Kilwins
5. Cannoli Kitchen
6. Hilton Hotel: Opening
7. R 3 Site Development

ON THE HORIZON 2021 – 2025

1. Special Events Expansion
2. Street Festivals: Direction
3. Sports Tourism/Tournaments Strategy
4. Major Hotel Development Innovation District
5. Major Community Destination Events: Next Steps
6. Ali Cultural Arts Center Black Box Theatre: Funding for Design and Renovation
7. Public Arts Ordinance Amendment: Direction

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 transportation options in Pompano Beach for residents and tourists
3. Assure adequate water supply – short-term and long-term
4. Expand water reuse capacity
5. Prepare and plan for sea level rise
6. Increase bicycling and pedestrian network
7. Assure stewardship for clean, healthy beaches and waterways

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. Providing transportation alternatives in an auto dependent community
2. Smart traffic management
3. Developing a regional rail system that stops in Pompano Beach
4. Modifying codes and ordinances to create a sustainable community
5. Limited market for recyclables
6. Responding to climate change impacts on the community

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Having visitors and residents parking their cars and using other transportation options
2. Expanding/funding for City staffing increases in order to handle community growth
3. Federal and State of Florida regulations and mandates impacting development
4. Funding for programs and services
5. Creating a more bike/pedestrian-friendly community
6. Incorporating Crime Prevention through Environmental Design (CPTED) into project designs
7. Water quality

POLICY ACTIONS 2020 – 2021

- | | |
|---|--------------------------|
| 1. Cut-Through Traffic Analysis and Direction Plan: Cresthaven | <div>High Priority</div> |
| 2. Water Reuse System: Expansion and Mandatory Hook Up | <div>High Priority</div> |
| 3. Seawall Comprehensive Improvement Analysis and Plan with Funding | |

MANAGEMENT ACTIONS 2020 – 2021

- | | |
|---|--------------------------|
| 1. Oceanside Site Master Developer: Direction | <div>Top Priority</div> |
| 2. Marquis Apartments: Groundbreaking | <div>High Priority</div> |

MANAGEMENT IN PROGRESS 2020 – 2021

1. Mobile Maps System Replacement
2. Water Supply Plan/Water Master Plan: Update
3. Planned Development Code: Revision
4. “Applicability Related” Amendments: Revision
5. 2020 Broward County West and East Wellfield Aerial Map
6. All Hazards Emergency Plan: Standardization across Departments
7. Reuse Master Plan: Update
8. Chapter 98 Ordinance: Update
9. Hillsboro Inlet Turbidity Evaluation
 - Funding
 - Design/Permit
10. GIS Arc GIS Online
11. Palm Aire Future Well Sites: Protection
12. City Sustainability/Sea Level Rise/Community Resiliency Plan Development
13. Broward Next Comprehensive Plan: Approval
14. Wastewater Force Main Assessment
15. Coral Highlands Remediation (3 Properties)
16. Wellfield Performance and Relocation Study
17. Gridics – Zoning Map Digitalization: Implementation
18. Greenhouse Gas Inventory: Report

MAJOR PROJECTS 2020 – 2021

1. New Deep Well
2. Stormwater Design
 - a. North Riverside Drive and NE 14th Street Causeway
 - b. Atlantic Boulevard and South Riverside Drive
 - c. NE 27th Avenue and NE 16th Street
3. Water Treatment Plant Electrical System Rehabilitation
4. Stormwater: SW 2nd Street Construction
5. Annual Reuse Water Main Project
6. Annual Wastewater Collection System: Pipeline
7. Annual Manhole Rehabilitation
8. Annual Street Re-Paving Projects
9. Annual Water Main Replacement
10. Annual Stormwater Tide Flex Valves
11. Annual Stormwater Pipelining
12. Annual Stormwater Cleaning: Atlantic and Dixie
13. Water Treatment Building Hardening: Construction
14. Dixie/Atlantic Improvements (G.O. Bond) Design

MAJOR PROJECTS 2020 – 2021

15. NW 3rd Avenue Streetscape (South of Copans Road)
16. Reuse Storage Tank: NE 3rd Avenue Land Acquisition
17. Stormwater Projects
 - a. US 1 NE 14th Street Causeway
 - b. NE 14th Street and NE 3rd Street
 - c. Dixie Highway/McNab Road
 - d. Bay Drive Neighborhood
18. Stormwater Gateway Drive: Design/Construction
19. Inter-Utility Water Connection Agreement
 - a. Fort Lauderdale
 - b. Broward County
20. Non-Sewer Area C: Design/Construction
21. Stormwater Kendall Lake Neighborhood: Construction
22. Water Treatment Plant
 - a. Transfer Station Rehabilitation
 - b. Soften Process Design
23. Reuse Distribution System Expansion
 - a. North at 14th Street – Phase 1
 - b. Lighthouse Point

ON THE HORIZON 2021 – 2025

1. Dixie/Atlantic Improvements: Design and Funding
2. Rail Station in Downtown
3. Turnpike Gateway/Entrance Project
4. Sea Level Rise Action Plan: Direction
5. Historic Preservation Policy and Strategy: Direction
6. NW Residential and Neighborhood Redevelopment/Development: Direction and City Actions
7. Solar Energy City Policy: Direction and Actions
8. Cresthaven Sidewalks: Direction
9. Sidewalk Policy and Program: Review and Direction
10. Dixie Highway Streetscape and Business Development: Report and Direction
11. Generator at Reuse Plant: Direction and Funding
12. Consumptive Use Permit (2025): Preparation
13. NW 31st Avenue Improvements
14. Dirt Road Policy: Direction and Funding
15. Rental Housing Registration and Inspection

ON THE HORIZON 2021 – 2025

16. Short-Term Rentals Registration
17. City Sustainability/Sea Level Rise/Community Resiliency Plan: Development
18. SE 11th Ave Bridge
19. Broward Next Comprehensive Plan: Approval
20. Planned Development Code: Revision
21. “Applicability Related” Amendments: Revision
22. Affordable Housing Trust Strategy
23. Parking Ordinance Amendments: Adoption
24. Mixed Use/Planned Development Standards: Adoption
25. Major Stormwater Projects: Direction and Funding
 - a. Lyons Park (including Wastewater)
 - b. Dixie Highway/McNab Road
 - c. North Riverside Drive/NE 14th Street Causeway
 - d. Atlantic Boulevard/South Riverside
 - e. NE 27th Avenue/NE 16th Street

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. 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. Become a pioneer in Smart City Technology

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. Keeping current with information technology
2. Aging City infrastructure and facilities needing maintenance, major repairs or replacing
3. Keeping City information secure and providing protection from cyber attacks
4. Continue funding for maintenance to prevent major repairs or “crisis failure”
5. Federal and State of Florida regulations and mandates impacting City projects and services
6. Maintaining competitive compensation and benefits for City employees and managers
7. Limited revenue options for City governments in Florida
8. Managing residents’ expectations
9. Balancing workplace security and customer service

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Developing system for measuring outputs and efficiencies
2. Maturing City workforce and the need for succession planning and finding the next generation of City employees
3. Unfunded Federal, State of Florida and Broward County mandates
4. Limited City organization capacity for growth or service increases
5. Changing workforce: expectations about work and personal lifestyle
6. Rising costs of interest rates impacting capital financing
7. Increasing costs associated with general liability and auto liability claims
8. Fewer grants and outside funding sources with increased competition and administrative requirements

POLICY ACTIONS 2020 – 2021

1. City Website: Upgrade
2. Solid Waste Collection Comprehensive Review
3. 9-1-1 Communications Services
4. State Legislative Agenda and Advocacy
5. Smart City Action Plan

Top Priority

MANAGEMENT ACTIONS 2020 – 2021

1. Building Permit Fee Study and Text Amendment
2. City Management Compensation Policy: Direction and Funding
3. Building Customer Service Enhancements: Performance Audit, Report and Direction
4. Bulk Solid Waste Pick Up
5. Municipal Services Complex Master Plan

Top Priority

Top Priority

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2020 – 2021

1. Strategic Plan: 2020 – 2025 – 2035: Update
2. Annual Internal Audit Report
3. CAAS on Site Visit: Preparation
4. Service Animals Training
5. Wellness Training Coach
6. Windows 7 Replacement
7. Federal and State Grants Audit
8. Marketing Department Cost Center
9. Public Safety Station Alerting System Replacement
10. 2020 Census: Complete Count
11. Stormwater Web Map Editing Application
12. Vendor Performance Tracking System: Development
13. Naviline ERP System: Upgrade
14. Smart Sheet Software Launch
15. Sterling Explorer Program:
 - a. Assessment
 - b. Recommendation Implementation
16. Board/Committees Agenda Conversion
17. Contracts and Agreements Streamline
18. ICMA Certification in Performance Management Award: Submittal
19. Emergency Management GIS System Overhaul
20. Analytics Now Data Querying Software

MANAGEMENT IN PROGRESS 2020 – 2021

21. Long-Term Debt Compliance: Review
22. Geo Cortex: Application for Utilities (3)
23. Urban Forestry Webpage
24. Building Inspection Webpage
25. ePlan Process: Upgrade
26. Fire Prevention Fees: Update
27. Click 2 Gov Online Payment Credit Card System Replacement
28. Mobile Field Work Orders Training
29. Performance Management Webpage: Overhaul
30. Citywide Renewal Manual: Completion
31. Comprehensive Emergency Operations Plan: Update
32. 36 Cellphones Replacement
33. Mail Chimp Accounts Consolidation
34. “Stop the Trash...TALK! Expansion
35. GIS Server
36. Fire Department Inventory System
37. Community Emergency Response Team Training Enhancement
38. Fire Life Safety Public Education Program: Expansion
39. Real Property Web Map Editing Application
40. City Fee Structure: Update
41. Fire Station 52 Land Acquisition (G.O. Bond)

MANAGEMENT IN PROGRESS 2020 – 2021

42. Financial Literacy Program
43. Open Gov Project: Performance Measures and Dashboard Creation
44. Fire Accreditation: CFAI
45. Public Records Request Administrative Policy and Electronic Payment
46. Candidate Campaign Treasurer’s Report: Electronic Filing
47. Change of Use Process: Overhaul
48. Printing/Mailing Outsource: Assessment
49. General Services Evaluation Survey
50. Internship Program
51. Yearly Progress Report: Funding
 - a. Place to Live
 - b. Place to Do Business
 - c. Place to Visit
52. Parks and Recreation Fees
53. Old Library Property Surplus
54. Permitting Process Improvements
55. “Where’s My Inspector” Implementation
56. Voice and Internet Provider: AT&T Services
57. Fix Assets System to Version 2: Upgrade
58. Cultural Affairs Department Revenue Reconciliation
59. Internal Departmental Survey
60. Hazardous Material – Emergency Response
61. Recovered Materials Haulers Registration Program: Implementation

MANAGEMENT IN PROGRESS 2020 – 2021

62. RecTrac/WebTrac 3.1 Software Migration
63. Lobbyist Registration: Electronic Payment
64. Long-Term Tax Base Growth Model (Based on Private Sector Development Projects)
65. Electronic Signature Policy
66. Parks and Recreation Web Map Editing Application
67. Family Reunification/Family Assistance Center Plan: Development
68. HTML5 Program for Intranet Use
69. Zoning Index Card File
70. Summer Youth Employment Program
 - a. New Horizon
 - b. Career Sources Broward
71. Electronic Onboarding Process: Revamp
72. Interactive Voice Response: Software/Customer Service Call Center
73. Customer Relationship Management (CRM)
 - a. Plan
 - b. Implementation
74. Legistar: P&Z, AAC, DRC, ZBA
75. Utility Field Web Map Editing Application
76. Curb and Gutter GIS Database
77. Online Employee Performance Evaluation System

MANAGEMENT IN PROGRESS 2020 – 2021

78. Business Tax Receipts Electronic Processing System
79. Sustainability Webpage
80. City Records Imaging: Direction and Funding
81. Container Update
82. Closest Unit Response Program: Implementation
83. Zoning Support Staff: Funding

MAJOR PROJECTS 2020 – 2021

1. BSO Substation: Northwest
 - a. Design
 - b. Construction
2. CRA Office Relocation
3. Fire Stations: Design
 - a. Fire Station 114
 - b. Fire Station 61
 - c. Fire Station 52
4. Video Security at City Hall
5. Fire Administration/EOC Building
 - a. Design
 - b. Construction
6. Public Safety Building (G.O. Bond)
 - a. Design
 - b. Construction
7. BSO Radio System Replacement (Broward County)

ON THE HORIZON 2021 – 2025

1. Completed City Facilities Condition Assessment and Plan: Implementation of Findings
2. Security at Utility Plant/Public Works
3. Customer Service Call Center (after hours): Direction
4. Golf Course Operations and Improvements
5. Cognos B-1 Software
6. Fueling Station for Diesel Equipment (West)
7. Annual Pass Subscription for Residents: Direction
8. City Records Imaging: Direction and Funding
9. City Charter: Next Steps
10. Tax Rate Policy: Direction
11. Services – Staffing and Facilities for Growth
12. Fire Training Facility Improvements: Direction and Funding
 - Conex Boxes
 - Canopy
13. City Services Cost Reduction: Review, Streamlining, Priorities and Direction
14. Fees/Cost Recovery: Review, Report and Direction
15. Comprehensive Code Revision: Direction
16. Competitive Compensation and Benefits: Direction
 - a. Managers
 - b. Employees
17. New Facilities Maintenance and Operations Plan: Direction and Funding

Goal 6

Building Confidence in City Government

OBJECTIVES

1. Maintain customer-focused City organization
2. Maintain a timely, thorough response to a request of services
3. Maintain effective working relationships with community organizations and partners
4. Enhance effective methods for communicating with the community
5. Increase employee commitment and ownership in the Pompano Beach community
6. Ensure the City is proactive in terms of technological competitiveness
7. Have diverse City management and employees that reflect the community demographics and meet the job requirements and standards
8. 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. Showcasing City successes and achievements
2. Protecting personal information of residents and business
3. Correcting inaccurate or intentional misleading information about City government
4. Rise in the use of social media as a major communication vehicle
5. Developing multiple tools for communicating with the public
6. Role and functions of City boards and committees

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Changing trends on how residents obtain information on a daily basis
2. Determining the message from the City and “how” to convey this message in an easily digestible manner
3. Using technology in communicating with the community
4. Working with community partners
5. Finding ways to involve the younger population
6. Desire for instant information and response
7. Anti-government attitude and sentiment in the United States
8. Increasing number of public information requests
9. Helping residents to understand civic and civic responsibilities

POLICY ACTIONS 2020 – 2021

1. City Marketing Program Expansion

MANAGEMENT IN PROGRESS 2020 – 2021

1. Fire Webpage: Overhaul
2. Neighborhood Ambassador Program

MANAGEMENT ACTIONS 2020 – 2021

1. Community Survey: Completion and Report
2. City Electronic Message Board

CITY OF POMPANO BEACH ACTION AGENDA 2020 – 2021

City of Pompano Beach Policy Agenda 2020 – 2021

TOP PRIORITY

**Innovation District: Developer and Agreement
Homeless City Strategy and Actions
Entrance Beautification and Lighting Enhancements
Charter School Development
Commuter Rail Station: Downtown and LIVE!
LIVE! Pompano Beach Development
City Website: Upgrade**

HIGH PRIORITY

**Trolley Plan for Intra-City Service (Micro Mobility)
Panhandling Ordinance
Community Cameras Policy and Program
Neighborhood Blight Reduction Action Plan
Cut-Through Traffic Analysis and Direction Plan: Cresthaven
Water Reuse System: Expansion and Mandatory Hook Up**

City of Pompano Beach Management Agenda 2020 – 2021

TOP PRIORITY

G.O. Bond Projects: Implementation

The Backyard Old Town Pompano Beach

Building Permit Fee Study and Text Amendment

Street Lights Policy and Expansion Plan: Implementation

Pier Development P-3 Event Spaces

Oceanside Site Master Developer: Direction

City Management Compensation Policy: Direction and Funding

Building Customer Service Enhancements: Performance Audit, Report and Direction

HIGH PRIORITY

CIP Projects (Non G.O. Bond): Projects and Funding
Strategic Property Acquisition: Direction and Funding
Surtax Funding for Pompano Beach Projects
Crime Reduction Action Plan: Next Steps
Grisham Properties: RFP
Marquis Apartments: Groundbreaking
11 NE 1st Street: Renovation and Tenant Attraction: Direction
Bulk Solid Waste Pick Up

City of Pompano Beach

Management in Progress 2020 – 2021

McNab House: Relocation

Ride Share Provider: RFP: Route Selection; Decision Award Contract; Operation

Curb Appeal Annual Report

Litter Control Initiative: Litter Crew; Public Container Expansion

2nd Crime Analysis Position

Ride Share Ordinance: Adoption

Immobilization Program: Implementation

Golf Master Plan: Development

Green Market: Transfer to City

First Time Homebuyer Program (15)

Local Affordable Housing Revolving Loan Program

CDBG Revolving Loan Program (10)

Real Time Crime Center

Bounce House Policy

Alcohol Policy

Old Town Untapped Event: Transfer to City of Pompano Beach

Integrated Ticketing System: Completion
Asbestos Abatement and Demolition (3) (CRA Owned Properties)
Teen Population Programming: Additional
Cultural Arts Center Policies and Procedures
Code Compliance: Repeat Offenders: Prosecution through Courts (10); Foreclosures (30)
Volunteer Program: Usher Upgrade
Cultural Center Program Expansion: Program a Month
Golf Audubon Certification
Habitat for Humanity Homes – Infill Housing (9) – (Collier City)
Protect Safe Neighborhoods (Gun Safety Grant)
Business Attraction and Development: Report
Parcel “Y” Air Park Development: RFP, Award
Marine Industry Summit for NE Broward: Development
Airport Master Plan: Update Commission Adoption
Local Business Community Video
Talent Pipeline Management: Development
Citywide Job Fair
Economic Development Council: Participation and Initiatives
State Qualified Targeted Industry Tracking
Aviation Education and Workforce: Grants
Prosperity Broward/Broward Up

Tourism Video
Temporary Shared Parking Agreements with Private Sector: Development
Mobile Maps System Replacement
Water Supply Plan/Water Master Plan: Update
Planned Development Code: Revision
“Applicability Related” Amendments: Revision
2020 Broward County West and East Wellfield Aerial Map
All Hazards Emergency Plan: Standardization across Departments
Reuse Master Plan: Update
Chapter 98 Ordinance: Update
Hillsboro Inlet Turbidity Evaluation: Funding, Design/Permit
GIS Arc GIS Online
Palm Aire Future Well Sites: Protection
City Sustainability/Sea Level Rise/Community Resiliency Plan Development
Broward Next Comprehensive Plan: Approval
Wastewater Force Main Assessment
Coral Highlands Remediation (3 Properties)
Wellfield Performance and Relocation Study
Gridics – Zoning Map Digitalization: Implementation
Greenhouse Gas Inventory: Report

Strategic Plan: 2020 – 2025 – 2035: Update
Annual Internal Audit Report
CAAS on Site Visit: Preparation
Service Animals Training
Wellness Training Coach
Windows 7 Replacement
Federal and State Grants Audit
Marketing Department Cost Center
Public Safety Station Alerting System Replacement
2020 Census: Complete Count
Stormwater Web Map Editing Application
Vendor Performance Tracking System: Development
Naviline ERP System: Upgrade
Smart Sheet Software Launch
Sterling Explorer Program: Assessment; Recommendation Implementation
Board/Committees Agenda Conversion
Contracts and Agreements Streamline
ICMA Certification in Performance Management Award: Submittal
Emergency Management GIS System Overhaul
Analytics Now Data Querying Software

Long-Term Debt Compliance: Review
Geo Cortex: Application for Utilities (3)
Urban Forestry Webpage
Building Inspection Webpage
ePlan Process: Upgrade
Fire Prevention Fees: Update
Click 2 Gov Online Payment Credit Card System Replacement
Mobile Field Work Orders Training
Performance Management Webpage: Overhaul
Citywide Renewal Manual: Completion
Comprehensive Emergency Operations Plan: Update
36 Cellphones Replacement
Mail Chimp Accounts Consolidation
“Stop the Trash...TALK! Expansion
GIS Server
Fire Department Inventory System
Community Emergency Response Team Training Enhancement
Fire Life Safety Public Education Program: Expansion
Real Property Web Map Editing Application
City Fee Structure: Update
Fire Station 52 Land Acquisition (G.O. Bond)

Financial Literacy Program
Open Gov Project: Performance Measures and Dashboard Creation
Fire Accreditation: CFAI
Public Records Request Administrative Policy and Electronic Payment
Candidate Campaign Treasurer's Report: Electronic Filing
Change of Use Process: Overhaul
Printing/Mailing Outsource: Assessment
General Services Evaluation Survey
Internship Program
Yearly Progress Report: Funding – Place to Live; Place to Do Business; Place to Visit
Parks and Recreation Fees
Old Library Property Surplus
Permitting Process Improvements
“Where's My Inspector” Implementation
Voice and Internet Provider: AT&T Services
Fix Assets System to Version 2: Upgrade
Cultural Affairs Department Revenue Reconciliation
Internal Departmental Survey
Hazardous Material – Emergency Response
Recovered Materials Haulers Registration Program: Implementation
RecTrac/WebTrac 3.1 Software Migration

Lobbyist Registration: Electronic Payment
Long-Term Tax Base Growth Model (Based on Private Sector Development Projects)
Electronic Signature Policy
Parks and Recreation Web Map Editing Application
Family Reunification/Family Assistance Center Plan: Development
HTML5 Program for Intranet Use
Zoning Index Card File
Summer Youth Employment Programs: New Horizon; Career Sources Broward
Electronic On Boarding Process: Revamp
Interactive Voice Response: Software/Customer Service Call Center
Customer Relationship Management (CRM): Plan; Implementation
Legistar: P&Z, AAC, DRC, ZBA
Utility Field Web Map Editing Application
Curb and Gutter GIS Database
Online Employee Performance Evaluation System
Business Tax Receipts Electronic Processing System
Sustainability Webpage
City Records Imaging: Direction and Funding
Container Update
Closest Unit Response Program: Implementation
Zoning Support Staff: Funding? Deliverables?

Fire Webpage: Overhaul Neighborhood Ambassador Program

City of Pompano Beach

Major Projects 2020 – 2021

Fisher Family Pier: Opening
Park Restroom Improvements: Golf Course; Community Park; Kester Park
Lifeguard Stations (G.O. Bond)
Pool/Aquatic Center – Pump House, Classroom/Rental Space: Construction
MLK Boulevard Streetscape (G.O. Bond): Groundbreaking Construction
Annie Gillis Park Improvements: Groundbreaking, Construction
Municipal Cemetery Improvements: Fencing
All Inclusive Playground/Outdoor Fitness Equipment
Centennial Park Open Pavilion: Design, Construction
Palms Course Putting Green: Re-Grass
Palm Aire Community Main Entryway Beautification Sign
Senior Center: Design
Kester Park Baseball Fields Renovation Design
Amphitheater Project (G.O. Bond): Design, Construction
Minor Renovations: 731 MLK
Ocean Rescue Building (G.O. Bond)

State-of-the-Art Digital Arts and Media Center
McNab Park: Upgrade Design
Air Park Entrance Gate (Link to NE 10th Street) Projects
MLK Boulevard Reconstruction Project: Phase 3 (I-95 to Powerline)
Lucky Fish Tiki Bar
Alvin Retail
Burger Fi
Kilwins
Cannoli Kitchen
Hilton Hotel: Opening
R 3 Site Development
New Deep Well
Stormwater Design: North Riverside Drive and NE 14th Street Causeway; Atlantic Boulevard and South
Riverside Drive; NE 27th Avenue and NE 16th Street
Water Treatment Plant Electrical System Rehabilitation
Stormwater: SW 2nd Street Construction
Annual Reuse Water Main Project
Annual Wastewater Collection System: Pipeline
Annual Manhole Rehabilitation
Annual Street Re-paving Projects
Annual Water Main Replacement

Annual Stormwater Tide Flex Valves
Annual Stormwater Pipelining
Annual Stormwater Cleaning: Atlantic and Dixie
Water Treatment Building Hardening: Construction
Dixie/Atlantic Improvements (G.O. Bond) Design
NW 3rd Avenue Streetscape (South of Copans Road)
Reuse Storage Tank: NE 3rd Avenue Land Acquisition
Stormwater Projects: US 1 NE 14th Street Causeway; NE 14th Street and NE 3rd Street;
Dixie Highway/McNab Road; Bay Drive Neighborhood
Stormwater Gateway Drive: Design/Construction
Inter-Utility Water Connection Agreement: Fort Lauderdale; Broward County
Non-Sewer Area C: Design/Construction
Stormwater Kendall Lake Neighborhood: Construction
Water Treatment Plant: Transfer Station Rehabilitation; Soften Process Design
Reuse Distribution System Expansion: North at 14th Street – Phase 1; Lighthouse Point
BSO Substation: Northwest: Design; Construction
CRA Office Relocation
Fire Stations: Design: Fire Station 114; Fire Station 61; Fire Station 52
Video Security at City Hall
Fire Administration/EOC Building: Design; Construction
Public Safety Building (G.O. Bond): Design; Construction
BSO Radio System Replacement (Broward County)