

# Strategic Plan City of Pompano Beach

FINAL

September 10, 2013

## Transmittal Letter

Dear Mayor and City Commission:

Enclosed you will find the Strategic Plan for the City of Pompano Beach. The intent of this Plan is to provide a pathway to a more prosperous, diverse, and attractive city. It is based on the desires of residents to retain the existing family friendly features of a safe community, diverse recreation and affordable housing. At the same time it encompasses resident desires for a broader range of dining, shopping and recreation experiences within the City.

In addition to addressing resident desires and expectations, the Plan recognizes that Pompano Beach exists within a regional economy. As such, its prosperity, health and quality of life is affected by the larger region, while at the same time, the region creates opportunities for the City. This Plan addresses economic opportunities in tourism, manufacturing and logistics and Class A office space. Pompano Beach has distinctive assets which can be leveraged for increased private investment.

This strategic planning process has engaged the community in a variety of ways. The central conclusion from these various forms of engagement is that the community believes it is time to move forward with a variety of public investments that will create a more attractive place for residents and visitors, enhance opportunities for private businesses and make the City more competitive with other cities in the region.

The City has already been making significant investments. It also has plans in place for additional community improvements. The continuance of these efforts is critical for Pompano Beach to position itself as both a strong tourism market and central site for the various products and services that will be generated in the regional economy. Pompano Beach has the assets needed to become a dynamic economic space bringing better jobs and quality of life experiences for its residents. Execution of this Plan will move the City to that end.

Cordially,

Dennis W. Beach  
City Manager

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## What is a Strategic Plan? Why develop one?

A Strategic Plan answers four questions every community should ask and answer. These are:

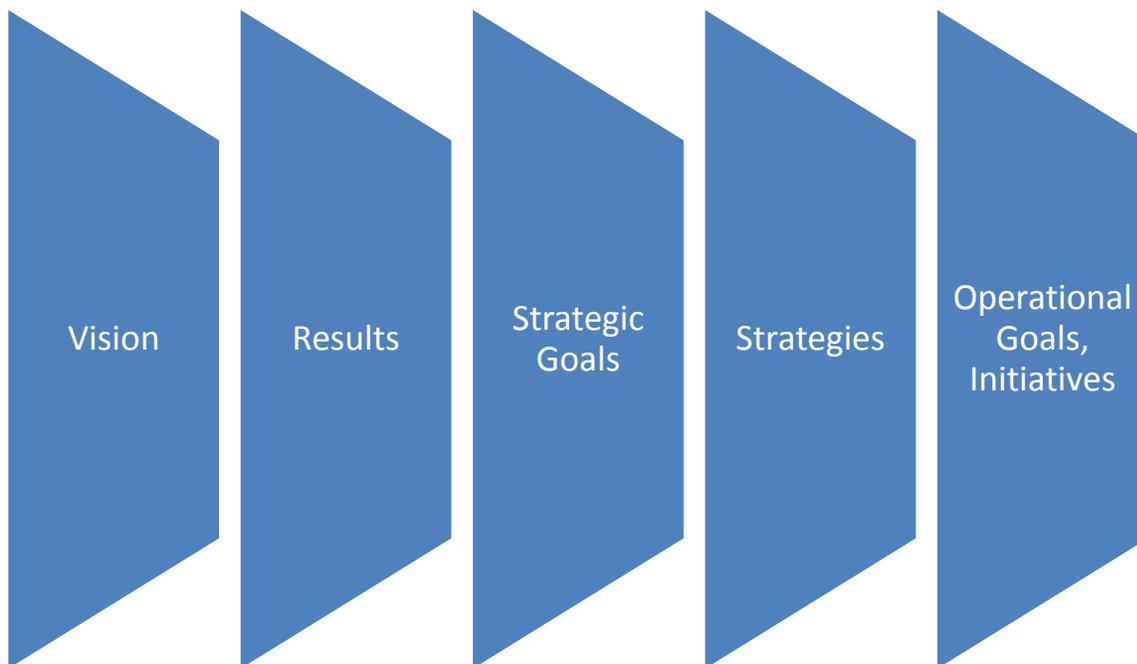
- Where are we now as a community?
- Where could we be in the future?
- Where do we want to be?
- How will we get there?

Why are these questions important? Why do we make the effort to answer them in a strategic plan?

These questions are important because we can choose the type of community we want to live and work in. Cities are what we make of them. Working together we can make our city more attractive, safer, livelier, and more livable. We create and change our City based on the decisions we make. A strategic plan seeks to create a shared vision of the future we want, and then designs the actions that would result in that vision being achieved.

What are the elements of a strategic plan?

Figure 1: Elements of a Strategic Plan



## How the Strategic Plan was developed

The Strategic Plan was developed in two phases. These phases were:

### ***Phase 1: Context analysis and community engagement***

The context analysis and community engagement phase is designed for several purposes. These purposes include:

- An understanding of the values, needs and expectations of residents and businesses
- An understanding of the assets and strengths, weaknesses and challenges facing the City
- An understanding of local to global trends that could impact the City
- An understanding of current plans and efforts
- An understanding of existing and emerging opportunities and the threats facing the City

The specific activities that occurred in this phase included:

Business Survey: This was a survey and focus group process that engaged the business community to better understand opportunities for business growth and how the City could facilitate and encourage business growth.

Web-based Input: A software tool, IdeaScale, was used to enable residents to contribute their ideas about how to improve the City and comment on the ideas that others offered. It was available for three months.

Key Stakeholder Interviews: Elected officials, senior staff and civic leaders were interviewed to obtain their perspective on the key challenges and opportunities before the City.

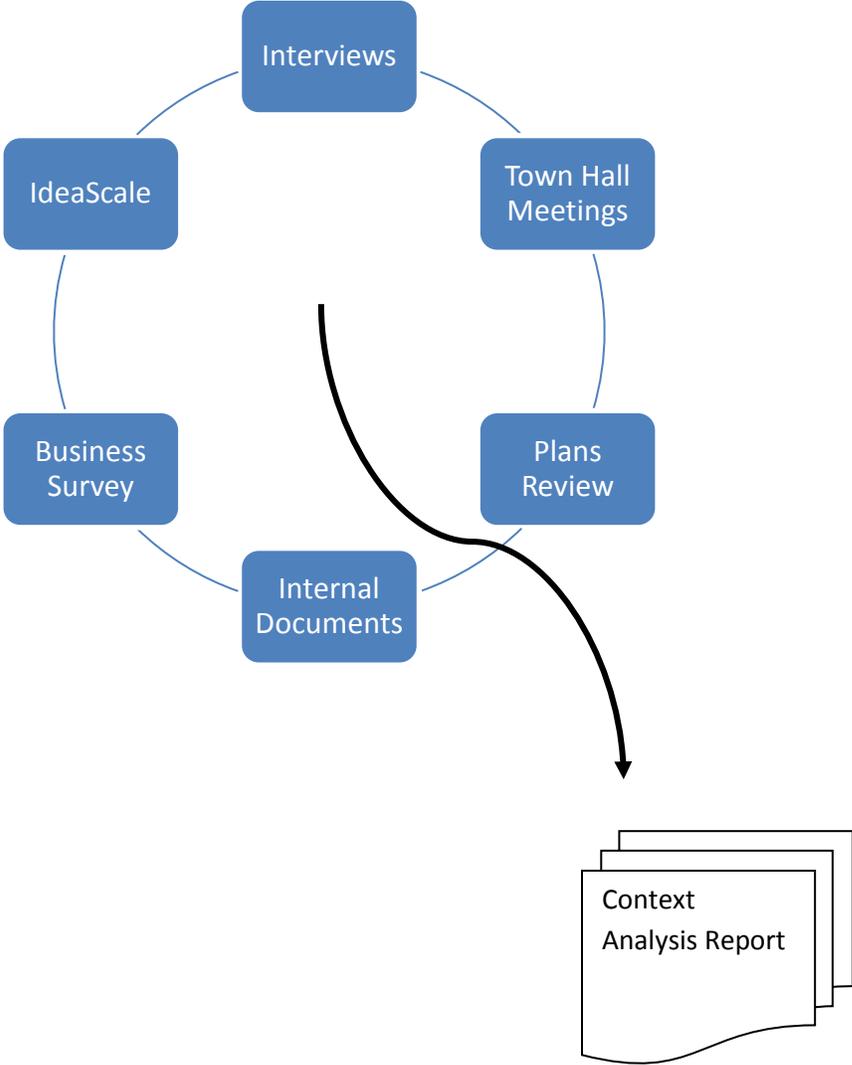
Town Hall Meetings: Three town hall meetings were conducted at various sites in the City. These meetings provided an opportunity to residents to discuss the features they would like to have in the City and their willingness to support various forms of public investment.

Internal Documents Review: The budget, comprehensive plan and CIP were reviewed in addition to a number of prior studies and planning documents.

Plans of Key External Entities: Other key entities (Broward County, Broward Business Alliance) were engaged to understand what they view as opportunities and challenges.

The result of these activities created a context analysis report which identified the challenges and opportunities facing the City, and the future positions the City could seek to hold. This context analysis report was discussed with the City Commission to validate the opportunities and the potential direction. The City Commission accepted the general direction and indicated a desire to view the next level of detail. Figure 2 below summarizes the Phase 1 steps:

Figure 2: Context Analysis & Community Engagement



## What were the findings of the Context Analysis Report?

The Context Analysis Report revealed a number of key perspectives about the City and its future. These perspectives can be grouped into four perspectives:

- The views of residents
- The views of local businesses
- Demographic trends
- Economic opportunities

The Views of Residents: Residents want to maintain many of the existing attributes of the City. The safety of the community is highly valued. The family friendly nature of the community is viewed as a distinguishing characteristic. The ability to move around the City with comparative ease is important. A broad range of recreational options is a feature to maintain.

At the same time residents want some changes. Making the City more attractive and up-to-date is seen as important. Making the beach more visitor friendly is viewed as a valued goal. Creating a distinctive look and feel, combined with a broader range of dining, shopping and entertainment options is a desired end.

The Views of Businesses: On the whole, businesses have a positive view of doing business in the City. They are for the most part unaware of the tools, resources, and services, the City has developed to assist business development but do not view the City in a negative light.

Demographic Trends: There are two significant demographic trends. The first is that the City is becoming increasingly diverse. There is a significant and growing South American presence in the City. This diversity growth pattern is likely to continue into the foreseeable future.

The second is that the population of the City will grow over the next ten to twenty years. Broward County will continue to have population growth and there is every reason to assume Pompano Beach will receive some of that growth.

Economic Opportunities: The City has significant opportunities to grow economically in three areas:

- Tourism and Day Visitors: The City has an attractive beach that offers a broad range of water experiences. As such, it has some competitive advantage over other cities. When the beach is coupled with the Air Park, the Isle Casino and an arts and culture district downtown, the visitor can enjoy a wide range of activities within Pompano Beach itself. In addition to visitors drawn by the beach, the City also is well positioned to bring in visitors for various sports and recreation activities, either of a team competitive nature or of pursuits such as the new Greg Norman Design Golf Course.

- Manufacturing and Logistics: The City has 33 million square feet of industrial/commercial type space strategically located at key highway and rail intersections. As Broward County and South Florida intensify their activities in production and movement of product, the City is extremely well positioned to provide sites that these various industries will find to have advantages of both space and location.
- Class A Office Space: Sites along I-95 provide the City with the space that will be attractive to office buildings for which easy access to I-95 is important.

### ***Phase 2: Strategic Plan Development***

Using the results of the Context Analysis, a series of workshops were conducted with City staff to translate the four major strategies of the Strategic Plan into a set of specific operational goals, strategic initiatives and measurable objectives.

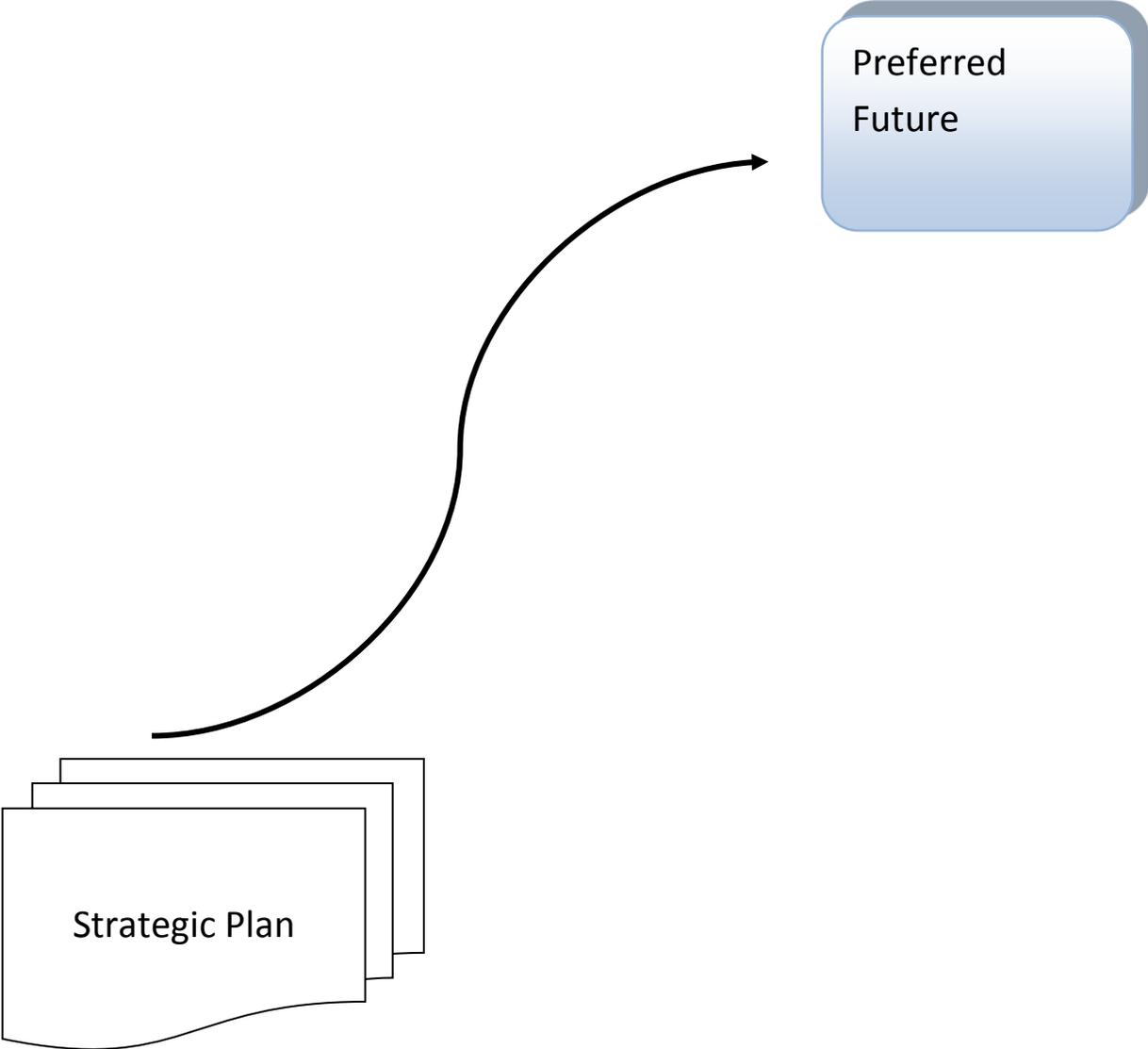
This phase produced the Strategic Plan. The Strategic Plan describes the position the City is seeking to obtain (the vision), three desired end results with accompanying strategic goals and four strategies through which the vision will be achieved. Within each strategy a number of operational goals and initiatives were developed. All this information is presented in the following materials.

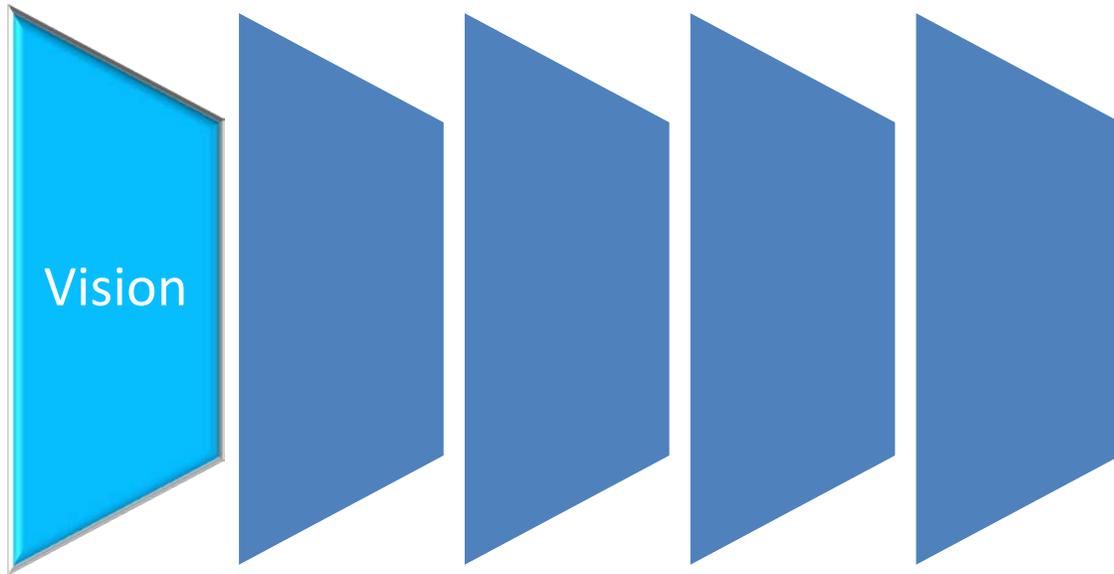
Following development of the Strategic Plan, the City staff developed a detailed work plan to execute the Strategic Plan. This work plan, called the Strategic Business Plan, is organized around the initiatives of the Strategic Plan. Within each initiative, one or more measurable objectives are listed for each objective and the time frame in which that objective will be accomplished. This Strategic Business Plan is provided in Appendix A for the interested reader. While the Strategic Plan is a policy document, the Business Plan is a managerial tool used for the daily management and execution of the Strategic Plan and may be modified as needed by the City Manager.

# The Strategic Plan

The Strategic Plan is presented in five sections. Section 1 presents the vision component, which describes the preferred future the Strategic Plan seeks to achieve (Figure 3). Section 2 presents desired results. Section 3 presents the strategic goals and Section 4 presents the strategies. Section 5 presents the operational goals and initiatives. Appendix A presents the City Manager’s work plan, i.e. the Strategic Business Plan, through which the Strategic Plan will be implemented.

Figure 3: The Preferred Future





## Section 1: Vision

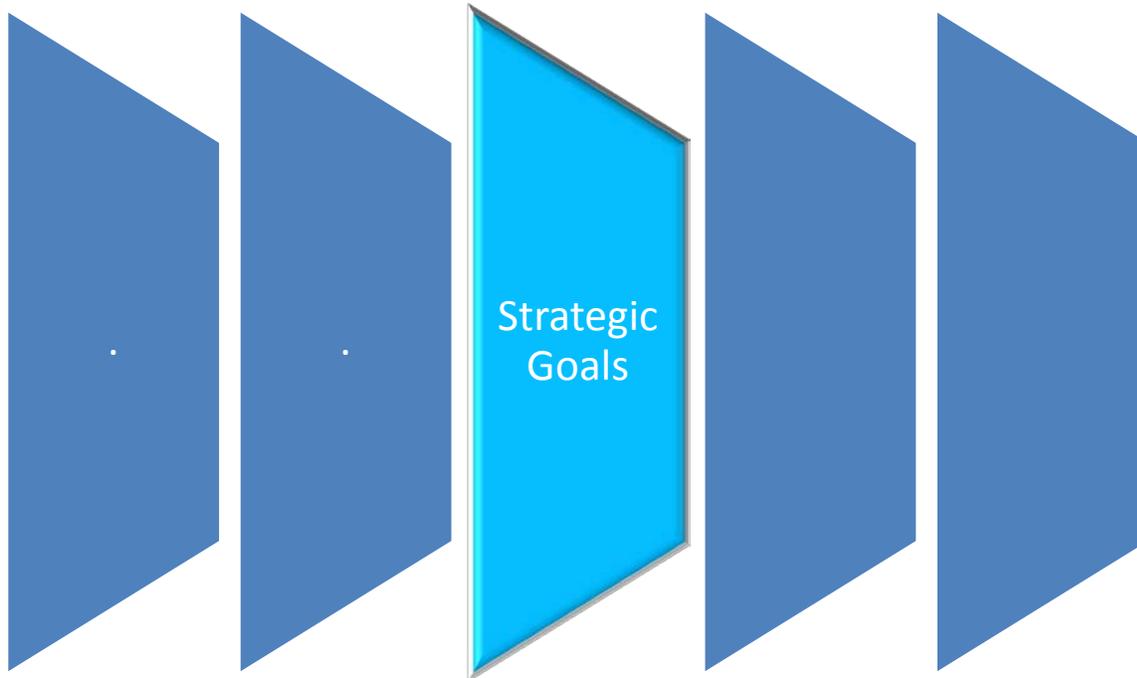
By 2030, Pompano Beach will be an even greater place to live along the Atlantic coast of South Florida. The sense of place and family, the distinctive architecture, the broad range of amenities, the comparative safety of the community and the opportunity for employment in many diverse economic sectors will make it a draw for many people. At the same time, the location and talent that exists in the City make it a very attractive site for businesses to locate and grow. Pompano Beach is a city of great places and of great opportunity.



## Section 2: The End Result

The fundamental result this plan seeks is a more prosperous community that consists of:

- A diverse range of local service businesses providing both market sensitive and higher-end products to residents and visitors
- Leading edge manufacturing and service industries that have regional to global markets
- Higher wage jobs and a strong job market
- Stable, diverse neighborhoods, improving property values and a strong housing market
- A full range of recreation and entertainment options attractive to all age, ethnic and economic groups
- Increased private investment in commercial properties, redevelopment areas and neighborhood improvement



### Section 3: Strategic Goals

There are three strategic goals in this Strategic Plan. These are:

Pompano Beach is a Preferred Place to Live. If a community is to be a preferred place to live, it must meet several criteria which include:

- It is Reasonably and Comparatively Safe; No one expects a crime-free community, but people do expect to be able to move about the City without fear and trepidation.
- It is Accessible; One can move around the City without undue strain and stress.
- It is Attractive; While personal tastes will vary as to architectural style, no one wants to live in a community that shows signs of serious deterioration, vandalism or that is without any aesthetic features.
- It is Diverse; It is a community for everyone. People of differing ages, cultures and economic groups find features of value to them.
- Opportunity is Present; Whether that opportunity is for a business, employment or education, people want to live in communities where there is hope and the chance for a better future is present.
- There is a Choice of Experiences; People like to live in communities where there are things to do. While personal choice varies, the presence of choices is significant.

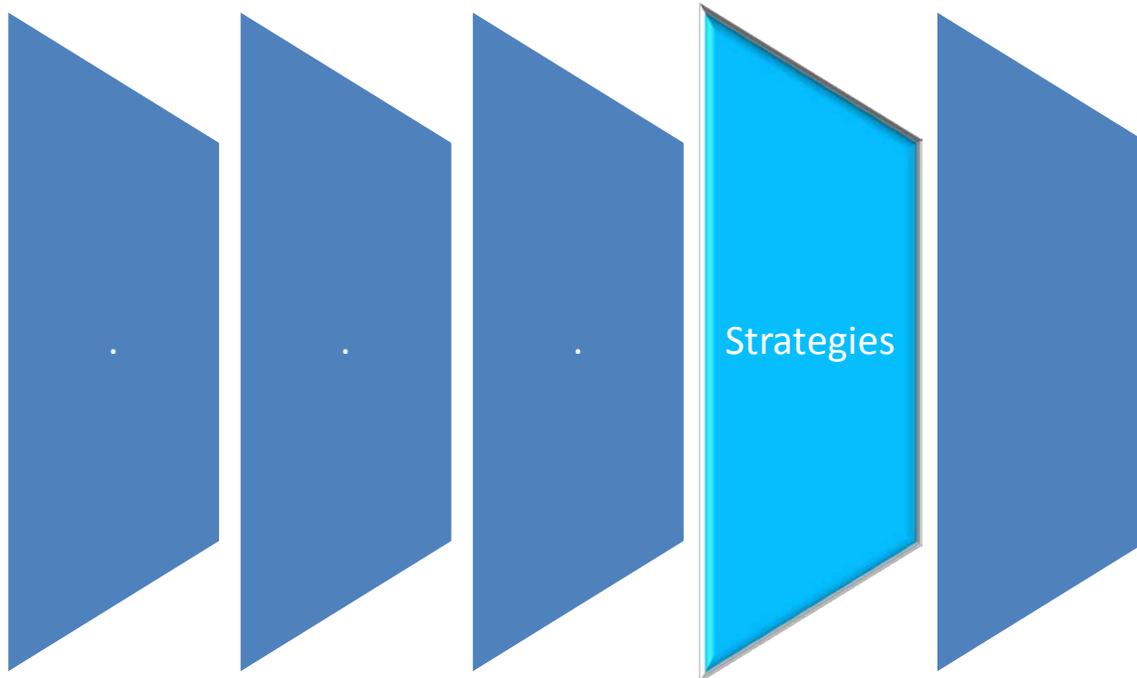
- It is Comparatively Affordable and a Good Value; While costs of living vary greatly, people prefer to live in communities that provide a good value for their investment. This means strong property values, stable and improving neighborhoods, and a good re-sale market.

Pompano Beach is a Preferred Place to do Business. The following criteria are significant if Pompano Beach is to be seen as a preferred place to do business:

- It is Business Friendly; This does not mean there is not regulation or enforcement. It does mean that the value of businesses is understood and business growth is viewed favorably.
- Some Comparative Advantage Exists or is Created; Comparative advantage varies by business sector. For some businesses it is feature based, such as a beach. For other businesses it may be location based, such as rail and inter-state access. For other businesses it may be networks, having access to other entities that assist their business. For some businesses it may be cost advantages such as utility costs.
- It can Accommodate Growth; Since the goal of most businesses is some form of growth, a City that can accommodate that growth has an advantage.
- It Offers a Marketplace; For businesses providing services and products that are used by local residents, the presence of an adequate marketplace is significant. For business-to-business firms, the presence of firms they can supply to is of value.
- A Skilled Workforce is Available. In general, the needed level of workforce skill is rising as businesses become more complex and technical in nature. A city which attracts the more skilled worker will attract the businesses needing those workers.

Pompano Beach is a Preferred Place to Visit. In the hyper-competitive South Florida tourism marketplace, Pompano Beach must seek to distinguish itself in whatever sub-markets it chooses to pursue. To succeed it must:

- Provide Experiences the Sub-markets Desire; Whether that is specific beach experiences, dining options, gaming, arts or sports, the City must support those experiences being available.
- Ensure Safety, Accessibility, and Value; On vacation, we want the risks to be ones we have chosen, we don't want to spend our vacation stuck in traffic, we want to feel we got good value for our investment.
- Make the City Attractive and Interesting; We want to see something at least slightly different from our everyday experience. We want to have the experience of something being different. If Pompano Beach is to distinguish itself in the South Florida marketplace, it must have some features which differ from other communities.



## Section 4: Strategies

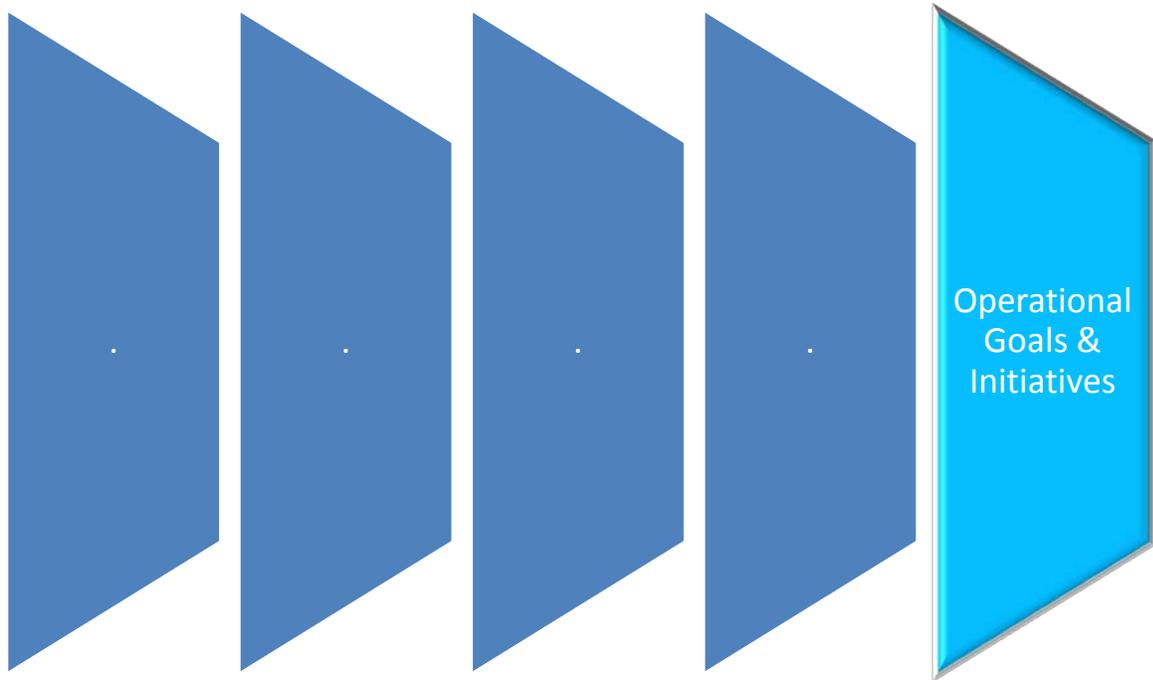
To pursue this vision, the end results and the strategic goals, the City will enact four strategies, which are:

Great Places; This strategy seeks to redevelop the City so that it is highly attractive while having a distinguishing feel and look that sets it apart from other cities. The feel and look includes not only architecture and public spaces, but also a variety and range of experiences not easily duplicated by other cities.

Superior Capacity; This strategy seeks to ensure that the infrastructure (physical and regulatory) needed for economic growth is in place.

Quality and Affordable Services; This strategy seeks to ensure that public services meet or exceed the community's expectations of quality, while remaining highly cost effective and advantageous for residents and businesses.

Confidence Building Government; This last strategy concentrates on three factors that lead to a high level of confidence in local government. One is that there is transparency in government operations so that citizens can see their government at work. Two is that there is stability of policy direction so that private investment is drawn to the City. The third is the professionalism of City staff so that the City operates efficiently and effectively.



## Section 5: Operational Goals and Initiatives

The operational goals and initiatives for each strategy will be found in the following tables:

# Strategy: Great Places

## OPERATIONAL GOALS AND INITIATIVES, 2014-2018

GOAL	Note	INITIATIVE
<b>1.0 Local Business Expansion</b> <i>Grow existing businesses</i>		1.1. Promote buy local and business matchmaking efforts
		1.2. Improve practices of expedited permitting and assistance for smaller businesses
		1.3. Review landscaping codes to identify inefficiencies
<b>2.0 Tourism</b> <i>Make the City more attractive to residents, visitors and tourists and expand visitor and tourism markets</i>		2.1. Increase the number of events at the Amphitheater
		2.2. Increase the number of Air Park related events
		2.3. Enhance the range and quality of beach activity options, including beach related events
		2.4. Position Pompano Beach as an outstanding destination for sports related activities which include water sports
		2.5. Develop facilities to ensure the City can compete in targeted sports tourism markets
		2.6. Improve City parks
		2.7. Further develop and promote eco-tourism opportunities
		2.8. Further develop and promote cultural/heritage tourism opportunities
		2.9. Support growth in hotel development
		2.10. Redevelop Pier and Pier property
		2.11. Expansion of beautification and tree planting efforts
		2.12. Improve way-finding and gateways
		2.13. Improve aesthetic appearance of City facilities
		2.14. Increase recreation programs and activities for teens
<b>3.0 Social Capital</b> <i>Increase social capital in the community</i>		3.1. Establish sister City relationship with a South American City
<b>4.0 Business Growth</b> <i>Improve growth in office, commercial, distribution and manufacturing sectors</i>		4.1. Expand development of office, commercial and industrial properties
		4.2. Develop Master Plan for targeted industries
		4.3. Update and develop marketing plans with the Broward Business Alliance, Chamber and other entities to promote economic development

GOAL	Note	INITIATIVE
<b>5.0 Corridor Redevelopment</b> <i>Enhance Corridor Redevelopment</i>		5.1. Begin implementation of corridor studies and plans for Federal Highway, Atlantic Boulevard and Dixie Highway
		5.2. Promote Class A office space development on Atlantic Boulevard near 1-95 and along the Dixie corridor
		5.3. Support and facilitate development of an education corridor along MLK
		5.4. Improve overall aesthetic appearances
<b>6.0 CRA Redevelopment</b> <i>Enhance CRA area redevelopment</i>		6.1. Expand CRA incentive programs
<b>7.0 Old Pompano/ Downtown</b> <i>Redevelop "Old Pompano/ Downtown" as a dining, entertainment and arts destination</i>		
		7.1. Develop a visitor/tourist destination
		7.2. Complete the CRA redevelopment plan
		7.3. Complete Library/Cultural Arts Center project
		7.4. Complete CRA capital projects on connectivity
<b>8.0 Job Growth</b> <i>Job growth for residents</i>		8.1. Support youth employment programs
		8.2. Support a community organizing effort that would link jobs with prospective employees and workforce training
		8.3. Expand incentives for local job creation

## Strategy: Superior Capacity

### OPERATIONAL GOALS AND INITIATIVES, 2014-2018

GOAL	Note	INITIATIVE
<b>1.0 Energy</b> <i>Leadership in energy efficiency and sustainable development</i>		1.1. Develop and promote new facilities to meet LEED standards
		1.2. Retro-fit existing facilities as appropriate
<b>2.0 Water</b> <i>Leadership in water management</i>		2.1. Expand reuse capacities
		2.2. Expand conservation efforts and other water efficiency efforts
<b>3.0 Recreation</b> <i>Increase and improve recreation infrastructure</i>		3.1. Develop larger meeting spaces
		3.2. Develop facilities to match the changing recreational needs and preferences of the community
		3.3. Increase boating recreation
<b>4.0 Mobility</b> <i>Increase community accessibility and mobility</i>		4.1. Increase pedestrian movement and safety
		4.2. Increase bicycling and pedestrian network
		4.3. Improve rail and public transit stops in the City
		4.4. Enhance transit options
		4.5. Develop connections between major venues
		4.6. Improve City waterways
<b>5.0 Neighborhoods</b> <i>Improve neighborhoods</i>		5.1. Leverage use of federal funds to increase affordable housing
		5.2. Decrease blight
<b>6.0 Growth Capacity</b> <i>Ensure capacity for growth</i>		6.1. Ensure capacity for growth in public safety services
		6.2. Ensure the Air Park has the capacity to manage an increase in tourism
		6.3. Improve design standards
		6.4. Ensure capacity for growth in parks
<b>7.0 E-Government</b> <i>Increase e-government capacity</i>		7.1. Create additional e-government services
<b>8.0 Ocean Rise</b> <i>Plan for ocean level rise</i>		8.1. Prepare for long term impacts of ocean rise
		8.2. Develop appropriate policies or standards
<b>9.0 Parking</b> <i>Increase available parking</i>		9.1. Expand and enhance parking facilities in the City

GOAL	Note	INITIATIVE
<b>10.0 Tax Base</b> <i>Expand property tax base and sales tax revenue</i>		10.1. Encourage development in industrial area and Air Park
		10.2. Expand economic development functions
		10.3. Grow sales tax revenues

# Strategy: Quality and Affordable Services

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## OPERATIONAL GOALS AND INITIATIVES, 2014-2018

GOAL	Note	INITIATIVE
<b>1.0 Safety</b> <i>A safe community</i>		1.1. Improve crime response and crime prevention approaches and techniques
		1.2. Improve disaster response
		1.3. Enhance police, fire and EMS response levels and times
		1.4. Ensure safe drinking water standards
		1.5. Improve solid waste and wastewater disposal process
		1.6. Improve stormwater disposal and treatment process
		1.7. Ensure adequate water resources for current and future population
		1.8. Improve code compliance services
		1.9. Expand the practice of crime prevention through environmental design
		1.10. Reduce homelessness
<b>2.0 Activity</b> <i>The active community</i>		2.1. Improve existing recreation programs
		2.2. Improve quality of services at parks and recreation facilities
		2.3. Promote and increase use of the golf course
		2.4. Increase recreational activity participation
<b>3.0 Information</b> <i>The informed community</i>		3.1. Increase transparency of City operations
		3.2. Improve timely access to public information
<b>4.0 Customer Focus</b> <i>Have a customer focused organization</i>		4.1. Establish annual customer service training
		4.2. Assess citizen satisfaction
		4.3. Improve customer service

# Strategy: Confidence Building Government

## OPERATIONAL GOALS AND INITIATIVES, 2014-2018

GOAL	Note	INITIATIVE
<b>1.0 Educational Partnerships</b> <i>Strengthen educational partnerships</i>		1.1. Encourage the expansion or development of a higher education presence in the community
		1.2. Improve civic and educational opportunities for teens
<b>2.0 Human Capital</b> <i>Strengthen skilled and committed human capital</i>		2.1. Increase capacity of the City to provide services under various disruptive conditions
		2.2. Establish competitive and sustainable pay and benefits schedule
		2.3. Increase the educational credentials of staff via certifications or licenses
		2.4. Enhance mid-management capacity and skills
		2.5. Increase the capacity of the organization to manage personnel succession
		2.6. Increase employee commitment and ownership
		2.7. Plan financially to allow early retirement
<b>3.0 Financial Strength</b> <i>Ensure financial strength and stability</i>		3.1. Establish a good bond rating
		3.2. Examine shared service approaches, or other means of more cost-effective service delivery
		3.3. Identify and pursue cost-recovery options
		3.4. Establish competitive fees for fee-based (in whole or part) services
		3.5. Monitor and adopt as feasible energy efficient practices and technologies
<b>4.0 Quality Services</b> <i>Provide quality services based on data-driven performance</i>		4.1. Institute benchmarking practices citywide
		4.2. Institute practices to improve productivity and quality standards
<b>5.0 Communication</b> <i>Effective communication &amp; coordination</i>		5.1. Increase communication with business community
		5.2. Review status of advisory boards and committees
<b>6.0 Technology</b> <i>Increase technological competitiveness</i>		6.1. Ensure the City remains current in terms of technological innovations
		6.2. Ensure information is securely maintained

## Appendix A: The Strategic Business Plan

The following document present's the City Manager's work plan for executing the Strategic Plan. This business plan guides the development of the budget as well as operational decision-making. As such it is a dynamic document that is modified based on operational issues.

The work plan is organized by strategy. In presentation order, the strategies are:

- Great Places
- Superior Capacity
- Quality and Affordable Services
- Confidence Building Government

## Strategy: Great Places

### GOAL 1.0. Grow existing businesses

#### *Initiative 1.1. Promote buy local and business matchmaking efforts*

Objectives	Anticipated Completion Date (FY)	Objective Measures
1.1.1. Utilize BTR database to facilitate inter-business connections	2014	# of local business connections identified
1.1.2. CRA expand use of local sub-contractors by 5% a year	2014-2018	% change
1.1.3. CRA expand incubator by 5% a year	2014-2018	% change
1.1.4. Develop CRA business directory	2014	Directory established
1.1.5. Add job fair requirement to construction contract bids	2014	Requirement added
1.1.6. Conduct study to determine feasibility of sheltered market for local businesses	2015	Study conducted
1.1.7. Develop Local Business Preference guidelines	2014	Guidelines developed

#### *Initiative 1.2. Improve practices of expedited permitting and assistance for smaller businesses*

Objectives	Anticipated Completion Date (FY)	Objective Measures
1.2.1. Host bi-annual Contractors Forum to gain feedback from the building community	2014-2018	# of attendees
1.2.2. Implement required actions associated with the Greater Fort Lauderdale Alliance Platinum City designation	2015	% of policies implemented
1.2.3. CRA to test outsourcing of Development Review on ALI project	2015	Outsourcing tested
1.2.4. Decrease Fire Inspection plan review turnaround time by 10% by developing a multi-skilled fire inspector workforce	2016	Plan review turnaround time (hrs.)

#### *Initiative 1.3. Review landscaping codes to identify inefficiencies*

Objective	Anticipated Completion Date (FY)	Objective Measure
1.3.1. Conduct analysis of current landscaping codes and enforcement practices	2014	Analysis conducted

<b>GOAL 2.0. Make the City more attractive to residents, visitors and tourists &amp; expand visitor and tourism markets</b>		
<i>Initiative 2.1. Increase the number of events at the Amphitheater</i>		
<b>Objectives</b>	<b>Anticipated Completion Date(FY)</b>	<b>Objective Measures</b>
2.1.1. Enhance Amphitheater sound, lighting, ticketing, concessions and restroom facilities	2015	Improvements completed
2.1.2. Hire an Amphitheater Manager	2014	Manager hired
2.1.3. Increase shows from 5 to 19 by FY15; 43 by end of FY16 and 47 by end of FY17	2017	# of shows
<i>Initiative 2.2. Increase the number of Air Park related events</i>		
<b>Objective</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
2.2.1. Organize Air Park open house every other year	2014-2018	# of open houses
<i>Initiative 2.3. Enhance the range and quality of beach activity options, including beach related events</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.3.1. Increase the number of public events at the beach by 50 a year	2015-2018	# of annual events
2.3.2. Annually initiate two (2) new beach signature events	2015	# of signature events on beach
2.3.3. East Library relocated and rebuilt	2014	Move completed
2.3.4. Underground utility lines on Briny and Atlantic	2015	% of project completed
2.3.5. Partner with Army Corps of Engineers to re-nourish beach	2014	% of project completed
<i>Initiative 2.4. Position Pompano Beach as an outstanding destination for sports related activities</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.4.1. Create Sports Tourism Committee	2014	Committee established
2.4.2. Establish three (3) partnerships with local, national and international event organizers to secure sports business in the area	2015	# of partnerships established
2.4.3. Develop three (3) additional agreements for overflow events	2016	Agreements established
2.4.4. Create a sports calendar in coordination with the Convention & Visitors Bureau	2014	Calendar established
2.4.5. Hold a fishing tournament at the Pier	2018	One tournament per year
2.4.6. Resurface Tennis Courts	2014	% of project completed

2.4.7.	Upgrade Tennis Center building	2017	% of project completed
<i>Initiative 2.5. Develop facilities to ensure the City can compete in targeted sports tourism markets</i>			
<b>Objectives</b>		<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.5.1.	Assess existing recreation structures to determine if the City meets national and international standards for sports tourism	2015	% of assessment completed
2.5.2.	Identify co-host opportunities for sports tourism events	2016	# of events identified
2.5.3.	Complete Greg Norman Signature Course	2013	Project completed
2.5.4.	Improve Palms Course	2015	Improvements completed
<i>Initiative 2.6. Improve City parks</i>			
<b>Objectives</b>		<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.6.1.	Implement Sand Spur Park improvements	2016	% of project completed
2.6.2.	Allocate \$100K to annually refurbish and replace park equipment	2014-2018	Amount annually allocated
<i>Initiative 2.7. Further develop and promote eco-tourism opportunities</i>			
<b>Objectives</b>		<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.7.1.	Develop and execute marketing action plan for promotion of fishing and scuba diving	2014	Existence of promotional materials; Development of database; Contacts
2.7.2.	Establish City/CRA Beach/Tourism Marketing Campaign	2014	Marketing campaign executed
<i>Initiative 2.8. Further develop and promote cultural/heritage tourism opportunities</i>			
<b>Objectives</b>		<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.8.1.	Establish Staff Task Force to integrate cultural activities into recreation programs	2014	Task Force established
2.8.2.	Open the Blanche Ely House for tours	2015	# of tours in year one established as baseline; 5% annual increase after that
2.8.3.	Develop a Public Art Master Plan	2014	Plan and committee established
2.8.4.	Increase tourism at City Cultural facilities by 5% a year	2015-2018	% change
2.8.5.	Complete Ali Building	2014	Project completed

<i>Initiative 2.9. Support growth in hotel development</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.9.1. Establish parking agreement with Sands Hotel	2015	Agreements established
2.9.2. Establish parking agreement with a pier hotel	2017	Agreements established
<i>Initiative 2.10. Redevelop Pier and Pier property</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.10.1. Assist Pier developer with future tenant, design and construction	2015	5 tenant references provided
2.10.2. Construct new Pier at NE 2nd Street and Intracoastal (pending regulatory approval)	2018	Pier constructed
<i>Initiative 2.11. Expansion of beautification and tree planting efforts</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.11.1. Apply for one (1) tree planting grant per year	2014-2018	Amount of grant funds awarded
2.11.2. Creation of one (1) neighborhood improvement plan per year	2014-2018	# of improvement plans developed
2.11.3. Apply for a grant to complete a comprehensive tree inventory	2017	Amount of grant funds awarded
2.11.4. Develop master landscaping and maintenance/replacement plan along I-95	2016	Plan developed
2.11.5. Establish a NW CRA tree nursery	2017	Nursery established
<i>Initiative 2.12. Improve way-finding and gateways</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.12.1. Implement annual way-finding sign installation	2014-2018	# of signs installed
2.12.2. Complete aesthetic improvements to Hillsboro Inlet Bridge	2015	% of improvements completed

<i>Initiative 2.13. Improve aesthetic appearance of City facilities</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.13.1. Paint water treatment plant facility	2017	% of facility repainted
2.13.2. Repair and replace tiles on Public Safety Administration building	2014	% of project completed
<i>Initiative 2.14. Increase recreation programs and activities for teens</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.14.1. Implement Highlands Park Improvements	2017	% of project completed
2.14.2. Construct a Skate Park	2017	% of project completed
2.14.3. Conduct optimization study of facilities	2015	Study conducted
<b>GOAL 3.0. Increase social capital in the community</b>		
<i>Initiative 3.1. Establish sister City relationship with a South American City</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
3.1.1. Establish a Sister City Committee	2015	Committee established
3.1.2. BSO to host two (2) Brazilian Police Citizen's Academies per year	2014-2018	2 Academies conducted
3.1.3. Support a Brazilian Festival	2015	Festival occurs
3.1.4. Identify Sister cities to establish formal relationships with	2015	Sister cities identified
<b>GOAL 4.0. Improve growth in office, commercial, distribution and manufacturing sectors</b>		
<i>Initiative 4.1. Expand development of office, commercial and industrial properties</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.1.1. Acquire property for NW Business Park	2018	Property acquired
4.1.2. Create a new drainage district for the Downtown Pompano Transit Oriented Corridor	2015	Plan completed
4.1.3. Analyze current merchant mix in CRA	2014	Analysis completed
<i>Initiative 4.2. Develop Master Plan for targeted industries</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.2.1. Identify and map industrial and manufacturing targeted industries	2014	# of Districts identified
4.2.2. Develop site specific plans for each targeted industry	2015	# of plans developed

*Initiative 4.3. Update and develop marketing plans with the Broward Business Alliance, Chamber and other entities to promote economic development*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.3.1. Create citywide marketing plan to promote economic development	2014	Marketing plans created
4.3.2. Develop separate marketing plan for Downtown Pompano Transit Oriented Corridor	2015	Market plan developed
4.3.3. Update marketing plan for East CRA	2014	Plan updated
4.3.4. Update Master Plan for Collier City	2015	Plan updated

**GOAL 5.0. Enhance Corridor Redevelopment**

*Initiative 5.1. Begin implementation of corridor studies and plans for Federal Highway, Atlantic Boulevard and Dixie Highway*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
5.1.1. Implement recommendations from corridor studies	2014-2018	# of recommendations implemented
5.1.2. Initiate additional corridor studies for Powerline Road, Copans Road and Andrews Avenue	2014	Completion of study
5.1.3. Establish design guidelines and zoning in the Downtown Pompano Transit Oriented Corridor	2014	Guidelines established

*Initiative 5.2. Promote Class A office space development on Atlantic Boulevard near 1-95 and along the Dixie corridor*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
5.2.1. Examine land use entitlements and intensities to determine if existing conditions are acceptable, or if additional land use amendments are necessary	2015	# of recommended land use amendments
5.2.2. CRA to sponsor an annual local realtor group tour	2014	1 tour annually
5.2.3. Begin holding one (1) outreach effort annually to engage business owners to expand their business to Pompano Beach	2015	# of outreach efforts

*Initiative 5.3. Support and facilitate development of an education corridor along MLK*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
5.3.1 Work with Coconut Creek, Margate, Coral Springs and MPO to undergo a grant-funded transit study with the goal of connecting educational resources and transit opportunities along the education corridor	2015	Completion of transportation study
5.3.2. Identify grant funding opportunities for Martin Luther King Jr. Boulevard	2014	# of grants submitted and amount of funding received
5.3.3. Complete MLK streetscape project	2014	Project completed

*Initiative 5.4. Improve overall aesthetic appearances*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
5.4.1. Implement bi-annual Corridor Code Compliance Assessment Program	2014-2018	# of violations and warnings
5.4.2. Paint traffic signal arms	2014-2018	# of traffic arms painted
5.4.3. Complete Atlantic Boulevard Streetscape	2013	Project completed
5.4.4. Complete Pompano Beach Boulevard Streetscape	2013	Project completed
5.4.5. Complete NW 6th Avenue Beautification	2013	Project completed
5.4.6. Enhance landscaping on FDOT roadway projects	2014-2018	Amount spent
5.4.7. Complete undergrounding of electric on A1A	2015	% of project completed

**GOAL 6.0. Enhance CRA area redevelopment**

*Initiative 6.1. Expand CRA incentive programs*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
6.1.1. Expand target area of programs to include other major corridors	2014	Target areas added
6.1.2. Increase the number of property owners in Old Pompano that make building improvements	2015	# of property owners making improvements

**GOAL 7.0. Redevelop “Old Pompano/Downtown” as a dining, entertainment and arts destination**

*Initiative 7.1. Develop a visitor/tourist destination*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
7.1.1. Conduct Destination Assessment: Conduct research and assess our tourism assets and available resources	2014	Assessment conducted
7.1.2. Identify key niche tourism markets	2014	# of markets identified
7.1.3. Establish relationship with Convention & Visitors Bureau	2014	# of forums attended & publications featured in
7.1.4. Create and open a Visitors Center	2016	% of project completed
7.1.5. Implement branding initiative for Creative Arts District in Old Pompano	2015	Branding initiative started

*Initiative 7.2. Complete the CRA redevelopment plan*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
7.2.1. Complete Bailey Hotel	2014	Project completed
7.2.2. Complete Community Kitchen	2014	Project completed
7.2.3. Complete 1st Baptist Park	2014	Project completed

*Initiative 7.3. Complete Library/Cultural Arts Center project*

<b>Objective</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
7.3.1. Construct Library/Cultural Arts Center	2014	% of project completed

*Initiative 7.4. Complete CRA capital projects on connectivity*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
7.4.1. Complete Old Pompano streetscape	2014	Project completed
7.4.2. Complete Old Pompano Plaza	2014	Project completed

<b>GOAL 8.0. Job growth for residents</b>		
<i>Initiative 8.1. Support youth employment programs</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
8.1.1. Employ five (5) youth per year in summer youth employment program	2014-2018	# employed
8.1.2. Collaborate with OHUI and Recreation to conduct training classes for City youth on developing job search skills	2015	# of classes provided
<i>Initiative 8.2. Support a community organizing effort that would link jobs with prospective employees and workforce training</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
8.2.1. Host bi-annual job fair for local residents	2015	Job fair held
8.2.2. Assist new businesses coming into the City by providing space in public facilities to conduct interviews while construction is being completed	2014-2018	# of interviews conducted
8.2.3. Expand Business Resource Center job placement by 5%	2015	% change
<i>Initiative 8.3. Expand incentives for local job creation</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
8.3.1. Research the urban characteristics that attract the creative class and evaluate or create City's incentive strategies that accommodate those needs	2016	# of incentives implemented
8.3.2. Work the Business Resource Center and WorkForce One to identify the various social agencies that aid with job placement and training	2015	# of persons placed in jobs
8.3.3. Work with OHUI to enhance Florida Enterprise Zone Job Incentives	2016	# of incentives created
8.3.4. Institute urban farmer and community gardens facility and effort	2015	Project completed
8.3.5. CRA to expand micro lending by 5% a year	2014	% change

## Strategy : Superior Capacity

### GOAL 1.0. Leadership in energy efficiency and sustainable development

#### *Initiative 1.1. Develop and promote new facilities to meet LEED standards*

Objectives	Anticipated Completion Date (FY)	Objective Measures
1.1.1. 100% of new facilities meet FL State Statute LEED guidelines	2014-2018	% of LEED standard facilities in compliance
1.1.2. Publish article in Tradewinds featuring a facility built to LEED standards	2014-2018	# of articles published

#### *Initiative 1.2. Retro-fit existing facilities as appropriate*

Objectives	Anticipated Completion Date (FY)	Objective Measures
1.2.1. Establish LEED Policies for existing facilities	2015	Policies established
1.2.2. Install low flow plumbing fixtures in City facilities	2014-2018	# of fixtures installed
1.2.3. Purchase of energy efficient appliances for 100% of eligible homes	2015	% of eligible homes energy efficient

### GOAL 2.0. Leadership in water management

#### *Initiative 2.1. Expand reuse capacities*

Objectives	Anticipated Completion Date (FY)	Objective Measures
2.1.1. Complete 100% of Icanwater reuse connection backlog	2014	% of project completed
2.1.2. Complete connection of 70% of newly available single family homes	2014-2018	% connected
2.1.3. Ensure 100% of current commercial and multi-family reuse customers are connected	2015	% connected
2.1.4. Expand the reuse system 2 miles/year	2014-2018	Miles expanded per year
2.1.5. Enforce year round irrigation restrictions	2014-2018	# of citations or warnings issued

<i>Initiative 2.2. Expand conservation efforts and other water efficiency efforts</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.2.1. Investigate shallow well injection for saltwater intrusion	2017	Feasibility report completed
2.2.2. Develop water conservation website	2015	Website established
2.2.3. Investigate water savings through a reduction in concentrate	2018	Volume of water saved
2.2.4. Fully implement AMI system to detect customer leaks	2015	# of leaks detected
2.2.5. Replace Utilities Field Office	2014	% of project completed
<b>GOAL 3.0. Increase and improve recreation infrastructure</b>		
<i>Initiative 3.1. Develop larger meeting spaces</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
3.1.1. Establish a Barrier Island Community Center	2017	% of project completed
3.1.2. Establish a Cresthaven Community Center	2016	% of project completed
<i>Initiative 3.2. Develop facilities to match the changing recreational needs and preferences of the community</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
3.2.1. Develop annual report evaluating trends in the sporting industry and community, and incorporate into future program activities	2015-2018	Report issued
3.2.2. Complete all approved Master Plan projects	2025	% of projects completed
<i>Initiative 3.3. Increase boating recreation</i>		
<b>Objective</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
3.3.1. Complete Alsdorf Park improvements	2014	% of projects completed

<b>GOAL 4.0. Increase community accessibility and mobility</b>		
<i>Initiative 4.1. Increase pedestrian movement and safety</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.1.1. Establish Sidewalk Installation Prioritization Schedule	2014	Schedule established
4.1.2. Install 1.5 miles of sidewalk per year	2015	Miles of sidewalk installed
4.1.3. Implement ADA improvements	2017	% of project completed
4.1.4. Install Traffic Calming Improvements where needed	2014-2018	Improvements constructed (\$)
<i>Initiative 4.2. Increase bicycling and pedestrian network</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.2.1. Rebuild roadways with bicycle lanes where ROW allows, on major roads	2015	Miles of bike lanes constructed
4.2.2. Host a series of three (3) bicycle safety rodeos for local children during the summer	2014-2018	# of bicycle safety rodeos held
4.2.3. BSO to partner with FDOT - Community Traffic Safety Program Manager to participate in pedestrian/bicycle safety campaigns in Broward County	2014-2018	Reduction in number of vehicle/bike & pedestrian accidents
4.2.4. Increase width of path around airport at .5 miles per year	2014-2018	Miles of widened bike path
4.2.5. Improve Air Park path landscaping and lighting at the rate of .5 miles per year	2014-2018	Miles of landscaping completed
4.2.6. Install six foot wide sidewalk along the west side of SW 36th Avenue	2015	% of project completed
<i>Initiative 4.3. Improve rail and public transit stops in the City</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.3.1. Establish a commuter rail stop in the City on Dixie Highway	2021	Rail stop established
4.3.2. Provide five (5) presentations to the community about the benefits of higher densities along transit corridors	2015	# of presentations made
4.3.3. Increase densities around transit stops	2018	Land use and zoning changes
4.3.4. Identify areas with the highest transit user rates for sidewalk	2015	# of areas identified

installations		
<i>Initiative 4.4. Enhance transit options</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.4.1. Develop a transportation plan that focuses on providing comprehensive transit service in the City, which is focused around connecting to the neighborhood transit center and a future rail station	2015	Plan developed
4.4.2. Establish a fourth Community Bus route	2014	Total # of bus routes
4.4.3. Apply for grants to enhance commuter services	2014-2018	# of grants submitted and amount of funding received
<i>Initiative 4.5. Develop connections between major venues</i>		
<b>Objective</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
4.5.1. Identify major tourism related venues and incorporate into Transportation Master Plan	2015	Plan developed
<i>Initiative 4.6. Improve City waterways</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.6.1. Institute Canal Dredging Study	2016	% of study completed
4.6.2. Allocate funds to annually repair or replace seawalls	2014-2018	Linear feet of seawalls repaired or replaced per year

<b>GOAL 5.0. Improve neighborhoods</b>		
<i>Initiative 5.1. Leverage use of federal funds to increase affordable housing</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
5.1.1. Develop three (3) affordable single family homes for low and moderate income first time homebuyers per year	2015	Affordable single family homes developed
5.1.2. Provide First Time Homebuyers Purchase Assistance to ten (10) eligible buyers per year	2015	Individuals assisted
5.1.3. Enter into three (3) agreements with private and non-profit developers to develop affordable housing	2014	# of homes developed
5.1.4. Convene an Affordable Housing Advisory Committee (AHAC) to implement housing plan strategies	2015	Committee convened
<i>Initiative 5.2. Decrease blight</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
5.2.1. Rehabilitate forty (40) owner-occupied housing units per year	2015	# of units rehabbed
5.2.2. Establish Façade Improvement Program	2014	Amount of funding appropriated
5.2.3. Increase the number of rental housing BTR's and inspections by 20% per year	2014-2018	% change
5.2.4. Conduct an inventory within each neighborhood and rate all structures as good, fair, or poor	2014-2018	# of structures rated
<b>GOAL 6.0. Ensure capacity for growth</b>		
<i>Initiative 6.1. Ensure capacity for growth in public safety services</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
6.1.1. Allocate funds for the next three (3) years for fire station renovations	2014-2017	Amount budgeted
6.1.2. Complete construction of the Cresthaven Fire Station	2014	% of project completed
6.1.3. Develop conceptual plan for the creation of a "downtown" district patrol zone	2015	Plan developed
6.1.4. Examine sites for a new Ocean Rescue Headquarters	2014	# of sites identified

6.1.5.	Develop an Ocean Rescue storage plan	2014	Plan developed
6.1.6.	Complete construction of the Beach Fire Station	2013	Project completed
<i>Initiative 6.2. Ensure the Air Park has the capacity to manage an increase in tourism</i>			
<b>Objectives</b>		<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
6.2.1.	Develop feasibility plan to add a fully staffed Crash Fire Truck to the airport	2016	Plan developed
6.2.2.	Fully pave all emergency entrances into the Air Park	2017	% of emergency entrances paved
6.2.3.	Develop report identifying zoning and land use challenges to Air Park development	2014	Report issued
6.2.4.	Complete the relocation of Taxiway Kilo	2014	% of project completed
<i>Initiative 6.3. Improve design standards</i>			
<b>Objectives</b>		<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
6.3.1.	Review 100% of development review applications for compliance with the City's newly adopted design standards	2014	% of project complied
6.3.2.	Develop Urban Design Studio concept	2014	Design studio established
<i>Initiative 6.4. Ensure capacity for growth in parks</i>			
<b>Objective</b>		<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
6.4.1.	Construct Collier City Mini Park	2015	% of project completed
<b>GOAL 7.0. Increase e-government capacity</b>			
<i>Initiative 7.1. Create additional e-government services</i>			
<b>Objectives</b>		<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
7.1.1.	IT to participate in plan review process for all new construction or renovation of City facilities	2014-2018	# of reviews
7.1.2.	Establish paperless Development Review Committee review process	2015	% of process paperless
7.1.3.	Identify new technology options every five (5) years that may increase productivity	2017	Improvements implemented

7.1.4.	Establish capacity to receive crime tips/information via social media channels, i.e. Facebook, tweeting and text messaging	2014	# of tips received
7.1.5.	Develop inter-active online employment applications	2014	System online
7.1.6.	Develop automated online notification system for procurement	2016	System online
7.1.7.	Develop requirement for user departments to track Local Business/Small Business Enterprise use	2015	Requirement added
<b>GOAL 8.0. Plan for ocean level rise</b>			
<i>Initiative 8.1. Prepare for long term impacts of ocean rise</i>			
	<b>Objective</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
8.1.1.	Conduct an analysis of the potential impacts of rising ocean levels on the City	2017	Report completed
<i>Initiative 8.2. Develop appropriate policies or standards</i>			
	<b>Objective</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
8.2.1.	Integrate sea level changes in Comprehensive Plan	2018	# of policies in Comprehensive Plan
<b>GOAL 9.0. Increase available parking</b>			
<i>Initiative 9.1. Expand and enhance parking facilities in the City</i>			
	<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
9.1.1.	Establish a City Parking Enterprise Fund	2014	Fund established
9.1.2.	Identify alternate funding mechanisms for parking infrastructure	2014	Examination of various DOT grants
9.1.3.	Update parking demand study for beach	2014	Updated study
9.1.4.	Design for future garage at pier city parking lot	2015	Garage designed
9.1.5.	Construct Oceanside temporary parking lot	2013	Project completed
9.1.6.	Complete Harbor Village public space	2013	Project completed
9.1.7.	Complete Skolnick Center parking addition	2014	% of project completed

<b>GOAL 10.0. Expand property tax base and sales tax revenue</b>		
<i>Initiative 10.1. Encourage development in industrial area and Air Park</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
10.1.1. Expand enterprise zone to industrial area	2015	Zone expanded
10.1.2. Examine feasibility of hotel at Air Park	2016	Study conducted
10.1.3. Assess utility infrastructure need in industrial area	2015	Assessment completed
<i>Initiative 10.2. Expand economic development functions</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
10.2.1. Identify and assess current strategies and services	2014	Assessment completed
10.2.2. Identify what functions need to be expanded or re-designed	2014	# of recommendations developed and implemented
10.2.3. Develop overall City approach to economic development	2015	Plan adopted
10.2.4. Create a centralized listing of all economic development programs in the City and add to website	2016	Listing created
10.2.5. Train staff in the use of CoStar software, in order to facilitate the attraction of target industries	2017	# of staff trained
<i>Initiative 10.3. Grow sales tax revenues</i>		
<b>Objective</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
10.3.1. Complete MLK Shopping Center	2014	Project completed

## Strategy: Quality & Affordable Services

### GOAL: 1.0. A safe community

#### *Initiative 1.1. Improve crime response and crime prevention approaches and techniques*

Objectives	Anticipated Completion Date (FY)	Objective Measures
1.1.1. Certify four (4) deputies per year in Crime Prevention through Environmental Design to the level recommended by the Florida Attorney General's Office	2014-2018	# of deputies certified
1.1.2. Reallocating enforcement resources to reduce part-one neighborhood crimes by 15%	2015	15% reduction
1.1.3. Install license plate readers: Mitchell/Moore Park, Community Park and the Golf Course	2014	# of LPR's installed
1.1.4. Train 20% of City staff each year in crime awareness (suspicious activities)	2014-2018	% of staff trained
1.1.5. Complete security improvements at City Hall	2013	Project completed

#### *Initiative 1.2. Improve disaster response*

Objectives	Anticipated Completion Date (FY)	Objective Measures
1.2.1. Update Comprehensive Emergency Operations Plan to include vulnerable populations	2015	Plan updated
1.2.2. Re-constitute the emergency planning committee	2016	Committee re-established
1.2.3. Increase citizen participation in disaster preparedness education through CERT	2018	Total volunteer hours
1.2.4. Hold a mock emergency disaster drill with departments annually	2017	Drill held
1.2.5. Obtain 100% compliance with National Incident Command Management standards	2015	% compliance
1.2.6. Complete installation of generators and switches at designated centers	2014	% of project completed

*Initiative 1.3. Enhance police, fire and EMS response levels and times*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
1.3.1. Provide three (3) PSA's to the public on reporting suspicious activity	2014-2018	# of PSA's provided
1.3.2. Conduct Feasibility study on using CSIA's (Civilian) on road patrol duties	2014	Study completed
1.3.3. Perform pre-fire planning on every target hazard in the City	2016	% of program completed
1.3.4. Perform citywide fire station location assessment	2015	Assessment conducted
1.3.5. Ensure that closest fire units are dispatched to all calls	2014	% of time closest units are dispatched
1.3.6. Review all ALS calls in an effort to improve EMS care	2015	# of improvements implemented
1.3.7. Replace Police Fire Alarm System	2014	System replaced

*Initiative 1.4. Ensure safe drinking water standards*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
1.4.1. Replace 3,700 feet of water mains per year	2014-2018	Feet of water mains replaced
1.4.2. Rehabilitate five (5) wells per year	2014-2018	# of wells rehabilitated
1.4.3. Implement Asset Management System in Utilities	2015	% of system implemented
1.4.4. Complete electrical system upgrades to treatment plant	2018	% completed
1.4.5. Replace membrane filters every five (5) years	2015	Filters replaced
1.4.6. Develop inter-utility connections	2016	% of project completed

*Initiative 1.5. Improve solid waste and wastewater disposal process*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
1.5.1. Update Wastewater Master Plan	2016	Plan updated
1.5.2. Fully implement Capacity Management Operations Maintenance	2016	% implemented
1.5.3. Inspect 20 miles of wastewater lines per year	2014-2018	Miles of lines inspected
1.5.4. Rehab 108 manholes per year	2014-2018	# of manholes rehabbed
1.5.5. Allocate \$700K per year for rehabbing lift stations	2014-2018	# of lift stations rehabbed
1.5.6. Install electronic flow meters at lift stations	2017	Meters installed
1.5.7. Improve solid waste pickup services	2015	Improvements implemented

<i>Initiative 1.6. Improve stormwater disposal and treatment process</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
1.6.1. Complete Stormwater Master Plan update	2014	Plan completed
1.6.2. Review Stormwater Financing Plan	2014	Finance plan approved
1.6.3. Complete projects identified in Master Plan	2033	% of projects completed
1.6.4. Achieve 100% compliance with NPDES permit	2014	% compliance
1.6.5. Purchase and implement Stormwater Asset Management system to track permit maintenance requirements	2015	Permit maintenance requirements tracked
1.6.6. Develop utility permit compliance tracking system	2016	System implemented
1.6.7. Complete Pompano Canal delisting from impaired water bodies list	2015	Pompano Canal delisted
<i>Initiative 1.7. Ensure adequate water resources for current and future population</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
1.7.1. Complete Lower East Coast Ten Year Water Supply Plan for Dept. of Community Affairs approval	2014	Plan approved
1.7.2. Increase reuse usage by 5% a year	2014-2018	% change in usage
1.7.3. Annually review Large User Agreement with Broward County to ensure sufficient capacity	2014-2018	Current capacity
<i>Initiative 1.8. Improve code compliance services</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
1.8.1. Increase interaction with Civic and Homeowner's Associations	2014-2018	# of meetings attended
1.8.2. Increase public education on Code Compliance	2014-2018	# of violations complied
1.8.3. Enhance mobile technology in the Code Compliance Unit to reduce down time in the field by 20%	2017	% change in downtime
1.8.4. Work with business leaders to decrease Fire violation rates of new construction plans by 3% a year	2014-2018	% change in violation rates
1.8.5. Inspect 100% of all commercial and multi-family units for Fire Code Compliance	2016	% of units inspected

*Initiative 1.9. Expand the practice of crime prevention through environmental design*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
1.9.1. Review the Zoning Code to determine if specific CPTED principals can be incorporated into the code	2014	# of recommendations adopted
1.9.2. Increase development services staff certification in CPTED	2015	# of staff certified
1.9.3. BSO participates in all development plan reviews with Development Services Department	2014-2018	Participation rate
1.9.4. Have appropriate CRA projects incorporate CPTED principles	2014-2018	# of projects involving CPTED

*Initiative 1.10. Reduce homelessness*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
1.10.1. Work with Broward County's non-profit service organizations to provide shelter for City's homeless	2015	# of homeless served
1.10.2. Reduce new foreclosures by 5% over the next three (3) fiscal years	2017	% change in new foreclosures

<b>GOAL 2.0. The active community</b>		
<i>Initiative 2.1. Improve existing recreation programs</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.1.1. Establish review standards for the evaluation of existing recreation programs	2014	Standards established
2.1.2. Establish review standards for the evaluation of recreation events	2014	Standards established
2.1.3. Bi-annually evaluate the impact of fee increases on program participation	2015	Fee evaluation study completed
2.1.4. CRA to add a pocket park in areas where new housing is developed	2014	# of parks added
2.1.5. Conduct cost/benefit analysis of program participation	2015	Analysis conducted
<i>Initiative 2.2. Improve quality of services at parks and recreation facilities</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.2.1. Develop community centers and parks aesthetic design standards	2014	Standards developed
2.2.2. Emma Lou Olson Civic Center improvements	2017	% of project completed
2.2.3. Complete North Pompano Park Center renovations	2014	% of project completed
<i>Initiative 2.3. Promote and increase use of golf course</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.3.1. Make the Golf Course a self-sustaining entity	2017	% of costs covered
2.3.2. Increase golf play by 10% per year	2014-2018	% change
2.3.3. Bi-annually evaluate the impact of fee increases on program participation	2014	Total rounds played
2.3.4. Complete Master Plan recommendations to improve existing golf structures and grounds	2018	% of plan completed
<i>Initiative 2.4. Increase recreational activity participation</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.4.1. Expand cultural arts programming by one (1) program annually	2014-2018	Annual increase in programs
2.4.2. Conduct recreation program needs assessment	2016	Assessment conducted

**GOAL 3.0. The informed community***Initiative 3.1. Increase transparency of City operations*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
3.1.1. Redesign Utilities webpage	2015	Webpage redesigned
3.1.2. Create dashboard for Utility Benchmarks and post on webpage	2014	Dashboard posted and updated annually
3.1.3. Implement envelope billing to increase outreach and information	2015	# of notices
3.1.4. Annually hold one (1) open house for police facilities	2014	# of open houses a year
3.1.5. Establish BSO ride alongs for City Officials	2014	Ride alongs established
3.1.6. Provide at least one (1) public education class on Florida Election Laws and City Charter	2015	# of classes provided

*Initiative 3.2. Improve timely access to public information*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
3.2.1. Ensure Commission agenda packets are available to the public on the City's website the day after receipt from the City Manager's Office	2014-2018	% posted day after receipt
3.2.2. Action Agendas are distributed within two (2) days following each Commission Meeting	2014	% distributed within 2 days
3.2.3. Obtain City official signatures within 5 to 7 days of the Commission Meeting	2014	Standard met 99% of time
3.2.4. Conduct study to assess feasibility of paperless agenda	2015	Study conducted

**GOAL 4.0. Have a customer focused organization***Initiative 4.1. Establish annual customer service training*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.1.1. Provide two (2) classes on customer service per year	2014-2018	# of classes provided
4.1.2. Develop customer service performance criteria on employee annual reviews	2018	Overall rating achieved

<i>Initiative 4.2. Assess citizen satisfaction</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.2.1. Conduct citizen satisfaction surveys in 24 month intervals	2014-2018	Surveys conducted
4.2.2. Measure customer satisfaction with utilities after each completed job	2014-2018	Overall satisfaction rating
<i>Initiative 4.3. Improve customer service</i>		
<b>Objective</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
4.3.1. Complete 3rd floor renovation to improve customer service	2014	% of project completed

## Strategy: Confidence Building Government

### GOAL 1.0. Strengthen educational partnerships

*Initiative 1.1. Encourage the expansion or development of a higher education presence in the community*

Objectives	Anticipated Completion Date (FY)	Objective Measures
1.1.1. Enlarge Business Resource Center for entrepreneurial education by 5% per year	2014-2018	% change
1.1.2. Establish three (3) new higher education affiliations with the City	2017	Affiliations added
1.1.3. Develop one (1) partnership with a local college for an incubator	2015	Partnership developed

*Initiative 1.2. Improve civic and educational opportunities for teens*

Objectives	Anticipated Completion Date (FY)	Objective Measures
1.2.1. Annually hold a Student Government Day	2014-2018	# of attendees
1.2.2. Provide 7 to 10 college scholarships to deserving low/moderate income high school seniors	2014-2018	# of scholarships awarded

### GOAL 2.0. Strengthen skilled and committed human capital

*Initiative 2.1. Increase capacity of the City to provide services under various disruptive conditions*

Objectives	Anticipated Completion Date (FY)	Objective Measures
2.1.1. Conduct analysis of essential functions (backup capacity)	2014	Analysis conducted
2.1.2. Implement training programs to ensure essential functions have backups	2015	Training programs established
2.1.3. Ensure that 100% of essential functions have backup support	2018	% of essential functions have a designated backup
2.1.4. Implement citywide GIS archiving and asset management system	2017	% implemented

<i>Initiative 2.2. Establish competitive and sustainable pay and benefits schedule</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.2.1. Annually benchmark against other communities the percentage of total compensation allocated to benefits	2014	City compared to benchmark median
2.2.2. Perform comprehensive benefit survey every three (3) years	2017	Survey conducted
<i>Initiative 2.3. Increase the educational credentials of staff via certifications or licenses</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.3.1. Compensate utility staff for obtaining higher level licenses	2014	% of eligible utility staff with higher level licenses
2.3.2. Hold one (1) quarterly in-house training class for utility licenses	2014	# of in-house classes held
2.3.3. Have 100% of City job descriptions/requirements updated every five (5) years to reflect skills and abilities required	2018	# or % of job descriptions updated annually
2.3.4. Develop new policy to establish timeframes to obtain new credentials	2018	Policy developed
2.3.5. Increase the number of Fire employees taking Fire Inspector Promotional exams by 3% a year	2014-2018	% Inc./ (Dec.) per year
<i>Initiative 2.4. Enhance mid-management capacity and skills</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.4.1. Increase seminar/workshop attendance by 10% per year	2015	Attendance: % Inc./ (Dec.) per year
2.4.2. Train 100% of mid-management on process improvement such as Lean & 6 Sigma	2018	# of staff trained
2.4.3. Annually review 20% of departments to identify manager's gaps in skills that can be addressed through in-house training, or college level courses	2014-2018	# of departments reviewed
2.4.4. Create employee development program to better prepare employees who may want to move into management positions in the Fire Department	2014	Program created
2.4.5. Have two (2) command staff officials complete Police Executive Leadership Program per year	2014-2018	# of staff per year

<i>Initiative 2.5. Increase the capacity of the organization to manage personnel succession</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.5.1. Perform Standard Operating Procedures audit on one (1) major department every four (4) years	2015	# of audits performed
2.5.2. Establish career paths and goals for all full time employees	2018	% of employees with established career goals
2.5.3. Develop leadership program designed to prepare employees who may want to move into management positions in the Fire Department	2015	Program created
2.5.4. Design a succession planning framework for every position in the Fire Department	2017	% of plan designed
<i>Initiative 2.6. Increase employee commitment and ownership</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.6.1. Ensure complete implementation of TeleStaff Management System at the Fire Department	2014	% of system implemented
2.6.2. Accurately identify types and causes of on-the-job injuries in the Fire Department to reduce workers compensation claims	2014	# of claims per year
2.6.3. Expand Annual Employee Breakfast to include individual achievements	2014	Program expanded
2.6.4. Keep annual full time employee turnover to less than 5%	2014-2018	Turnover rate
2.6.5. Annually hold at least one (1) strategic planning retreat with staff	2014-2018	# of retreats held
2.6.6. Implement internal Fire and EMS survey to measure overall job satisfaction	2015	% reporting satisfaction with job
2.6.7. Develop action sheet to improve recruitment of new employees and train staff	2014	% of management and staff trained
2.6.8. Develop action sheet to improve acclamation of new employees	2014	New employees trained (hrs)
<i>Initiative 2.7. Plan financially to allow early retirement</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
2.7.1. Survey employees to determine interest level in early retirement	2014	Survey conducted
2.7.2. Identify funding available for health insurance coverage to encourage early	2014	Funding source identified

retirement for eligible employees		
<b>GOAL 3.0. Ensure financial strength and stability</b>		
<i>Initiative 3.1. Establish a good bond rating</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
3.1.1. Annually obtain the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association	2014-2018	Certificate achieved
3.1.2. Establish policies to utilize between 2 and 5 percent of fund balance to cover capital outlays	2015	% of funds utilized
3.1.3. Increase collections on delinquent accounts by 10% a year	2014-2018	% increase in delinquent collections
3.1.4. Perform bi-annual internal audit of debt service payments to ensure 100% compliance	2014	% of payments in compliance
3.1.5. Establish bond rating for Parking Enterprise Fund	2014	Bond rating
3.1.6. Perform bi-annual audit of federal and state grants	2014-2018	% of federal grants audited
<i>Initiative 3.2. Examine shared service approaches, or other means of more cost-effective service delivery</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
3.2.1. Evaluate in-house capacity versus contracting for proposed service enhancements or expired service agreements	2014-2018	# of evaluations conducted
3.2.2. Advisory Board Meetings digitally recorded	2016	% of boards using digital recording
3.2.3. Establish sector Grounds Maintenance	2014	% of program established
3.2.4. Update City Codes within a month of any approved changes	2014-2018	% of changes updated within 1 month

<i>Initiative 3.3. Identify and pursue cost-recovery options</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
3.3.1. Have the Preschool become a self-sustaining organization	2016	% of costs recovered
3.3.2. Achieve 100% hazmat incident cost recovery	2018	% of costs recovered
3.3.3. Explore billing for fire inspections in the field	2016	Analysis conducted and reported
3.3.4. Explore fees for zoning permit reviews	2015	Analysis conducted and reported
3.3.5. Make the municipal cemetery a self-sustaining operation	2022	100% cost recovery
3.3.6. Perform an audit every two (2) years on revenues valued at +\$.5M to ensure 100% remittance to the City	2014-2018	% compliance
3.3.7. Explore establishing a lobbyist registration fee	2014	Survey other cities to determine average fee charged
3.3.8. Complete agreement with Broward County to serve Highlands and Cresthaven through wholesale contract	2014	Agreement approved by Commissions
3.3.9. Have no more than 10% of water meters in service for 10 years or longer	2017	% of meters with over ten years of service
<i>Initiative 3.4. Establish competitive fees for fee-based (in whole or part) services</i>		
<b>Objective</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measure</b>
3.4.1. Annually evaluate competitiveness of rates and charges for a major department	2014-2018	Department reviewed
<i>Initiative 3.5. Monitor and adopt as feasible energy efficient practices and technologies</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
3.5.1. Develop a City Energy Policy	2015	Policy developed
3.5.2. Integrate energy-efficient materials/methods into Engineering Standards	2016	Standards established
3.5.3. Replace 90% of conventional staff vehicles on annual replacement schedule with low Greenhouse Gas and more fuel efficient units	2014-2018	% of vehicles replaced

<b>GOAL 4.0. Provide quality services based on data-driven performance</b>		
<i>Initiative 4.1. Institute benchmarking practices citywide</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.1.1. Review FBC data and identify two (2) areas per year for productivity enhancements	2014-2018	Dollars saved
4.1.2. Establish a citywide performance measurement/reporting system	2015	System established
4.1.3. Annually update Fire Department Strategic Plan and integrate with the City's Plan	2014-2018	Plan updated
<i>Initiative 4.2. Institute practices to improve productivity and quality standards</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
4.2.1. Streamline procedures for fire permits for small businesses and residential units	2015	Average permit turnaround time
4.2.2. Develop a master city facility maintenance schedule	2016	Schedule developed
4.2.3. Work with City Garage to reduce fire fleet downtime by 10% per year	2014-2018	% change in fleet downtime
<b>GOAL 5.0. Effective communication &amp; coordination</b>		
<i>Initiative 5.1. Increase communication with business community</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
5.1.1. Add businesses to the TradeWinds magazine mailing list	2014-2018	# of businesses added per year
5.1.2. Create E-Newsletter for businesses	2014	Newsletter created and distributed at least annually
<i>Initiative 5.2. Review status of advisory boards and committees</i>		
<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
5.2.1. Ensure boards/committees are at 90% capacity with qualified members	2014	% of positions filled
5.2.2. Develop Commission report for boards meeting less than once per quarter	2015	# of boards meeting less than once per quarter

**GOAL 6.0. Increase technological competitiveness**

*Initiative 6.1. Ensure the City remains current in terms of technological innovations*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
6.1.1. Annually replace 15% of computers and servers	2014-2018	# of computers replaced
6.1.2. Implement new DUI Detection by utilizing state of the art video camera systems	2015	System implemented
6.1.3. Add laptops and/or tablets in the Commission Chambers in order to facilitate the electronic distribution of agenda materials	2016	# of computers
6.1.4. Link Sungard Open System to City website	2014	Link established
6.1.5. Establish online performance evaluation form	2015	System online
6.1.6. Scan all personnel files	2018	% scanned
6.1.7. Scan purchasing bids and purchase orders	2014-2018	# of docs scanned
6.1.8. Improve Naviline’s capability to automatically generate templates, letters and agendas	2015	Capacity established
6.1.9. Upgrade audio/visual equipment in City Commission Chambers	2014	Upgrade completed

*Initiative 6.2. Ensure information is securely maintained*

<b>Objectives</b>	<b>Anticipated Completion Date (FY)</b>	<b>Objective Measures</b>
6.2.1. Keep security system breach to less than 1%	2014-2018	% of system annually breached
6.2.2. Bi-annually inform users of IT security procedures	2014-2018	Notification provided
6.2.3. Perform control audit for security of information for selected computerized system(s) every two (2) years	2014-2018	% of systems audited