

STRATEGIC PLAN

2018 → 2023 → 2033



Pompano Beach, Florida
May 2018



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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-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 2033

Pompano Beach Vision 2033

**By 2033, 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 2033 is a city of great places with even greater opportunities
and offers residents and visitors Florida's Warmest Welcome!**

CITY OF POMPANO BEACH PLAN 2018 – 2023

City of Pompano Beach *Goals 2023*

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. Develop facilities/programs to match the changing recreational needs and preferences of the community
6. Increase ridership and convenience of transportation options for residents and tourists
7. Increase ridership and convenience of public transportation options for residents and tourists
8. Have top quality parks with a variety of amenities throughout Pompano Beach
9. 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. 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. Visual unattractive and blighted gateway, entrances, major corridors and some neighborhoods
4. Traffic alternatives and the impacts on neighborhoods
5. Aging neighborhood infrastructure needing maintenance, major repairs or replacement
6. Addressing chronic nuisance properties
7. Reduced fund and fewer grants for neighborhood revitalization, housing upgrades or community redevelopment
8. Complexity of addressing the homeless issues and the role of City government
9. Working with neighborhood associations on issues
10. Increasing the usage of opioids and drugs

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Older housing stock needing maintenance, repairs, modernization and replacement
2. Implementing regulatory limitations to address community residential homes and short-term rentals
3. Reducing the community's poverty rating (20%)
4. Conflict between personal property rights and community values and standards
5. Prioritizing and funding for City infrastructure projects
6. Changing housing trends for generations
7. Federal and State of Florida regulations and mandates impacting community livable

POLICY ACTIONS 2018 – 2019

- 1. Homeless City Strategy and Actions Top Priority
- 2. Open Dumping Control Top Priority
- 3. Crime Reduction Action Plan Top Priority
- 4. Street Light Policy and Expansion High Priority
- 5. Soccer Academy

MANAGEMENT ACTIONS 2018 – 2019

- 1. G. O. Bond Projects: Implementation Top Priority
- 2. C. I. P. Projects (non G. O. Bond): Direction and Funding Top Priority
- 3. Vacant/Abandoned Lots, Homes and Buildings Top Priority
- 4. Public- Private Partnership (P-3): Implementation High Priority
- 5. Community Residential Homes Ordinance and Enforcement High Priority
- 6. Gun Regulations: Chapter 98/155
- 7. Cultural Arts Staffing

MANAGEMENT IN PROGRESS 2018 – 2019

1. Wind Mitigation Program: Phase 3
2. Community Garden: Permitting and Final Additions
3. CDBG Consolidated Plan: Annual Update
4. 1st Time Home Buyers Program: 20 Homebuyers
5. Code Compliance: Repeat Offenders
6. Cultural Center Programming
7. Local Affordable Housing: Revolving Loan Program
8. CDBG Revolving Loan Program

MAJOR PROJECTS 2018 – 2019

1. Old Pompano Infrastructure Improvement Project (Section 108)
2. Mitchell/Moore Park (Sunshade, Concession Building): Renovation
3. Sandspur Park (Pavilion, Restroom, Parking): Construction
4. Charlotte Burrie Civic Center
5. Restroom Improvements: Dog Park, Kester Park, Community Park
6. Wayfinding Signs: Installation (4)
7. Pool/Aquatic Center (Pump House, Classroom/Rental Space): Design
8. Atlantic Boulevard Bridge
9. 10th Street Beautification (5th Avenue to Federal Highway): Design [FDOT/MPO] Construction
10. Fishing Pier
11. Mullet Alley Open Space/Beer Garden
12. Palm Aire Community Main Entry Way Beautification: Sign

City of Pompano Beach

General Obligation Bonds Proposed Project List - By District - 9/13/17

Public Safety Projects	Descriptions	Estimated Budget	Commission District	Contact Person	Phone Number		
Beach Lifeguard Headquarters Renovation	Enhance public safety on the beach by replacing four (4) older, outdated lifeguard towers and modernizing the existing Ocean Rescue Building.	\$1,430,000	1	John Jurgle	786-4327	District 1	\$28,770,825
Fire/Emergency Ops Center	Construct a new Fire Rescue and Logistics Complex to include an Administrative Center, Emergency Operations Center, and a Fire and EMS distribution center with storage space for emergency apparatus, along with land acquisition for a public parking garage to be located in the Downtown Pompano Transit Oriented Corridor (DPTOC).	\$18,810,000	4	Horacio Danovich	786-7834	District 2	\$20,954,800
Fire Station #52	Replace the existing, outdated 41-year old fire station that services Palm Aire and Collier City with a new fire station to reduce response time and enhance fire and emergency services to the area which will include a new 2-story, multi-bay building.	\$5,800,000	5	Horacio Danovich	786-7834	District 3	\$44,596,375
Fire Station #61 in Northwest Community	Replace 38-year old fire station located at NW 3rd Avenue south of Copans Road with a new fire station to reduce response time and enhance fire and emergency services to the area which will include a new 2-story, multi-bay building.	\$5,800,000	4	Horacio Danovich	786-7834	District 4	\$50,596,200

New SW Fire Station	Construct a new fire station to be located at the corner of SW 36th Avenue and McNab Road to reduce response time and enhance fire and emergency services to the area which will include land acquisition and a new 2-story, multi-bay building.	\$6,200,500	5	Horacio Danovich	786-7834	District 5	\$29,497,500
Public Safety Complex	Renovate interior space of Public Safety Complex located at 100 SW 3rd Street and 120 SW 3rd Street.	\$6,600,000	3	Tammy Good	545-5512		\$174,415,700

Total Public Safety Projects		\$44,640,500			
Streets, Sidewalks, Bridges & Landscaping Projects	Descriptions	Estimated Budget	Commission District	Contact Person	Phone Number
A1A Improvements	Undergrounding overhead utilities on A1A from Hillsboro Inlet to Terra Mar Drive to reduce power outages during storms and improve the aesthetics of the corridor. Improvements to include widening sidewalks, bike lanes, traffic calming, lighting and other streetscape improvements.	\$16,940,000	1	John Sfiropoulos	545-7009
Collier City Neighborhood Improvements	This project entails analysis, topographic surveying, procurement of necessary easements, design, and installation of light fixtures throughout the Collier City area. This 450-acre neighborhood with approximately 5100 residents and is in need of additional street/pedestrian lighting. The proposed lighting will not only serve to beautify this section of the City, but will also provide for improved safety conditions. In 2010, the Community Redevelopment Agency conducted a survey and 90.6% of survey respondents requested improvements to street lighting due to safety concerns (over 72% of the residents participated in the survey). This initiative will address lighting deficiencies and populate areas that lack tree canopy.	\$3,000,000	5	Horacio Danovich	786-7834
Dixie Highway Improvements	Upgrade the Dixie Highway corridor from McNab Road to Sample Road, including roadway crossing improvements, bicycle lanes, medians, sidewalks, lighting, landscaping, street furniture and other streetscape improvements.	\$24,860,000	2, 3, 4	Horacio Danovich	786-7834

Martin Luther King Jr. Boulevard Reconstruction	Street improvements along Martin Luther King Jr. Boulevard from NW 6th Avenue to I-95, including paving, related drainage and water and sewer facilities within streets, sidewalks, medians, lighting, landscaping, street furniture and other streetscape improvements.	\$6,600,000	4	Horacio Danovich	786-7834
McNab Road Improvements	Replace functionally obsolete bridge on McNab Road and beautifying McNab Road corridor between Federal Highway and South Cypress Creek Road, paving, related drainage improvements, sidewalks, bus shelters and benches, lighting, landscaping, street furniture and other streetscape improvements.	\$10,805,375	3	John Sfiropoulos	545-7009
NE 33 rd Street Improvements	Improvements along NE 33 rd Street between Dixie Highway and Federal Highway to include but not be limited to overhead to underground utilities conversion, lighting, irrigation, landscaping, traffic calming, brick paver enhancements, curbing, drainage modifications, shared use paths, pavement resurfacing, street furniture and other streetscape improvements.	\$5,975,000	2	John Sfiropoulos	545-7009
Palm Aire Neighborhood Improvements	Improvements at two bridges spanning the C-14 canal, including lighting, landscaping and sidewalks.	\$3,850,000	5	Rob McCaughan	545-4097
SE 5th Avenue Bridge Improvements	Improvements to SE 5th Avenue Bridge, built in 1959, based on FDOT's Bridge Management System report which includes recommendations for repairs to the deck and superstructure as well as substructure components to be replaced which includes pilings and jackets.	\$2,450,000	3	John Sfiropoulos	545-7009

Terra Mar Drive Bridge Improvements	Improvements to Terra Mar Bridge, built in 1981, based on FDOT's Bridge Management System report which includes repair and replacement recommendations for the deck, superstructure, and substructure.	\$1,400,825	1	John Sfiropoulos	545-7009
Total Streets, Sidewalks, Bridges & Landscaping Projects		\$75,881,200			
Parks, Recreation and Leisure Projects	Descriptions	Estimated Budget	Commission District	Contact Person	Phone Number
Amphitheater Renovations	Construct an open-air shade structure over the amphitheater seating area built in 1990, including new bathrooms, audio/video, stage lighting and upgrades to ticket booth and concession stand.	\$3,500,000	3	Mark Beaudreau	786-4184
Centennial Park Improvements	Construct an open-air facility for special events, including City-sponsored and resident events, such as weddings, quinceañeras, bar/bat mitzvah's, parties, anniversaries, receptions, fundraisers and family reunions.	\$1,100,000	2	John Sfiropoulos	545-7009
Fishing Pier Replacement	Replace existing fishing pier located at 222 N. Pompano Beach Boulevard with a new higher and wider pier to include pedestrian lighting, shade structures, fishing stations and a bait and tackle shop.	\$9,000,000	1	Horacio Danovich	786-7834

Kester Park Improvements	Modernizing this 26-year old park by expanding the playground, open fields, ball fields, replacing dug outs and installation of perimeter fencing.	\$1,452,000	3	Mark Beaudreau	786-4184
McNair Park Renovations	Expand, renovate and equip this multi-functional facility to include lighted synthetic football/soccer field, running track, tennis court, basketball court, playground with water features to include splash pad, meeting rooms, concession and senior center.	\$10,647,000	5	Mark Beaudreau	786-4184
Mitchell Moore Park Improvements	Upgrades to this facility built in 1991 will include replacement of flooring and renovating front desk area.	\$1,396,000	4	Tammy Good	545-5512
North Pompano Park Improvements	Upgrades to football/soccer field, playground and park, including land acquisition for expansion.	\$3,190,000	2	Mark Beaudreau	786-4184
Senior Citizens Center	Construct new senior citizens center to handle increased demand for senior programs in the northwest sector of City. An upscale building will be constructed on property that needs to be acquired.	\$8,000,000	4	Mark Beaudreau	786-4184
Ultimate Sports Park	A new skate park, soccer/football field and concession/restroom building to be located adjacent to Apollo Park at 1580 NW 3rd Ave.	\$4,521,000	4	Tammy Good	786-4184
Youth Sports Complex	Multi-use fields for youth sports and activities to include land acquisition, to be located at 700 NE 10th Street, the former Elks Club property, near Community Park.	\$11,088,000	3	John Sfiropoulos	545-7009
Parks, Recreation and Leisure Projects		\$53,894,000			
Total All Projects		\$174,415,700			

ON THE HORIZON 2019 – 2023

1. Harbor Village Parking (350 Spaces): Public-Private Partnership
2. Housing Improvement Programs Expansion: Funding
3. Complete Streets: Policy and Funding
4. Public Schools Improvement Strategy and City Actions
5. Gun Regulations: Local Control
6. School Safety and Security Strategy and City Actions
7. Landscape Code: Policy Changes
8. Chronic Feral Chickens Action Plan
9. City Beautification Project: I-95 Interchange
10. Waterways Development Plan and Projects
11. Higher Education Center Feasibility Study
12. Streetscape Enhancements: Gateway Project
13. 27th Avenue Corridor Rezoning
14. Beach Area Complete Streets Projects: Riverside: Street Paving
15. Affordable Senior Housing: Direction and City Actions
16. Street Light Policy and Expansion: FPL

Goal 2

Preferred Place to Do Business

OBJECTIVES

1. Attract more “targeted” businesses to Pompano Beach: hospitality, hotels, restaurants, retail specialty and upscale businesses
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. Promote Class “A” office space development on Atlantic Boulevard near I-95 and along Dixie Highway
6. Redevelop “Old Pompano/Downtown” as a dining, entertainment and arts destination
7. Expand space for incubators, innovators and entrepreneurs and retain the businesses in Pompano Beach
8. Develop the Pompano Beach Air Park and aviation related businesses
9. 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. Illegal dumping, loitering and trespassing on lots owned by NW CRA
2. Supporting the start up and growth of small businesses
3. Expanding the presence of higher education institutions and programs
4. Tapping the economic potential of the Air Park and the development of aviation related businesses
5. Future Casino expansion and hotel development by the Isle of Capri
6. Maintaining and enhancing the City's reputation as being "business friendly"
7. Developing Florida Turnpike Interchange: Sample, MLK, Atlantic Boulevard

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Uncertain global, national and regional economy
2. Retaining current businesses - knowing their plans and supporting their growth in Pompano Beach
3. Increasing the average salary levels for residents through higher paying jobs
4. Creating the "right" merchandise mix for the East CRA and Downtown Pompano
5. Developing facilities and support mechanisms for incubators, innovators and entrepreneurs
6. Attracting higher end retail/commercial establishments
7. Lack of attracting major and destination retail development to Pompano Beach
8. Development at I-95 Interchange

POLICY ACTIONS 2018 – 2019

- | | | |
|--|---|---------------|
| 1. Innovation District Development | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Commuter Rail Station in Downtown | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Neighborhood Business Attraction in Northwest | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Air Park Development | | |

MANAGEMENT ACTIONS 2018– 2019

- | | | |
|--|---|---------------|
| 1. NW CRA: County Resolution | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 2. Pier Area Development | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Parcel “Y” Air Park Development | | |
| 4. Property Acquisition in Innovation District | | |
| 5. Security Contracts: Modification | | |
| 6. NW CRA Forensic Audit | | |

MANAGEMENT IN PROGRESS 2018 – 2019

1. Old Town Untapped Event
2. 335 MLK Boulevard: Phase 3 – Ali Cultural Arts Center: Development Agreement
3. City Vista Co-Working: Management
4. Job Fair/Workforce e-Training Events
5. Community Benefit Agreement: Creation
6. Green Market Event
7. Old Town Leasing: Restaurant (2)
8. Collier City Re-building: Initiate

MAJOR PROJECTS 2018 – 2019

1. Air Park Runway/Taxiway Marking and Striping
2. MLK Boulevard Reconstruction Project: Phase 3 – Design [FDOT]
3. Air Park Administrative Building Renovation Project: Design/Construction
4. Air Park Taxiway “Delta” Rehabilitation Project: Construction

ON THE HORIZON 2019 – 2023

1. Federal Highway Corridor Revitalization
2. Powerline Road Revitalization
3. Corridor Studies Brochure (Series)
4. Air Park Entrance Gate (Link to NE 10th Street Project)
5. Small and Minority-owned Business Development
6. Workforce Development and Training
7. Higher Education Expansion Strategy
8. Broward Public Health Relocation
9. Air Park New Runway Connectors “Sierra” and “Tango” Projects
10. 737 MLK Boulevard “Vanilla Bar”

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. Improve wayfinding and gateways
8. Have public transportation options for visitors – no need to use their automobile after arriving: buses, trolley
9. 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. Potential Isle of Capri development with hotel, conference center, entertainment venue, shopping
2. First impression - depending upon the point of entry and corridor
3. Lack of major brand hotels
4. Tapping the potential of the Greg Norman Signature Golf Course - one of the best public courses in South Florida
5. Expanding the marketing of Pompano Beach in collaboration with Broward County Convention and Visitors Bureau
6. Competition for tourists
7. Increasing the number of signature/major events that draw regionally and nationally, and even internationally
8. Becoming a "Welcoming Community" for our visitors/guests – making visitors feel like they are our “guest” and increasing their likelihood of a return visit

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Expanding water connectivity through water-taxi system
2. Public use of convenient parking structures
3. Greater ease in moving around the community through effective wayfinding signage and alternative transportation
4. Keeping tourism partners both domestic and international current tourism assets

POLICY ACTIONS 2018 – 2019

1. Major Hotel Development Top Priority
2. Isle of Capri Development High Priority
3. Cultural Arts Master Plan: Update

MANAGEMENT ACTIONS 2018 – 2019

1. Amphitheater Development Top Priority
2. Blanche Ely House Museum: Staffing and Funding
3. Valet Parking: Ordinance and Enforcement

MANAGEMENT IN PROGRESS 2018

1. PBCC Audio/Visual Needs Assessment
2. Cultural Arts Director: Hired

MAJOR PROJECTS 2018 – 2019

1. Blanch Ely House Museum: Construction
2. Visitor Center Grant Opening Event
3. NYC Harbor
4. Fishing Village Development:
 - Concession Arts
 - Oceanic Restaurant

ON THE HORIZON 2019 – 2023

1. “Top Golf” Entertainment Venue: Attraction
2. Special Events Expansion
3. Harbor Village Parking
4. Street Festivals Direction
5. Sports Tourism/Tournaments Strategy
6. Major Hotel Development: Innovation District

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. 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. Creating a more bike/pedestrian-friendly community
2. Incorporating energy efficiencies in City facilities, vehicles and service delivery
3. Defining "sustainable development" and "sustainability"
4. Incorporating Crime Prevention through Environmental Design (CPTED) into project designs
5. Sea level rise: myth or reality
6. Public education and understanding the future in terms of sustainable development

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Providing transportation alternatives in an automobile dependent community
2. Limited water resources in Florida
3. Vacant and abandoned buildings and homes
4. Having visitors and residents parking their cars and using other transportation options
5. Federal and State of Florida regulations and mandates impacting development
6. Connecting the community through lanes/paths
7. Understanding the concept and complexity of "form-based code"
8. Developing a regional rail system that stops in Pompano Beach

POLICY ACTIONS 2018 – 2019

- 1. Garden Isle Entrance Bridge High Priority
- 2. John Knox Village Master Plan and Development High Priority
- 4. Chapter 155 Amendments

MANAGEMENT ACTIONS 2018 – 2019

- 1. Dixie/Atlantic Improvements Top Priority
- 2. CRA Transition to City Top Priority
- 3. Tree Inventory, Policy and Program High Priority
- 4. Landscape Ordinance
- 5. City/Broward Next Comprehensive Plan: Update
- 6. Water Treatment Plant Electrical System Rehabilitation

MANAGEMENT IN PROGRESS 2018 – 2019

- 1. Palm Aire Lakes: Ribbon Cutting
- 2. Community Rating System (CRS): Verification
- 3. Hurricane Preparedness Plan: Revision
- 4. Mobile Maps System Replacement
- 5. Wastewater Force Main Assessment
- 6. Climate Change and Sea Level Rise (Broward County): Report
- 7. CPTED Certification for Urban Forestry/Building Inspectors/Code Inspectors
- 8. Water Supply Plan/Water Master Plan: Update
- 9. Reuse Master Plan: Update
- 10. Water Wells Off Air Park: Study
- 11. Broward Outfall Shutdown
- 12. Palm Aire Western Well Sites: Protection
- 13. Old Bridges Reports (FDOT)
- 14. Broward Outfall Shutdown

MAJOR PROJECTS 2018 – 2019

1. Inter Utility Water Connections: Design, Funding (SRF)
 - a. Fort Lauderdale
 - b. Broward County
2. Annual Reuse Water Main Projects
3. Wastewater Lift Stations Rehabilitation
4. New Sidewalk Projects (\$100,000)
5. Annual Wastewater Collection System: Pipe Lining
6. Annual Manhole Rehabilitation Project
7. Citywide Street Re-paving Projects
8. Water Mains Replacement
9. Stormwater Tideflex Valves
10. Stormwater Pipelining
11. Building Hardening: Water Treatment Building: Design Utility
12. Avondale Drainage and Swale Project: Construction
13. Reuse Storage Tank: NE 3rd Avenue: Land Acquisition
14. Water Filter Re-build (14)

ON THE HORIZON 2019 – 2023

1. Public Works/Utilities Field Operations: Acquisition and Security
2. Water Reuse System Expansion and Funding
3. Sustainability Program: Development
4. Palm Aire Land Use Plan Amendments
5. Parking Garage: Plan Review and Direction
6. Additional Community Buses
7. Sidewalk Policy and Program: Direction
8. Generator at Reuse Plant
9. Facility Paint: Water Treatment Plant
10. Census Preparation
11. Consumptive Use Permit (2025): Preparation
12. 31st Avenue Entrance Beautification

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. 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. Aging City infrastructure and facilities needing maintenance, major repairs or replace
2. Inadequate funding for preventative maintenance resulting in major repairs and “crisis” failures
3. Federal and State of Florida regulations and mandates impacting City projects and services
4. Maturing City workforce and the need for succession planning and finding the next generation of City employees dedicated to serving the Pompano Beach community
5. Increasing desire for an “instant” response to a question or service request
6. Limited revenue options for City governments in Florida

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Developing system for measuring outputs and efficiencies
2. Fewer grants and outside funding sources with increased competition and administrative requirements
3. Reducing the cost of City government and service delivery through contracting or privatization
4. Changing workforce: expectations about work and personal life style
5. Rising costs of interest rates impacting capital financing
6. Securing City information and protection from cyber attacks
7. Increasing costs associated with general liability and auto liability claims

POLICY ACTIONS 2018 – 2019

1. BSO Staffing Evaluation and Contract
2. New Alternative Revenue Sources
3. Fire Assessment Fee: Direction

Top Priority

MANAGEMENT ACTIONS 2018 – 2019

1. City Classification and Compensation, Workforce Analysis, Succession Management
2. City Fee Structure: Comprehensive Review
3. City Facilities Condition Assessment and Plan
4. Operations and Maintenance Plan for G. O. Projects

MANAGEMENT IN PROGRESS 2018 – 2019

1. Receptionist/Greeters for Information Desk: Hired
2. Public Safety Fire Station Alerting Replacement: Fire Station
3. Real Estate Position: Hired
4. Electronic Payment to Vendors
5. Financial Literacy Program (3)
6. Strategic Plan: Update
7. Global audit Information Network (GAIN): Survey
8. C. O. R. E. Unit: Initiation
9. Open Data Gov Project: Funded
10. 2018 Health Fair
11. IBM i-Series for Naviline
12. SRO (7): Budget
13. Deputy Internal Auditor: Hired
14. Assets Collection and Maintenance Citywide
15. Utility Mobile Maps: Study
16. Personnel Files Scanning
17. Customer Service Training (2-Sessions)
18. Risk Assessment Methodology for Internal Audit: Adoption
19. Water Meter Replacement Program: 200 (AMI)
20. Event Permits
21. City Website: Update
22. Laserfiche Accounts Payable
23. Risk Management Software: Replacement

MANAGEMENT IN PROGRESS 2018 – 2019

24. Electronic Plans Review Software
25. Supervision in Government – Seminar
26. Request for Qualification Template (RFQ)
27. Cambium Wireless Network Equipment Replacement
28. Redundant Phone Lines and Internet Services
29. Road Patrol Community Service Aides: Expansion
30. Internal Audit: Annual Report
31. ALPR for McNair Center
32. Bicycle Unit: Creation
33. Federal/State Grants: Annual Audit
34. BSO VOIP Phone System
35. P-card: Expanded Use
36. “Look Local First” Training
37. Asset Management Software: Implementation – Water Treatment Plant (2)
38. Summer Youth Employment Program
 - a. New Horizon
 - b. Career Service Broward
39. Fire Department Inventory System
40. Fire Life Safety Public Education Program: Expansion

MAJOR PROJECTS FY 2018 – 2019

1. Fire Station 24: Construction
2. Public Safety Radio System Replacement (Broward County)
 - a. Fire Radio
 - b. BSO Radio
3. Firing Range: Renovation (BSO)

ON THE HORIZON 2019 – 2023

1. Golf Course Operations and Improvements
2. Homestead Exemption: Policy Direction and Plan
3. Municipal Services Complex Master Plan
4. Storage Shelters and Fleet Parking: Direction
5. Fleet Washing System: Direction
6. Traffic Trailers (MOT): Direction
7. Fire Department Accreditation (CFAI)
8. Ambulance Services Accreditation (CAAS)
9. City Phone System Redundant Fiber Lines
10. Small Class “A” Burn Structure: Acquisition
11. Cognos B1 Software
12. RecTrac/WebTrac 3.1 Software Migration
13. Citywide Nondiscrimination and Harassment – Training Program
14. Fueling Station for Diesel Equipment (West)
15. Charter Review

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 remains current 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. Changing trends on how residents obtain information on a daily basis
2. Correcting inaccurate or intentional misleading information about City government
3. Role and functions of City boards and committees
4. Helping residents to understand civic and civic responsibilities
5. Rise in the use of social media as a major communication vehicle
6. Desire for instant information and response
7. Determining the message from the City and “how” to convey this message in an easily digestible manner
8. Developing multiple tools for communicating with the public
9. Using technology in communicating with the community
10. Protecting personal information of residents and businesses

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Finding ways to involve younger residents
2. Working with community partners including community organizations, homeowners associations, neighborhood associations and the faith – based community
3. Anti-government attitude and sentiment in the United States
4. Increasing number of public information requests

POLICY ACTIONS 2018 – 2019

1. Proactive City Communications Strategy and Actions High Priority

ON THE HORIZON 2019 – 2023

1. Youth in Government: Expansion
2. Communications and Outreach: Evaluation Report
3. Fire Website: Overhaul

MANAGEMENT IN PROGRESS 2018 – 2019

1. Student Government Day
2. Community Reconstruction Housing Corps Program – Pilot Program

CITY OF POMPANO BEACH ACTION AGENDA 2018 – 2019

City of Pompano Beach *Policy Agenda 2018 – 2019*

TOP PRIORITY

Homeless City Strategy and Actions
Open Dumping Control
Crime Reduction Action Plan
Innovation District Development
Commuter Rail Station in Downtown
Major Hotel Development
BSO Staffing Evaluation and Contract

HIGH PRIORITY

Street Light Policy and Expansion
Isle of Capri Development
Neighborhood Business Attraction in Northwest
Garden Isle Entrance Bridge
John Knox Village Master Plan and Development
Proactive City Communications Strategy and Action Plan

City of Pompano Beach Management Agenda 2018 – 2019

TOP PRIORITY

G. O. Bond Projects: Implementation

C. I. P. Projects (non G. O. Bond): Direction and Funding

Dixie/Atlantic Improvements

Vacant/Abandoned Lots, Homes and Buildings

Amphitheater Development and Funding

CRA Transition to the City

HIGH PRIORITY

Public-Private Partnerships Policy (P-3): Implementation

NW CRA: County Resolution

Community Residential Homes Ordinance and Enforcement

Tree Inventory, Policy and Program

Pier Area Development

City of Pompano Beach Management in Progress 2018 – 2019

Wind Mitigation Program: Phase 3
Community Garden: Permitting and Final Additions
CDBG Consolidated Plan: Annual Update
1st Time Home Buyers Program: 20 Homebuyers
Code Compliance: Repeat Offenders
Cultural Center Programming
Local Affordable Housing: Revolving Loan Program
CDBG Revolving Loan Program
Old Town Untapped Event
335 MLK Boulevard: Phase 3 – Ali Cultural Arts Center: Development Agreement
City Vista Co-Working: Management
Job Fair/Workforce e-Training Events
Community Benefit Agreement: Creation
Green Market Event
Old Town Leasing: Restaurant (2)
Collier City Re-building: Initiate

PBCC Audio/Visual Needs Assessment
Cultural Arts Director: Hired
Palm Aire Lakes: Ribbon Cutting
Community Rating System (CRS): Verification
Hurricane Preparedness Plan: Revision
Mobile Maps System Replacement
Wastewater Force Main Assessment
Climate Change and Sea Level Rise (Broward County): Report
CPTED Certification for Urban Forestry/Building Inspectors/Code Inspectors
Water Supply Plan/Water Master Plan: Update
Reuse Master Plan: Update
Water Wells Off Air Park: Study
Broward Outfall Shutdown
Palm Aire Western Well Sites: Protection
Old Bridges Reports (FDOT)
Broward Outfall Shutdown
Receptionist/Greeters for Information Desk: Hired
Public Safety Fire Station Alerting Replacement: Fire Station
Real Estate Position: Hired
Electronic Payment to Vendors
Financial Literacy Program (3)

Strategic Plan: Update
Global audit Information Network (GAIN): Survey
C. O. R. E. Unit: Initiation
Open Data Gov Project: Funded
2018 Health Fair
IBM i-Series for Naviline
SRO (7): Budget
Deputy Internal Auditor: Hired
Assets Collection and Maintenance Citywide
Utility Mobile Maps: Study
Personnel Files Scanning
Customer Service Training (2-Sessions)
Risk Assessment Methodology for Internal Audit: Adoption
Water Meter Replacement Program: 200 (AMI)
Event Permits
City Website: Update
Laserfiche Accounts Payable
Risk Management Software: Replacement
Electronic Plans Review Software
Supervision in Government – Seminar
Request for Qualification Template (RFQ)

Cambium Wireless Network Equipment Replacement
Redundant Phone Lines and Internet Services
Road Patrol Community Service Aides: Expansion
Internal Audit: Annual Report
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P-card: Expanded Use
“Look Local First” Training
Asset Management Software: Implementation – Water Treatment Plant (2)
Summer Youth Employment Program
Fire Department Inventory System
Fire Life Safety Public Education Program: Expansion
Student Government Day
Community Reconstruction Housing Corps Program – Pilot Program

City of Pompano Beach Major Projects 2018 – 2019

Old Pompano Infrastructure Improvement Project (Section 108)

Mitchell/Moore Park (Sunshade, Concession Building): Renovation

Sandspur Park (Pavilion, Restroom, Parking): Construction

Charlotte Burrie Civic Center

Restroom Improvements: Dog Park, Kester Park, Community Park

Wayfinding Signs: Installation (4)

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

Atlantic Boulevard Bridge

10th Street Beautification (5th Avenue to Federal Highway): Design [FDOT/MPO] Construction

Fishing Pier

Mullet Alley Open Space/Beer Garden

Palm Aire Community Main Entry Way Beautification: Sign

Air Park Runway/Taxiway Marking and Striping

MLK Boulevard Reconstruction Project: Phase 3 – Design

Air Park Administrative Building Renovation Project

Air Park Taxiway “Delta” Rehabilitation Project: Construction

Blanch Ely House Museum: Construction
Visitor Center Grant Opening Event
NYC Harbor
Fishing Village Development:
Inter Utility Water Connections: Design, Funding (SRF)
Annual Reuse Water Main Projects
Wastewater Lift Stations Rehabilitation
New Sidewalk Projects (\$100,000)
Annual Wastewater Collection System: Pipe Lining
Annual Manhole Rehabilitation Project
Citywide Street Re-paving Projects
Water Mains Replacement
Stormwater Tideflex Valves
Stormwater Pipelining
Building Hardening: Water Treatment Building: Design Utility
Avondale Drainage and Swale Project: Construction
Reuse Storage Tank: NE 3rd Avenue: Land Acquisition
Water Filter Re-build (14)
Fire Station 24: Construction
Public Safety Radio System Replacement (Broward County)
Firing Range: Renovation (BSO)