



Through a series of public meetings during the summer, the City Commission heard improved community appearance to facilitate the vision of a community of excellence was a high priority with residents and businesses. This priority has been articulated in a number of new initiatives in the FY14 Business Plan, within the framework of Proud Oakland Park or POP

The major focus is improving community appearance through initiatives that impact main corridors, City properties and facilities, and private property via a combination of City leadership and community involvement, based on communication and more effective utilization of resources. The cost of the adopted POP Program is \$1.4 million dollars, and includes eighteen (18) major initiatives directly impacting all City departments, indirectly involving every employee in internalizing and promoting POP, and connecting every resident, business owner and visitor to Oakland Park to the end of improved community appearance. The success of POP is linked to the coordination and communication of all the initiatives in a seamless program with the ultimate goal that everyone feels proud they live, work and play in Oakland Park, a City on the Move.

PROUD OAKLAND PARK GENERAL FUND/CRA EXPENSES

Neighborhood Integrity, Smart Growth	
Median Enhancements	\$30,000
Code Enforcement Staffing, Vehicle	\$119,608
Code Brochures	\$1,000
Tree/Shrub Give-Away	\$10,000
Clean-Up Private Property	\$50,000
Evaluation of Low Cost Appearance Programs	\$5,000
Powerline Corridor - Phase II Study	\$15,000
Prospect Road Corridor Enhancement Study	\$15,000
Prospect & Andrew Parking Lot Project	\$333,000

Code Enforcement App	\$6,000
Oakland Station Central Market	\$351,300
Total	\$935,908
Public Safety	
Part-time Fire Inspectors (3), Vehicles (2)	\$135,734
Total	\$135,734
Parks, Leisure Facilities & Activities	
Additional Programs	\$22,000
Increased Park Supervision/Security	\$25,000
Volunteer Service Manager (Conversion to FT from PT)	\$41,554
Total	\$88,554
Image	
Semi-Annual Brochure	\$60,000
Public Service Announcements	\$12,000
Welcome Packages	\$12,000
Total	\$84,000
General Implementation	
Special Projects Coordinator	\$99,433
Project Manager	\$83,182
Total	\$182,615
Total City General Fund/CRA Cost	\$1,426,811

Code Enforcement improvements are a basic building block of POP. The Code Division is transitioning to the Fire Department, and performance measures are being developed to capture the effect of the strategic efforts. These efforts include additional staffing and targeted enforcement to address priority commercial areas such as Powerline, Prospect and North Andrews. Modifications to the City Code of Ordinances have been adopted and more will be proposed to facilitate a more effective process to address violations. A number of volunteer based community appearance programs have been planned and implemented to involve residents and businesses in improvement efforts. Straightforward guides to code requirements for the public and additional reporting means are also planned.

The City continues to expend money and effort to address infrastructure, primarily underground. The City Commission and staff heard now is the time to focus aboveground. Within POP, there are specific projects planned on the Powerline Corridor, Prospect Road and the Prospect & Andrews Parking Lot to improve appearance. The Powerline Corridor Enhancements include the development and implementation of an Overlay District, Neighborhood Compatibility Requirements, Retro-Landscape Ordinance, Rezoning of the Former Commercial Billboard Site and

Entranceway Features and/or Banners to establish and identity and communicate the theme of the corridor.

Physical appearance is only one facet of the community building focus of POP. New initiatives are planned to add to the great things to do in Oakland Park. The Culinary Arts District has much to offer all residents and visitors, including provision a Green Market, a community garden and a series of educational programs promoting healthy food in Jaco Pastorius Park through an innovative agreement with the Urban Farmer Institute. The newly completed Art Park on 34th Court and Dixie will be the home for expanded cultural activities, as well as other City parks. The Oakland Station Public Plaza and the new fountains on Main Street provide tremendous public spaces to complement the Funky Buddha Brewery and new businesses planned including Stork's and the Central Market. Concerts and multicultural activities are planned for locations throughout the City.

POP will thrive on reaching all constituents with exciting news and opportunities. The City is planning new ways to engage and educate the public, with a semiannual brochure, public service announcements and welcome packets.

City of Oakland Park

Strategic & Business Plan

(through FY 14)

Prepared: May 31st, 2013

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Strategic Plan

Financial Stability and Sustainability

The fiscal viability of the City of Oakland Park is the primary responsibility of the City Commission and the City Manager. It is the foundation upon which all other activities are supported. The realization of the City's Vision is dependent upon both short-term and long-term financial stability. State law mandates balanced municipal budgets. In meeting their obligations to the community, the City's leaders must ensure fiscal responsibility and the transparency of financial transactions.

Key Intended Results Categories

- Overall rating of the Auditor's Financial Condition Assessment maintains a condition of favorable.
- Accountability and transparency is the cornerstone to a balanced budget for all stakeholders because "The finances of government should be clear and intelligible... so that every man should be able to comprehend them to investigate abuses and consequently to control them." Thomas Jefferson
- Maintaining or improving the City's financial credit ratings mirrors the City's ability to maintain, accumulate or acquire sufficient funding sources to meet the infrastructure investment needs of the City.
- Prepare for the future – develop alternative and diversified revenue sources and effective use of resources.
- Earn the GFOA Distinguished Budget Presentation and Excellence in Financial Reporting awards.

Strategic Plan

Infrastructure Needs

Effective management of our infrastructure needs is a major responsibility the City government has to its residents, businesses, and visitors. It is critical for fulfillment of our Mission and Vision and, thus, for the economic and social vitality of the City. To do this we must maintain and improve safe, reliable, effective and cost-efficient water, sanitary sewer and storm drainage systems to meet the current and future needs of the community. We must also maintain and improve the City's roadway system to promote safety, effectiveness and aesthetics, including maximizing opportunities for bicycle traffic and focusing on pedestrian safety. Finally, we must ensure City facilities are properly maintained and provide safe, accessible, aesthetically pleasing, effective working conditions for staff and visitors to these facilities.

Key Intended Results Categories

- Continue significant investment in upgrading City's infrastructure
- Continued maintenance of City's infrastructure and capital assets
- Obtain additional infrastructure grant funding
- Evaluate City's future requirements in regard to potable and wastewater capacities and implement plans to increase provided capacities as appropriate
- Emphasize aesthetics in all roadway and facilities projects
- Incorporate bicycle paths into roadway projects where feasible
- Ensure pedestrian safety is a primary design factor in all roadway projects
- Update City's facility, energy conservation and roof assessment master plans.

Strategic Plan

Parks, Leisure Facilities and Activities

A well-developed, well-maintained, broadly distributed park and recreation system, leisure activities, facilities, and cultural activities make a positive contribution to the overall quality of life in our community. Green space and recreational resources such as basketball courts, water-related activities and facilities and tennis courts help meet important needs for residents of all ages and needs in our inclusive community. A strong parks and leisure activities program with emphasis on family-oriented offerings strengthens the City's image and will motivate families to move to and live in the City. A strong arts and cultural oriented program also contributes significantly to these goals. They also help to create a positive sense of identity among the City's residents, and will ultimately contribute to community building, economic development and the social vitality of Oakland Park.

Key Intended Results Categories

1. Provide a range of athletic, recreational, cultural and educational programs, services, activities and events to satisfy all members of our diverse community.
2. Provide safe, clean, well-maintained and aesthetically pleasing parks and facilities that are strategically located to serve residents across the entire City.
3. Increase inventory of green space, open space, and wildlife habitats within the community and upgrade / expand facilities.
4. Increase robustness of City volunteer program
5. Effective marketing of programs, special events and activities to encourage community building and increase park patronage.
6. Maintain professional standards in our service delivery.

Strategic Plan

Public Safety and Security

The Oakland Park Fire Rescue and Oakland Park BSO District will provide the City Of Oakland Park's residents, business owners, and visitors, the most professional, and responsive public safety services available. Communication and transparency will be prioritized through cooperation and partnerships throughout the community. Resources will be deployed through data driven decision making, utilizing analysis and community feedback, to ensure efficiency and customer satisfaction at all levels. Life safety and crime reduction will remain the core mission of the Oakland Park Public Safety departments.

Key Intended Results Categories:

1. Reduce burglaries to homes and businesses in the City of Oakland Park
2. Reduce preventable fires and fire-related loss of life.
3. Expand youth intervention and services.
4. Maintain law enforcement professional standards for Public Safety certification.
5. Maintain disaster preparedness and response capabilities.
6. Assure transparency and increase community awareness and participation in public safety.
7. Deploy and allocate resources based on timely and relevant analysis of public safety trends and understanding potential future challenges.
8. Direct resources to support and promote City initiatives and other strategic performance areas where possible, to include business outreach and community appearance initiatives.

Strategic Plan

Smart Growth, Redevelopment and Community Appearance

Effective and efficient management of the City's growth and redevelopment is critical to the City's future and the well-being of the community. Additionally, an attractive city is critical to creating a sense of pride and community and importantly contributes to an image that attracts residents, businesses and investment. In this regard, the City will clean up what currently exists, will invest in improving the appearance of the City and will maintain both what currently exists as well as future enhancements. To attract the desired development, the City will ensure that the code and its enforcement, development oversight, development incentives and infrastructure enhancements are conducive to attracting development and effectively balance the needs of the business and residential communities.

Key Intended Results Categories

- City to assume the initiative in enhancing community appearance
- Community to be fully engaged in improving and maintaining community appearance
- City's main arterials are highest immediate priority for improved appearance
- Enhance City's Code of Ordinances to facilitate citywide community appearance improvement, cleanup of major traffic medians & corridors, and improve decrepit public and private properties.
- Develop a Code Enforcement action plan to enhance the process, review priorities and summary reports in addressing City initiatives for improving community appearance
- Stimulate economic development, growth and redevelopment Citywide
- Continue advocacy to finalize FEC commuter rail station within downtown area and ensure that construction of additional track, unrelated to potential commuter service, occurs with minimum damage to the City's Main Street landscape investment.
- Emphasize compatible zoning, land development codes and planning principles to foster quality citywide development
- Continue to foster development within the Community Redevelopment Area, Local Activity Center and the Downtown Culinary Arts District
- Enhance development review and permitting process
- Advocate preservation of key historical properties
- Promote Transit Oriented mixed-used development, including bike, pedestrian, bus and rail mobility
- Improve corridors and main arterial roadways through long-term planning and attracting compatible businesses to improve appearance

Strategic Plan

Focus on Oakland Park's Image

Enhancing and sustaining a unified, positive identity with an overall sense of community pride will energize the City, generate resident and business satisfaction, and help us fulfill our Mission and achieve our Vision. It will also contribute to the development of a positive image that will help make Oakland Park a desirable place to live, work, shop, and play.

Key Intended Results Categories

1. Expand citywide branding
2. Increase effective communication

Strategic & Business Plan June 5, 2013



Proposed Vision And Mission Statement

Vision

- A Hometown Choice For Excellence

Mission

- A City On The Move: We Continually Improve The City And Its Services To Exceed Expectations.



11/6/2013

Strategic & Business Plan Overview

Strategic Performance Areas	Business	
	Plan Activities	Incremental Cost
Financial Stability & Sustainability	8	-
Infrastructure	11	\$22,000
Smart Growth, Redevelopment & Community Appearance	46	\$866,000
Public Safety	10	\$120,000
Parks, Leisure Facilities & Activities	21	\$207,000 ⁽¹⁾
Image	5	\$34,000
Total - Business Plan Activities	101	\$1,249,000
Special Projects Coordinator		\$130,000
Total		\$1,379,000

(1) Doesn't Include Cost Of Possible Additional Green Space Land Acquisition



11/6/2013

Financial Stability & Sustainability

Champion - Financial & IT Services Director Business Plan Activities	Incr Cost	Priority		
		H	M	L
1.a. Semi-Annual Financial Assessment Report	-	X		
2.a. Fort Lauderdale Water & Sewer Cost Report	-	X		
2.b. Utility & Billing Services Internal Audit	-		X	
2.c. Enhance City Measurement & Benchmarking Process	-	X		
2.d. Additional Revenue Through Cell Tower Leasing	-			X
3.a. Implement Enterprise Resource Planning (ERP) System	-	X		
4.a. Maintain / Improve City's Utility Credit Rating	-	X		
5.a. Achieve GFOA Accounting & Budget Awards	-	X		
	-			



11/6/2013

Infrastructure

Champion - ECD Assistant Director Business Plan Activities	Incr Cost	Priority		
		H	M	L
1.a. Manage CIP Budget On Schedule & Within Budget	-	X		
1.b. Project Signs Highlighting City CIP Accomplishments	-	X		
1.c. Aesthetics, Pedestrian Safety & Bicycle Lanes Incorporated Into All Projects As Feasible	Note (1)	X		
1.d. Update Facilities, Energy Conservation & Roof Assessment Plans	\$2,000		X	
1.e. Aggressive Pursuit Of Grant Funding	-	X		
3.a. Project Long-Term Water & Wastewater Capacity Needs	\$20,000	X		
4.a. Effective Maintenance Of Facilities & Other Assets	-	X		
4.b. Continued Aggressive I&I Program	-	X		
4.c. Maintain Healthy Water Service	-	X		
4.d. Complete Final Sewer Installation Project	-	X		
4.e. Quarterly Inspection Of Street Lights	-		X	
	\$22,000			

Note (1) - Cost to be identified on a project by project basis



11/6/2013

Smart Growth, Redevelopment & Appearance

Champion - ECD Director Business Plan Activities	Incr Cost	Priority		
		H	M	L
1.a. Clean Up & Improve Medians	\$30,000	X		
1.b. Improved Litter Receptacles For Bus Stops	-	X		
1.c. 50 Young (10' -12') Trees Planted On City Property	\$15,000			X
1.d. Maintenance Of Appearance Of City Assets	-	X		
1.e. Graffiti Prevention & Removal Program On City Property	-	X		
1.f. Staff Take "Ownership" Of Appearance Issues	-	X		
1.g. One New Neighborhood Entrance Project	\$90,000	X		
1.h. Develop Plans To Reduce Time For Bulk Trash Pick-Up	-	X		
2.a. Recruit Community Champions For Appearance Program (See Volunteer Program - Parks, Leisure Facilities & Activities)	-	X		
2.b. Proactive Code Enforcement Focused On Appearance (Two Additional Code Personnel Plus Vehicle) ⁽¹⁾	\$120,000	X		
2.c. Code Enforcement Brochures For Landlords & Tenants	\$1,000	X		
2.d. Reduction Of Visible Signs Of Criminal Activity	-	X		
2.e. Small Tree / Shrub Give-Away Program	\$10,000			X
2.f. Implement Feasible Community Appearance Incentives, Assistance & Recognition Programs	-	X		

(1) Change From Document Distributed On May 31, 2013



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Smart Growth, Redevelopment & Appearance - Cont.

Champion - ECD Director Business Plan Activities		Incr Cost	Priority		
			H	M	L
3.a.	Improve Code Ordinance To Expedite Appearance Enforcement	-	X		
3.b.	Improve Compliance Time On Code Appearance Issues	-	X		
3.c.	Enhance Ability To Clean-Up Private Property	\$50,000	X		
3.d.	Appearance Code Summary Simplified For Public Use	-		X	
3.e.	Evaluate Low Cost Code Appearance Programs	\$5,000		X	
3.f.	Initial Emphasis On Major Corridor Appearance	-	X		
4.a.	Powerline Corridor Phase II	\$15,000	X		
4.b.	N. Andrews Corridor - Obtain Grants	-	X		
4.c.	Prospect Road Corridor Enhancement	\$15,000	X		
4.d.	Prospect & Andrews Parking Lot		X		
	Broward Grant	\$1,200,000			
	City Funds				\$365,000
	Private Funds	\$365,000			
4.e.	Median Beautification Grant Application W. Oakland Park Blvd & NW 31st Avenue	\$50,000		X	
5.a.	Neighborhood Compatibility Ordinance Development	-		X	



11/6/2013

Smart Growth, Redevelopment & Appearance - Cont.

Champion - ECD Director Business Plan Activities		Incr Cost	Priority		
			H	M	L
5.b.	Updated Master Business List Ordinance	-		X	
6.a.	Historical Ordinance Implementation	-		X	
7.a.	Continue Efforts For FEC Commuter Station	-	X		
7.b.	Coordinate With FEC To Limit Damage To Landscape Investment From Additional Track On Right-Of-Way	-	X		
8.a.	Enhance Development Review & Permitting Process	-	X		
9.a.	Continue Focus On Transit Oriented Development	-		X	
10.a.	Implementation Of Urban Farm	-	X		
10.b.	Culinary School Parking Lot - Requires Agreement Between Landlord And School Tenant	-	X		
10.c.	Implementation Of Central Market Concept		X		
	Broward Grant	\$150,000			
	City Funds				\$100,000
10.d.	Design & Construction - Wayfinding Program	-	X		
10.e.	Art Park Construction	-	X		
10.f.	Continue Effort To Attract Developers	-	X		
		\$866,000			



11/6/2013

Public Safety

Champion - Chief Fire Rescue & Chief BSO District 12		Incr Cost	Priority		
Business Plan Activities			H	M	L
1.	Residential & Commercial Burglary Reduction	-	X		
2.	Reduce Preventable Fires & Loss Of Life (Three Part-Time Fire Inspectors & Two Vehicles) ⁽¹⁾	\$120,000	X		
3.	Expand Youth Intervention & Services	-	X		
4.	Maintain Law Enforcement Professional Standards	-	X		
5.	Maintain Ongoing Dialogue With Community To Meet Their Needs	-	X		
6.	Maintain Preparedness For Response To Disasters	-	X		
7.	Maintain Transparency Through Effective Reporting And Outreach	-	X		
8.	Deploy Fire Rescue Resources On Data Driven Basis To Achieve Performance Standards For EMS And Fire Suppression Services	-	X		
9.	Reduce Signs Of Visible Criminal Activity	-	X		
10.	Outreach To All Portions Of Community To Fully Understand Issues And Obtain Community Engagement	-	X		
		\$120,000			

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11/6/2013

Parks, Leisure Facilities & Activities

Champion - Parks & Leisure Services Director		Incr Cost	Priority		
Business Plan Activities			H	M	L
1.a.	Implement Five Urban Farming Related Programs	\$1,000	X		
1.b.	Conduct Four Art Park Cultural Events	\$4,000	X		
1.c.	Summer Outdoor Concert Program	\$4,000	X		
1.d.	Additional Breadth To Library Material Availability	\$5,000	X		
1.e.	Produce Oktoberfest	-	X		
1.f.	Conduct Four Multi-Cultural Events	\$8,000	X		
1.g.	Departmental Surveys To Measure Performance	-	X		
1.h.	Evaluate Feasibility Of Band Shell	-		X	
1.i.	Evaluate Feasibility Of Providing Transportation To City Events	-		X	
1.j.	Evaluate Parks & Leisure Services Fee Structure	-	X		
1.k.	Utilize Local Talent As Feasible For City Events	-		X	
2.a.	Enhance Park Security With Off-Duty Deputies	\$25,000	X		
2.b.	Enhance Park Security With Technology - Three Parks	\$120,000	X		
2.c.	Continue Maintenance Standards	-	X		



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Parks, Leisure Facilities & Activities - Cont.

Champion - Parks & Leisure Services Director		Incr Cost	Priority		
Business Plan Activities			H	M	L
3.a.	Identify And Recommend Properties For Acquisition	Note (1)	X		
3.b.	Increase Number Of Wildlife Habitat Properties	-	X		
3.c.	Update Parks Master Plan And Implementation Schedule	-	X		
4.a.	Expand Volunteer Program	\$40,000	X		
5.a.	Market Parks & Leisure Services Programs & Facilities	-	X		
5.b.	Emphasize Family-Oriented Activities	-	X		
6.a.	Prepare For Requalification For National Parks Accreditation	-	X		
		\$207,000			

Note (1) Land Acquisition Costs To Be Determined When Identified



11/6/2013

Image

Champion - City Clerk		Incr Cost	Priority		
Business Plan Activities			H	M	L
1.a	Synchronize Vision & Mission Statements And City Logo	-	X		
1.b	Ensure consistent use of branded material	-	X		
2.a.1.	Semi-annual City brochure	\$10,000	X		
2.a.2.	City-Related Public Service Announcements	\$12,000	X		
2.a.3.	New resident welcome packages	\$12,000	X		
		\$34,000			



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