

STRATEGIC FRAMEWORK

VISION 2024

“Desired Destination for City”

PLAN 2014

“Map to City’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of City Government”

BELIEFS

“Expectations of City Employees”

Boca Raton Vision 2024

Our *BEAUTY*,^(A) *CHOICE OF LIVABLE NEIGHBORHOODS*,^(B) *THRIVING DOWNTOWN* ^(C) and *ENVIRONMENTAL SUSTAINABILITY* ^(D) and make Boca Raton – “A Quality Place to Live!”

Our *DIVERSE ECONOMY* ^(E) and *EDUCATIONAL OPPORTUNITIES FOR A LIFETIME* ^(F) make Boca Raton – “A Great Place to Work!”

Our *BEACH AND WATERWAYS*,^(G) *ARTS AND CULTURE* ^(H) and *RECREATIONAL CHOICES FOR OUR LEISURE TIME* ^(I) make Boca Raton – “An Outstanding Place to Play!”

THE PREMIER COMMUNITY

The City is *FINANCIALLY SOUND*,^(J) provides *EXCEPTIONAL CITY SERVICES RESPONSIVE TO OUR COMMUNITY*,^(K) and *ENGAGES OUR RESIDENTS*.^(L)
A WORLD CLASS LOCAL GOVERNMENT

Vision 2024

Guiding Principles

PRINCIPLE A

BEAUTY

► Means

1. Views of oceans and waterways
2. Well-landscaped, well-maintained streetscapes, medians and ROWs
3. Buildings with architectural character consistent with the community – regulations, codes and standards preserving the “Boca Character”
4. Unique, attractive gateways to Boca Raton
5. Open, green spaces throughout the city
6. Decorative street lights that are environmentally friendly and dark skies
7. Trees providing shade throughout the city and residential neighborhoods
8. Well-designed developments
9. Well-designed public facilities and parks that emphasize community aesthetics
10. Commitment to environmental sustainability
11. Narrowing major corridors with landscaping

PRINCIPLE B**CHOICE OF LIVABLE NEIGHBORHOODS****► Means**

1. Feeling safe in our homes and in our neighborhoods
2. Strong neighborhood organizations working in partnership with the City
3. Quality, well-maintained, single-family homes that are up to code
4. Preservation of neighborhood character and integrity
5. Walkable and pedestrian, bike friendly community
6. Trails connecting neighborhoods to parks and recreation venues
7. Underground all utilities
8. Inclusive community welcoming diverse population and income levels
9. Different neighborhoods and homes for different individual preferences and lifestyles
10. Neighbors knowing neighbors and taking responsibility for their neighbors

PRINCIPLE C**THRIVING DOWNTOWN****► Means**

1. Regional destination for entertainment, events – special place for concerts, events, festivals and cultural arts
2. Stable restaurants and unique retail for residents and visitors to enjoy
3. Reasonable access and parking
4. Walkable area connecting various destinations in Downtown
5. Urban library with a variety of programs, activities and other amenities
6. Center for government, financial institutions and professional services
7. Intracoastal waterway access – a gateway to Downtown
8. Buildings with architectural character
9. Dense residential opportunities with high occupancy
10. Hotel(s) for our guests

PRINCIPLE D**ENVIRONMENTAL SUSTAINABILITY****► Means**

1. Using sustainable technology in the city operations and in the community
2. Use of renewable energy sources
3. Residents, businesses and educational institutions knowing, practicing environmental sustainability
4. Conserving natural resources
5. Reduced environmental impact of city and community activities
6. City policies demonstrating commitment to environmental sustainability

PRINCIPLE E**DIVERSE ECONOMY****► Means**

1. High paying job opportunities for residents
2. Headquarters and regional offices for national corporations
3. Bio tech research and manufacturing businesses linked to research hospitals
4. Major hospital and healthcare center
5. Convenient access to highway and transit systems for moving products and providing employee access
6. Regional economic center for Palm Beach County
7. Incubator and transition spaces to start and grow a business
8. Top-quality corporate airport
9. Class “A” offices with low vacancy rate

PRINCIPLE F**EDUCATIONAL OPPORTUNITIES FOR A LIFETIME****► Means**

1. Strong partnership between the City and educational institutions
2. Educational programs aligned with businesses and 21st Century job opportunities
3. Main campus of Florida Atlantic University – fully developed
4. Developing human capital to support economic growth
5. Excellent public schools (“A” rated) and private schools: K-12
6. Technical colleges preparing the workforce
7. Educational institutions “spinning” off business and entrepreneurial opportunities, including sustainability businesses

PRINCIPLE G**BEACH AND WATERWAYS****► Means**

1. Clean, well-maintained shoreline and beach
2. Renourished beach
3. Commercial activities on the beach in specific locations
4. Sense of place along East Palmetto Park Road (East of Intracoastal) and preservation of historic buildings and homes
5. Convenient public access and parking
6. Accessible intracoastal waterways and canals
7. Expanded public access and vistas through Lake Wyman
8. Variety of ways to enjoy our beach and waterways

PRINCIPLE H**ARTS AND CULTURE****► Means**

1. Community funding for arts and culture
2. State of the art amphitheater for a variety of performances at Mizner Park
3. Quality programs from FAU and Lynn University at City facilities
4. Library providing culture and arts opportunities
5. Variety of scheduled performances and events with high attendance
6. Cultural art opportunities for all ages
7. Public art throughout the City
8. Art galleries displaying local and international artists

PRINCIPLE I**RECREATIONAL CHOICES FOR OUR
LEISURE TIME****► Means**

1. Top-quality parks with a variety of venues
2. Well-maintained athletic fields for recreational, competitive and tournament uses
3. Recreational programs for all ages and with high level of participation
4. Trails for recreation purposes
5. Access to the water for public use
6. Support for an active, healthy lifestyle
7. Adequate funding for leisure facilities and programs

PRINCIPLE J**FINANCIALLY SOUND CITY****► Means**

1. Diverse, expanding tax base
2. “AAA” bond rating
3. Strong financial reserves
4. Services delivered in an efficient, cost-effective manner
5. Well-built, well-maintained city infrastructure and facilities
6. Investing in the City’s future infrastructure
7. Resources sufficient to support defined services and service levels

PRINCIPLE K**EXCEPTIONAL CITY SERVICES
RESPONSIVE TO OUR COMMUNITY****► Means**

1. Customer-friendly services with high level of customer satisfaction
2. Citizens feeling value for City tax dollars
3. Services and service levels defined, bench marked and prioritized
4. Listening to the needs of the community
5. Best practices in municipal management and service delivery
6. Problems solved in a timely manner
7. Reliable City services on a daily basis
8. Confidence in the City and our services

PRINCIPLE L**CITY ENGAGES RESIDENTS****► Means**

1. Easy access to City information and services
2. Opportunities to participate in the City's governance processes
3. Timely, understandable information from the City
4. City reaching out and working with neighborhoods
5. Partnering with the City to deliver services
6. Citizens sharing responsibility for making the City – "A World Class Local Government"
7. Mayor and Council leading the City to the future
8. Opportunities to learn about the City operations and services

City of Boca Raton
Our Mission

The Mission of the City of
Boca Raton is to
provide the highest quality of service
to the
community through responsible
use of public
resources to enhance our
unique quality of life.

City of Boca Raton Goals 2014

Financially Sound City

World Class Municipal Services

Strong Partnership with Community

Sustainable City

GOAL 1

FINANCIALLY SOUND CITY

► Objectives

Objective 1 Efficient, cost-effective delivery of City services

Objective 2 “AAA” Bond Rating

Objective 3 Investing in the City’s future – capital projects and projects with a return on investment

Objective 4 Proactively seeking revenues to support defined services and service levels

Objective 5 Reserves consistent with defined City policies

► Challenges and Opportunities

1. State actions impacting City revenues and finances
2. Uncertain economy impacting City revenues
3. Increasing cost of City operations
4. Maintaining a World Class workforce dedicated to serving our community
5. Conflicting priorities and individual agendas
6. Increasing demands for City services
7. Declining property values
8. Developing new revenue sources

► **Actions 2009 – 2010**

PRIORITY

Policy Agenda

1. Budget Direction: Revenue and Services
2. User Fees for Non Residents: Comprehensive Evaluation, Direction
3. Annexation: Evaluation, Direction
4. Recreation Budget and Financial Analysis: Direction to and Expectations for Beach and Park District, Agreement on Fees and Charges
5. Marketing and Sale of City Services: Evaluation, Direction and Actions
6. Athletic Fees for Youth Sports Association (Residents/Non Residents)

Top Priority

High Priority

High Priority

Management in Progress

1. Health Insurance Negotiations
2. Federal Economic Stimulus Program
3. Interlocal Agreement for Facility Use with School District
4. City Procurement Code: Amendment
5. Procurement Card: Expansion
6. Billing: Enhancements
7. GASB Standards: Fund Balance and Intangible Assets

GOAL 2

WORLD CLASS MUNICIPAL SERVICES

► Objectives

- Objective 1** Retaining quality City employees
- Objective 2** Partnering with the community in delivery services
- Objective 3** Professional, highly competent and motivated City workforce
- Objective 4** Attracting top quality candidates for positions
- Objective 5** Continuous improvement of City service management and delivery
- Objective 6** Maintain “state of the art” systems and ongoing training to upgrade staff skill sets

► Challenges and Opportunities

1. Employee expectations and uncertainty
2. Attracting and retaining top quality City staff
3. Increasing service expectations of our residents and customers
4. Maintaining competitive compensation
5. Costs of pensions and benefits
6. Aging equipment and facilities
7. Organizing efforts of employees
8. Instability in construction costs
9. Return on investment of green initiatives
10. Maintaining customer service with outsource contractors

► **Actions 2009 – 2010**

PRIORITY

Policy Agenda

1. Downtown Library: Direction
2. Rental Housing Strategy: Evaluation, Direction, Actions
3. Greening City Operation: Direction, Actions, Funding

Top Priority

High Priority

Management in Progress

1. Cardiac Monitor Replacement Program and Funding
2. Bike Lanes and Sidewalks on Southwest 18th Street: Direction
3. Metered Parking in Beachfront and Downtown
4. Automated Sanitation Collection: Direction
5. 6500 Building Direction
6. Data Fusion and Communication System: Direction
7. Fire Mutual Aid Agreements
8. ISO Rating (Fire)
9. Policy Refresher Training
10. Diversity/Sensitivity Awareness Training
11. New Applicant Tracking System: Implementation
12. New Fleet and Fuel Management System
13. Radio Rebanding
14. Maintenance Operations Facility (Spanish River Park) Design
15. Pondhawk Agreement

► **Major Projects 2009 – 2010**

1. Municipal Championship Course Greens Renovation: Direction
2. Fire Station 5
3. Fire Training Prop Area
4. Sand Pine Park: Improvements
5. Northwest 12th Avenue 4 Laning (Palmetto Park Road to Northwest 13th)
6. North and South Beach
7. El Rio Trail Phase 3 (Yamato Road to L-40 Canal)
8. St. Andrews Boulevard Shared Use Path (Glades Road and Yamato Road)
9. Dixie Highway Widening and Flyover (Deerfield Beach Limits) (FDOT project)
10. Fuel Storage Tank Replacement (Municipal Services and Police)
11. Boca Raton Tennis Center: Enhancements
12. 18th Street Water Main Expansion
13. Boca Raton Heights Drainage, Water and Sewer Project
14. Esterly Sanitary Sewer Replacement
15. Water Treatment Plant Lime Softening Filter Replacement
16. Wastewater Plant Primary and Secondary Clarifier Replacements

GOAL 3

STRONG PARTNERSHIP WITH COMMUNITY

► Objectives

Objective 1 Well informed residents with convenient access to City information and services

Objective 2 Residents involved in City government

Objective 3 Residents trust and have confidence in City government

Objective 4 Strong relationship with the private sector, universities and colleges

Objective 5 Strong relationship with neighborhoods and community based organizations

Objective 6 Effective use of technology for communication and service delivery

► Challenges and Opportunities

1. Expectations of instant response to questions or service delivery
2. Best for community vs. individual or special interest
3. Effective use of Boards, Commissions or Taskforces
4. High expectations of city government
5. Working with FAU
6. Using different modes of communications for different resident groups
7. Supporting neighborhood organizations
8. Working with businesses and medical community
9. General mistrust of government
10. Government process and regulations – requirements and explanation to residents

► **Actions 2009 – 2010**

PRIORITY

Policy Agenda

1. FAU Strategy and Actions
2. “Transparent” City Government: Definition, Evaluation, Strategy, Actions
3. City Financial Support for Arts and Culture: Direction
4. Boards, Commissions, Taskforces Evaluation, Direction, Action, Including Term of Office
5. Hospital Strategy and Actions

High Priority

High Priority

High Priority

Management in Progress

1. FAU Master Plan and Campus Development Agreement
2. Agenda Tracking
3. City Clerk Transition
4. Lynn University Master Plan (Winter 2010)

GOAL 4

SUSTAINABLE CITY

► Objectives

Objective 1 People feeling safe and secure

Objective 2 Thriving downtown

Objective 3 Preservation of our City's natural resources

Objective 4 Expand local economy and business opportunities

Objective 5 City policies demonstration, community sustainability

Objective 6 Achieving a balance among personal livability, environmental stewardship, economic opportunity and community building

► Challenges and Opportunities

1. Defining "green" and "sustainable" and their relationship to the City and community
2. Determining return on investment
3. Conflicting priorities and interests in the community
4. Funding for programs, projects and activities
5. Defining the City's role vs. responsibilities of residents and private sector
6. Becoming more pedestrian, bike friendly community
7. Federal and state programs, funding and regulations
8. Role of neighborhoods and community planning
9. Partnering with FAU

► **Actions 2009 – 2010**

PRIORITY

Policy Agenda

1. Waterways – Desired Outcome, Direction, Actions: Wildflower – Acquisition, Plan, Actions, Funding; Additional Property – Acquisition, Plan, Action, Funding
2. Downtown Spine: City Plan and Working with Property Owners
3. MMTD: Direction, Actions (Including EAR Amendments)
4. Downtown Master Plan: Direction
5. East Palmetto Park Road Neighborhood: (Bridge to Beach) Overlay District, Plan, Link to Wildflower Area

Top Priority

Top Priority

High Priority

Management in Progress

1. I-95/Spanish River Interchange
2. Cartoon Museum: Direction, City's Role
3. Residential Taskforce: Green Partners
4. Red Light Enforcement Program
5. Cell Tower Code Amendments
6. Pearl City Master Plan: Final Phase (Including Dixie Highway)

City of Boca Raton Policy Agenda 2009 – 2010

TOP PRIORITY

Downtown Library: Direction
Downtown Spine: City Plan and Working with Property Owners
Budget Direction: Revenue and Services
Waterways: Desired Outcome, Direction, Actions

HIGH PRIORITY

**User Fees for Non Residents:
Comprehensive Evaluation, Direction**
**“Transparent” City Government:
Definition, Evaluation, Strategy, Actions**
Annexation: Evaluation, Direction
Rental Housing Strategy: Evaluation, Direction, Actions
City Financial Support for Arts and Culture: Direction
MMTD: Direction, Actions (Including EAR Amendments)
FAU Strategy and Actions

Management in Progress 2009 – 2010

- 1. Health Insurance Negotiations**
- 2. Federal Economic Stimulus Program**
- 3. Interlocal Agreement for Facility Use with School District**
- 4. City Procurement Code: Amendment**
- 5. Procurement Card: Expansion**
- 6. Billing: Enhancements**
- 7. GASB Standards: Fund Balance and Intangible Assets**
- 8. Cardiac Monitor Replacement Program and Funding**
- 9. Bike Lanes and Sidewalks on Southwest 18th Street: Direction**
- 10. Metered Parking in Beachfront and Downtown**
- 11. Automated Sanitation Collection: Direction**
- 12. 6500 Building Direction**

- 13. Data Fusion and Communication System: Direction**
- 14. Fire Mutual Aid Agreements**
- 15. ISO Rating (Fire)**
- 16. Policy Refresher Training**
- 17. Diversity/Sensitivity Awareness Training**
- 18. New Applicant Tracking System: Implementation**
- 19. New Fleet and Fuel Management System**
- 20. Radio Rebanding**
- 21. Maintenance Operations Facility (Spanish River Park)
Design**
- 22. Pondhawk Agreement**
- 23. FAU Master Plan and Campus Development
Agreement**
- 24. Agenda Tracking**
- 25. City Clerk Transition**
- 26. Lynn University Master Plan (Winter 2010)**
- 27. I-95/Spanish River Interchange**

- 28. Cartoon Museum: Direction, City's Role**
- 29. Residential Taskforce: Green Partners**
- 30. Red Light Enforcement Program**
- 31. Cell Tower Code Amendments**
- 32. Pearl City Master Plan: Final Phase (Including Dixie Highway)**

Major Projects 2009

- 1. Municipal Championship Course Greens Renovation: Direction**
- 2. Fire Station 5**
- 3. Fire Training Prop Area**
- 4. Sand Pine Park: Improvements**
- 5. Northwest 12th Avenue 4 Laning (Palmetto Park Road to Northwest 13th)**
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