



# Table of Contents

<b>Letter from the Mayor</b> .....	3
<b>Letter from the City Manager</b> .....	4
<b>How did we arrive at this Plan?</b> .....	5
<b>Who We Are</b> .....	6
<b>Organization Chart</b> .....	7
<b>Strategic Priorities</b> .....	8
◆ <b>Engagement</b> .....	8
◆ <b>Quality of Life</b> .....	9
◆ <b>Infrastructure</b> .....	10
◆ <b>Economic Development</b> .....	11
◆ <b>Internal Operations</b> .....	12
<b>Performance Measures</b> .....	13
<b>Community Engagement Summary</b> .....	15
<b>Acknowledgements</b> .....	15

# LETTER FROM THE Mayor

It is my honor to introduce the City of Homestead’s inaugural strategic plan, a collective blueprint that reaffirms who we are and where we are going. This plan is more than a policy document, it is a promise to stay focused on what matters most: a clean and welcoming city, strong foundations for growth, and a quality of life that makes our community second to none.



We live in one of Florida’s most beautiful and vibrant places, and we are committed to keeping it that way. Building upon our proud history, this plan outlines specific initiatives to enhance beautification, promote neighborhood pride, and ensure that our public spaces are clean, safe, and inviting.

We are also committed to investing in the infrastructure that supports our way of life, modernizing our roads, investing in our technology, and improving city services to help ensure reliability and resilience for years to come.

Our plan is centered around being a family-friendly city, a place where children can play safely, seniors feel supported, and everyone finds opportunity. Through thoughtful planning and shared responsibility, we are creating a place where all generations feel at home.

This is an exciting time for our city, and I am thankful to everyone who contributed ideas, energy, and passion to this strategic plan. With your continued support, we will ensure that our city remains not just a place on the map, but a community of choice.

With gratitude and determination,

Steven D. Losner



Vice Mayor Sean L. Fletcher



Councilman Tom Davis



Councilman Larry Roth



Councilwoman Jenifer N. Bailey



Councilwoman Erica G. Ávila



Councilman Clemente Canabal

# LETTER FROM THE City Manager



Dear Residents, Business Owners, and Community Partners,

It is my great honor to present our City's Strategic Plan. A roadmap that reflects our shared vision for an innovative and more connected future.

This plan is the result of thoughtful collaboration between elected officials, city staff, and, most importantly, our community. Together, we have crafted a strategy that will be instrumental in planning for the future of our city. This plan will guide decision making related to the budget, long-range planning, and our community's priorities.

At the heart of this plan is a renewed focus on cleanliness and beautification, because a vibrant, well-kept city inspires community pride and drives economic vitality. Equally important are our infrastructure improvements, which will ensure that our roads, utilities, and public spaces meet the needs of today while preparing for tomorrow's growth.

As we move forward, we remain focused on being a family-friendly city, where safe neighborhoods, quality education, and accessible recreation come together to support families of all shapes and sizes. Above all, this plan reflects our goal to enhance the overall quality of life, making our city a place where people choose to live, work, and thrive.

This plan also emphasizes our commitment to leveraging cutting-edge technology to improve our service delivery to our residents and businesses. We aim to be the preferred city of choice where existing businesses can continue to flourish, new businesses can find new opportunities, and aerospace and technology industry leaders can grow through the City's recent space port designation.

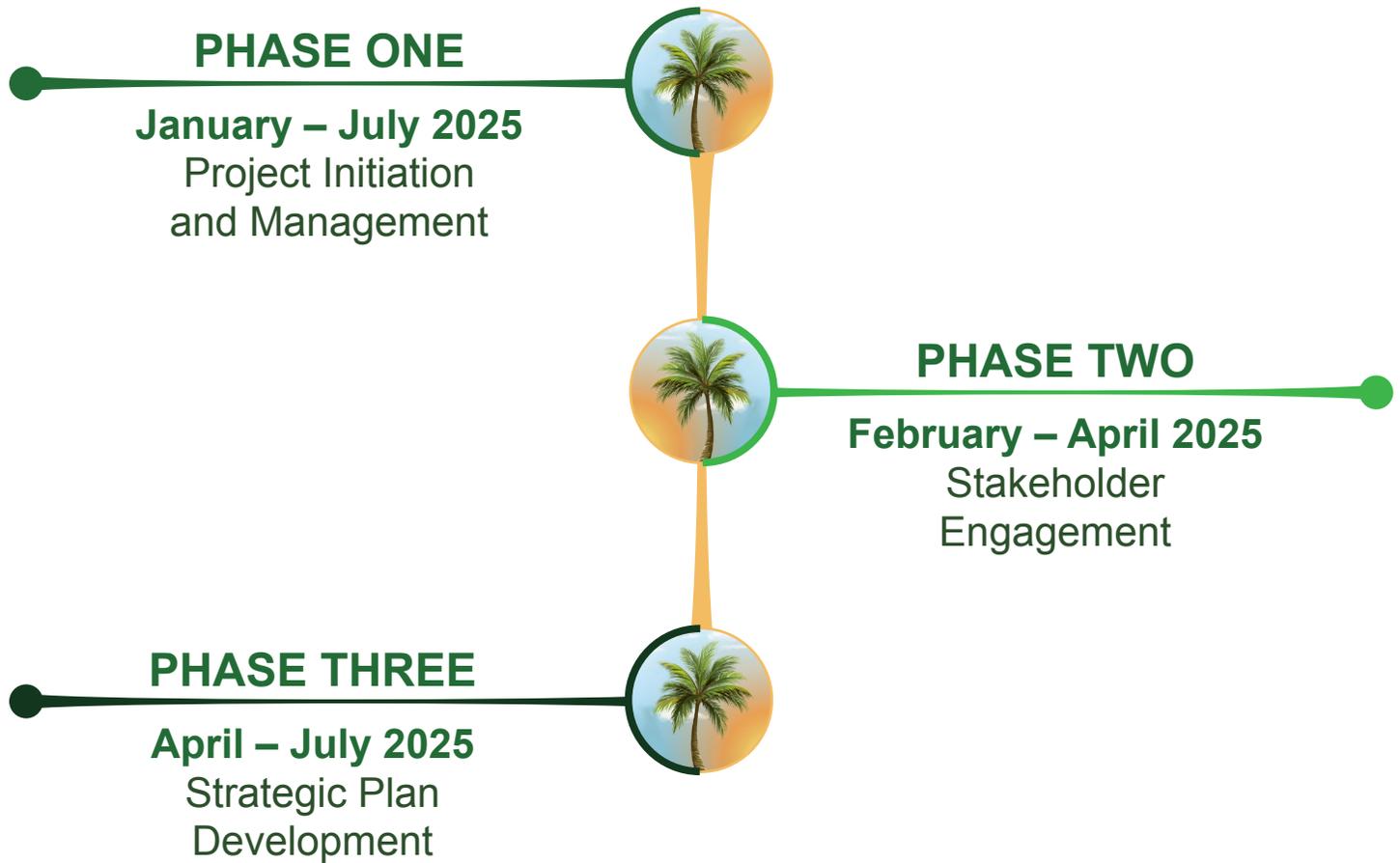
I invite you to explore this plan and to continue participating in the work ahead. Together, we will build a community we can all be proud of.

Sincerely,

A handwritten signature in black ink, appearing to read 'N. Ihekweba'.

Dr. Nzeribe (Zerry) Ihekweba, ICMA-CM  
City Manager

# How Did We Arrive At This Plan?



## What's Next?

As this strategic plan transitions from vision to action, the City will focus on implementing the outlined priorities through coordinated efforts across departments, community partners and stakeholders. Over the coming months, specific initiatives will be launched with clear timelines, responsibilities, and performance metrics to track progress. Regular updates will be shared with the community to ensure transparency and accountability. Community engagement will remain central, with ongoing opportunities for residents and businesses to provide input and stay involved. This plan is a living document, adaptive to new opportunities and challenges and will be reviewed annually to ensure it continues to reflect the city's goals and evolving needs.

# Who We Are

## Our Mission

---

We prioritize quality of life with a hometown feel through excellent public services, safety, and responsible stewardship of resources.

## Our Vision

---

A community with a rich history, vibrant presence, and boundless opportunities.

## City Tagline

---

*The Future Lives Here*

Core Values:



### Respect

---

We cultivate caring relationships, empower individuals, and take pride in our collective contributions toward long-term community success.

### Ethics

---

We lead with integrity and serve with transparency.

### Accountability

---

We maintain our commitment to residents, businesses, visitors, and each other by taking ownership of our responsibilities.

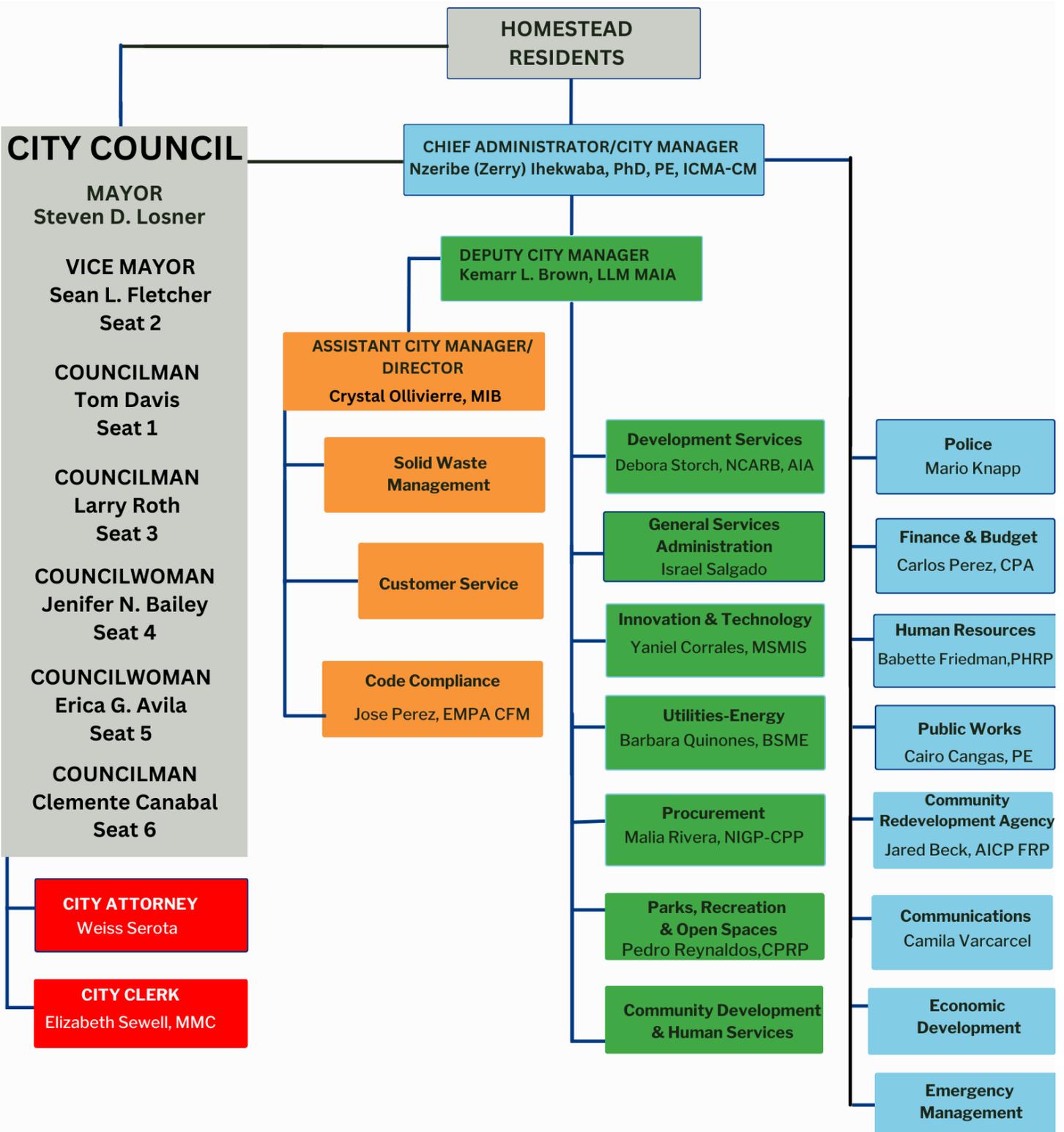
### Leadership

---

We foster a results-focused culture by taking initiative, listening, and supporting innovation.



# Organization Chart





# Engagement

## Our Goal

*With service as our foundation, we strive to develop new and relevant communication channels to connect broadly with residents and businesses to effectively improve understanding and transparency.*

## Objectives

- Utilize multiple tools and platforms to develop, inclusive of traditional media, an integrated communications plan to regularly and consistently engage with the community, and promote City initiatives, meetings, and special events.
- Develop and implement citywide customer service training for staff to create a solution-focused service culture.
- Establish engagement liaisons for each department to facilitate connections with the community.
- Implement life safety and emergency management programs and initiatives that enhance resident readiness and resilience against natural and man-made threats.
- Organize civic engagement pop-ups for residents to connect directly with City staff to ask questions and gain information.
- Launch “You asked, we did” campaign to highlight resident feedback and share improvements made to services via collaboration with the community.
- Upgrade internal reporting software and implement public dashboards to transparently communicate Homestead crime data.
- Revamp the City’s website to improve access to information for residents, businesses, and visitors.
- Develop business engagement strategy to cultivate stronger ties with the business community.

## What are we doing?

### *Connecting Residents with the City*

We are providing an outlet and environment for residents to connect with the city.

### *Raising Awareness through Community Education*

We are investing in education and community events, so our community is knowledgeable about the city.

### *Strengthening Communication with the Community*

We are improving access to information sharing to strengthen our relationship with the community.

### *Connecting with Traditional and Emerging Media*

We are enhancing the communication process and fostering positive media impressions.





## Our Goal

*Build upon Homestead's unique history and charm to implement programs and services that create new amenities and family-friendly activities within a safe and beautiful environment.*

## Objectives

- Evaluate recreational programming and facility upgrade options to add capacity to increase family-friendly activities.
- Define clear procedures for immediate identification, reporting, and response to illegal dumping and other immediate health safety and welfare issues.
- Expand and preserve the City's tree canopy to promote a healthier, more resilient environment.
- Review street lighting and identify areas to make enhancements and improve perceptions of safety.
- Augment pedestrian and bike infrastructure by installing missing bike/pedestrian segments with a focus on areas around schools, widening existing narrow bike/pedestrian segments, and making existing sidewalks compliant with ADA criteria.
- Explore new funding and partnership opportunities to improve access to services for vulnerable and underserved residents.
- Evaluate staffing needs for beautification efforts such as litter remediation to improve cleanliness in the City.
- Increase access to housing options by expanding home ownership education, down payment assistance, and aging in place programs.
- Develop and implement design standards and architectural guidelines to improve the aesthetics of the City.
- Develop a localized public transportation plan that will enhance the ridership experience, increase mobility options for residents and visitors, and improve the appearance of the vehicles,
- Expand out-of-school time programs to provide safe and healthy options for children and families in the community.
- Perform a comprehensive code rewrite to remove outdated regulations and improve the City's appearance.

## What are we doing?

### *Enhancing Community Safety*

We are enhancing the sense of safety in our community.

### *Building Strategic Partnerships for Service Access*

We are cultivating strategic relationships with our partners to expand access to services.

### *Preparing for Emergencies*

We are strengthening our preparedness for emergencies to protect lives, safeguard infrastructure, and ensure continuity of essential services.





# Infrastructure

## Our Goal

*Use innovative approaches to modernize the City's infrastructure to enhance livability, improve environmental outcomes, and optimize resources to create a sustainable future for the community.*

## Objectives

- Develop and implement a 20-year infrastructure master plan to identify needs, priorities, and associated funding strategy to help ensure the long-term sustainability of the community.
- Alleviate traffic congestion by partnering with regional transportation agencies to improve road and highway infrastructure to increase access to regional destinations.
- Implement an asset management system to improve efficiency, optimize resources, and increase the lifespan of City infrastructure.
- Invest in smart metering technology to improve billing processes and data collection for all utilities.
- Continue investments in water and sewer infrastructure to improve water quality, increase operational efficiencies, and lower long-term costs.
- Proactively identify public right-of-way improvement needs to enhance safety and community appearance.
- Make investments in technology systems that improve the performance and efficiency of the City.
- Improve transportation access for residents by expanding micromobility options, exploring subsidies, and investing in first- and last-mile improvements.

## What are we doing?

### *Investing in Smart Technologies*

We are investing in technologies that improve the way we do business.

### *Maintaining and Sustaining Infrastructure*

We are maintaining our infrastructure to help ensure the sustainability of our city.

### *Improving Connectivity*

We are improving the connectivity of our infrastructure to enhance mobility and access.





# Economic Development



## Our Goal

*Cultivate a thriving local economy where residents can live and work in Homestead, enjoy an active downtown, and access a diverse range of jobs and opportunities.*

## Objectives

- Implement modern and streamlined plan review and permitting system to improve ease of business creation, expansion, or reinvestment.
- Evaluate current land use regulations against future needs to help ensure City zoning encourages high-quality development that maximizes current community assets and attracts new amenities.
- Increase interaction between city administrators, officials, and businesses to focus on the business needs and business attraction to the city.
- Launch a destination marketing campaign to showcase what Homestead has to offer to attract visitors and new businesses.
- Encourage investments for streetscapes and beautification efforts in major corridors to improve vibrancy.
- Redevelop the old city hall site as an entertainment hub for residents and visitors and a catalyst for additional investment.
- Revitalize the City's Historic Downtown Core to increase local commercial business activity.
- Develop a marketing and advertising campaign targeted at the development community to encourage new investments to create community amenities.
- Support citywide programming and events to improve access for local entertainment options.
- Expand broadband and support digital transformation to support the local economy.

## What are we doing?

### *Expanding Local Entertainment Options*

We are increasing access to local entertainment options for residents and visitors.

### *Improving Our Brand Perception*

We are promoting our community assets to be viewed as a destination of choice.

### *Investing in Our Neighborhoods*

We are supporting neighborhood stabilization efforts and encouraging private reinvestment.





# Internal Operations

## Our Goal

*Improve the City's operations through data-centric and data-driven decision-making, a culture of professional growth and development, and a solution-focused mindset.*

## Objectives

- Implement policies and procedures that promote good fiscal stewardship, strategically manage resources, and emphasize accountability in financial management to support long-term community vitality.
- Provide timely, effective, and solution-oriented technology support that empowers all City departments to operate efficiently and serve the public seamlessly.
- Deliver and maintain hardware solutions that align with departmental needs, promote operational efficiency, and support long-term digital resilience across all City departments.
- Establish and maintain clear processes and procedures that are easily accessible to staff so that we have an informed and self-sufficient workforce.
- Promote purpose-minded, value-added, cross-functional workgroups so that we develop a one-team mindset.
- Leverage cutting-edge technology solutions to provide modern and accessible options for efficient service delivery.
- Develop and deliver structured training and coaching programs to help ensure continuity of operations.
- Create a supportive culture that encourages calculated risk-taking to drive innovative solutions to the City's challenges.

## What are we doing?

### *Supporting Local Businesses*

We are engaging vendors and expanding the City's support for local businesses.

### *Building a High-Performing Workforce*

We are cultivating a high-performing workforce to attract and retain employees.

### *Improving Service Delivery*

We are streamlining internal processes to improve service delivery.

### *Excelling in financial management*

We are striving for excellence in the management of public funds.



# Performance Measures

## Engagement

- Maintain digital campaign engagement and click-thru rate of 50%
- Implement direct SMS alert system by December 31, 2025
- Number of attendees at City events/meetings
- Number of pop-ups hosted
- Develop Business Engagement Plan by January 31, 2026.
- Increase percentage of Citizen Police Academy Participants
- Implement paperless billing by December 2025 and achieve 5% enrollment in 2026
- Launch community calendar and destination marketing web site in FY 2026
- Launch new website by the end of FY 2026
- Develop or update all-hazards emergency plans, policies, and procedures in accordance with state law by Q4 2025



## Quality of Life

- Develop tree canopy master plan by FY2027
- Establish baseline and increase number of tree plantings annually
- Reduce number of reported violent crimes per 1000 residents by 5%
- 95% of dumping reports resolved within 72 hours.
- Increase program offerings for all age groups in the community
- Number of first-time home buyers assisted with down payment support
- Number of homes rehabilitated with emergency repairs
- Initial code compliant acknowledgment in less than 24 hours



## Infrastructure

- Create Water & Sewer Master Plan by December 30, 2025
- Create Transportation Master Plan by December 30, 2025
- Create Stormwater Master Plan by September 30, 2027
- Implement asset management pilot system by September 30, 2026
- Install 20% of electric advanced metering infrastructure (AMI) smart meters per fiscal year starting fiscal year 2025 – 2026
- Reduce the number of non-remote read meters outside of Homestead Public Services (HPS') service area by 10% per year beginning FY27
- Evaluate potential emergency management grants/funds and meet quarterly to determine eligibility for electric utility
- Prioritize top capital improvement projects using technology to improve process efficiencies for two water and sewer and two electric projects to implement in fiscal year 2027
- Complete code changes associated with solid waste scheduled bulk pick-up program by September 30, 2027
- Time from dispatch to officer arrival for emergency calls, measured in minutes and seconds, decreased to under eight minutes for 90% of calls
- Revamp Utilities and Public Works Code by December 31, 2026.



# Performance Measures

## Economic Development

- Increase transit ridership by 10%
- Number of grant programs or incentives utilized
- Brand recognition/engagement index through surveys and social media
- Number of new business leads (set baseline and track)
- Number of educational workshops or one-on-one sessions facilitated with businesses through the CRA
- Track number of “Expedited Review” building permits issued
- Track building permits application intake processing time
- Track number of occupational licenses (Business Tax Receipts) issued in relation to applications received
- Commission a workforce analysis study of Homestead residents to determine current skillsets and industries of residents to better target new business recruitment



## Internal Operations

- Identify at least 50% of data opportunities over one fiscal year that each department can measure
- Measure the percentage of services/projects/programs that have met their pre-established timeline and budget
- Develop a process inventory by department by December 31, 2025
- Establish a minimum of 30% of documented processes and procedures over the next three years that are uploaded to the City's employee hub
- Perform a minimum of two citywide employee surveys per fiscal year
- Facilitate one strategic planning session in each department to review data and progress
- Connect data and progress to department roles
- Implement EPL Phase 1 October 1, 2025
- Implement Tyler Parks by February 2026
- Establish a platform for training offerings by October 1, 2026
- Coordinate and deliver a minimum of 12 structured training sessions annually
- Develop career mapping program for employees by September 30, 2025
- Develop performance evaluations with specific criteria and goals that emphasize SC-CR by October 1, 2026
- Leadership academy for mid- and senior-level staff launched by October 1, 2026
- Achieve a 25% reduction in preventable vehicular accidents involving city vehicles
- Percentage of sworn officers retained annually, excluding retirements. Target: 95% retention.
- Work to ensure the City sustains at least its current bond rating (e.g., AA-/Aa3) through ongoing fiscal discipline, clean audits, and strong financial policies.
- Achieve an average of 30 calendar days to fill an open position 2026 and 20 days to fill in 2027
- Track the number of grant applications submitted versus awarded quarterly; total \$ amount requested and awarded.
- Launch external-facing dashboards to share key program metrics with the public by September 30, 2025



# Community Engagement Summary



Online interactions  
with Social Pinpoint  
**596** contributions  
**417** contributors



Community  
Survey Responses  
**303**



Individual contact  
emails sent  
**119,422**



Employee Survey  
Responses  
**460**



Community Forum  
Participants  
**50+**



Stakeholder  
Interviewed  
**40**

## Acknowledgements

The development of this Strategic Plan would not have been possible without the leadership, support, and active participation of the City Council, staff, and our community.

We extend our sincere appreciation to everyone involved for their vision, guidance, and commitment to sharing a brighter future for our community

