

STRATEGIC PLAN Performance Report

Fiscal Year 2014, 1st Quarter

City of Pompano Beach

2-14-2014



City of Pompano Beach, Florida

STRATEGIC PLAN
Fiscal Year 2014
1st Quarter Performance Report

Notes

Unless otherwise indicated, years referred to in this report are fiscal years which run from October 1st to September 30th.

Numbers in the text, tables, and exhibits may not add up to totals due to rounding.

Supplemental data for the analysis are available on the City S: Drive for City employees and can also be located on the City website for the general public at <http://pompanobeachfl.gov/>.

Many of the terms used in the report are defined in an Acronym section available in Appendix D.

Suggestions for improving this document can be sent to the City of Pompano Beach Budget Office.

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Part I

BACKGROUND

Developed with the cooperation and direct participation of representatives from every department, the City of Pompano Beach developed a new Strategic Plan in fiscal year 2013. The plan sets an aggressive – but realistic - agenda:

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.

Four broad strategies derived from the planning process drive this vision, including:

- **Great Places** - Making Pompano Beach a highly attractive place, where “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.¹” The idea is to foster a local environment primed for social-capital formation - where social networks and residents’ engagement in community affairs become a key Pompano Beach strength.²
- **Superior Capacity** – Putting in place adequately sufficient, reliable and safe infrastructure. This involves investing in the requisite physical and regulatory needs to build a 21st century mid-size community, while preserving the natural essence of the communities that make up the City.
- **Quality and Affordable Services** - Offering cost-effective and reliable services to the residents in a consistent and credible fashion.
- **Confidence Building Government** - Establishing a culture of good and effective government that focuses on transparency, consistency, and clarity of purpose.

By mapping an ambitious path forward, the City shows its willingness to transform itself into a result-orientated organization that will continue to prioritize and focus on what matters to residents. The plan also signals the City’s commitment to strengthening operations at all levels: ranging from improving customer service to employee satisfaction and from implementing ways to leverage decision making to enhancing diversity and inclusion across the board.

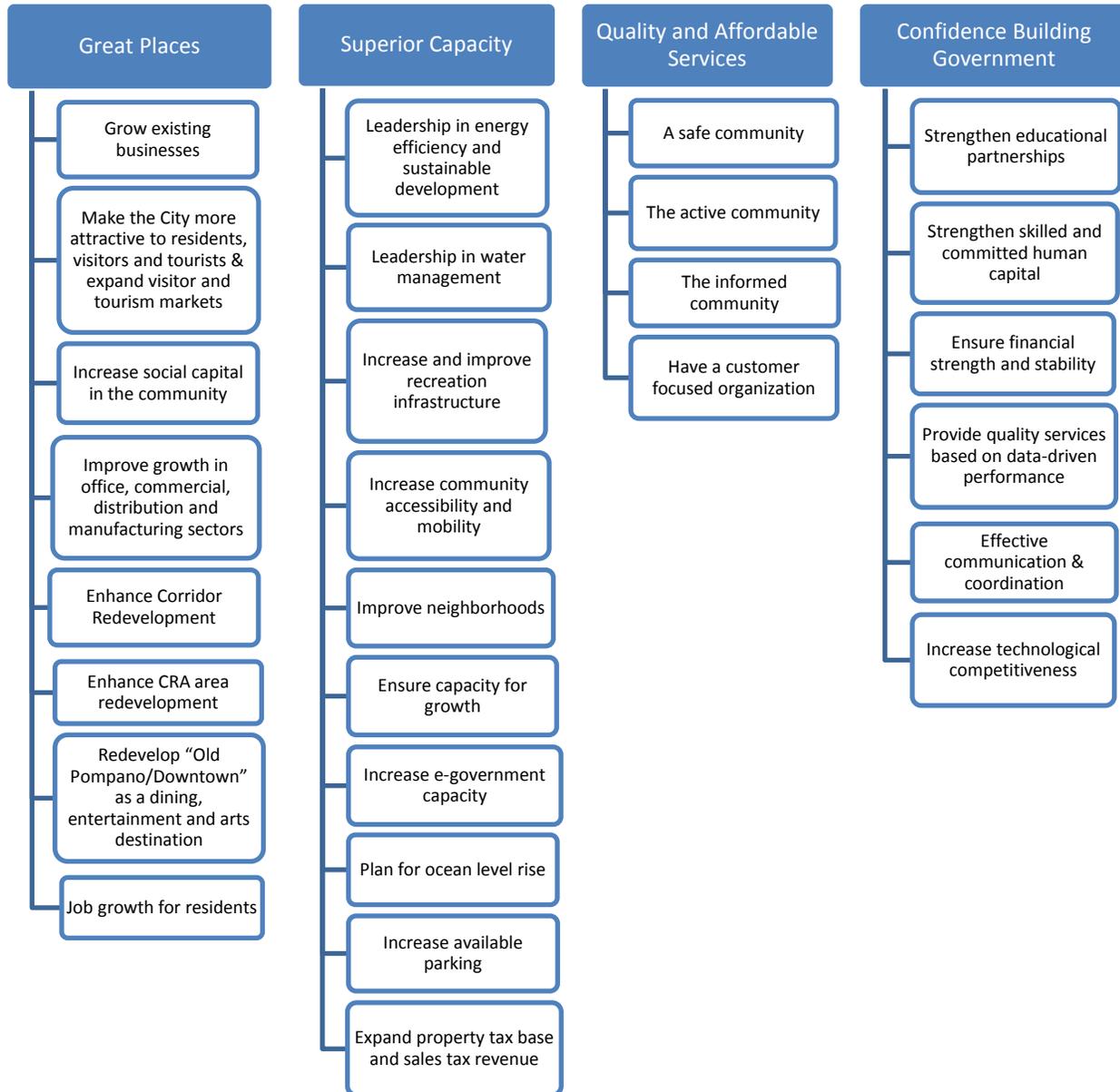
¹ City of Pompano Beach Strategic Plan, Page 14

² Broadly speaking, social capital refers to the social and cultural coherence of a community. The key idea is that communities can sometimes provide more cost-effective solutions to various externality, principal-agent and public goods problems than government could. See Parts, E. (2009). Social capital, its determinants and relations with economic growth: comparison of the Western European and Central and Eastern European countries. PhD dissertation, University of Tartu, 293p. See also Durlauf, S. N., Fafchamps, M. (2004). Social Capital. *NBER Working Paper Series*, No. 10485. The primary proxy for social capital typically comprises voter turnout rates, the percentage of people who return their census forms, the crime rate, and other measures of participation in community organizations. See Putnam, R. D., (2007). *E Pluribus Unum: Diversity and Community in the Twenty-first Century*. *Scandinavian Political Studies*, 30 (2): 137-174.

While this transformation will not occur overnight, the deliberative mechanism embedded in the City’s Strategic Plan will allow for a renewed sense of organizational vitality in a way consistent with our corporate values; e.g., a philosophy of effective government which Pompano Beach residents have come to expect.

Exhibit 1: Operational Goals

Along with these strategies, the plan identifies a total of 28 Operational Goals³



³ And 98 Strategic Initiatives (see City of Pompano Beach Strategic Plan).

Table 1: Performance Objectives by Department

The planning process gave City staff and departments the opportunity to look forward to evaluate options and identify a preferred future (the vision). They then proceeded in working backward to the present in order to find ways (i.e., strategies and performance objectives⁴) to achieve that vision. A total of 356 performance objectives and associated measures were identified.⁵ Table 1 shows the objectives per department.

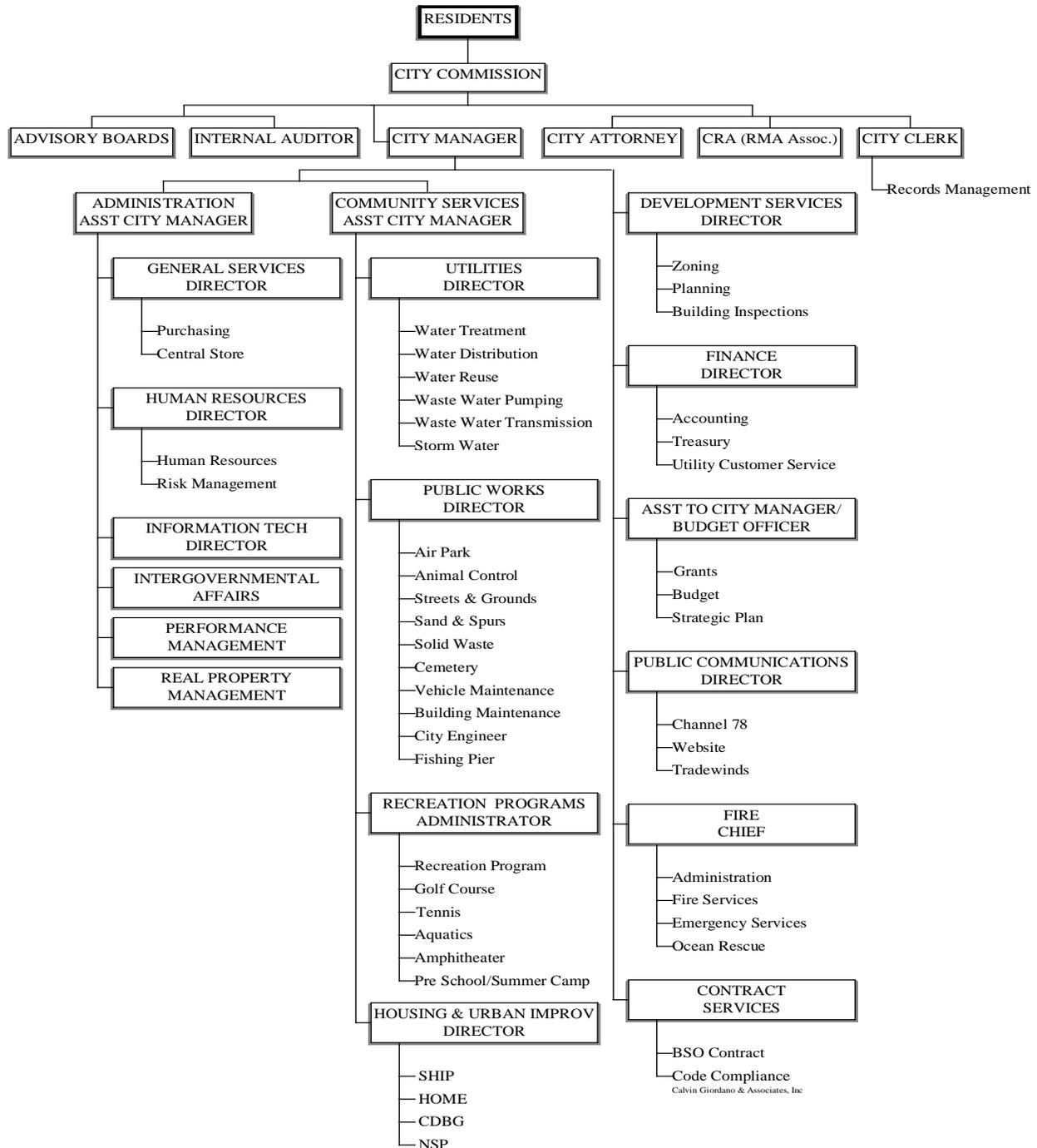
Department	Four Strategies				Total
	Great Places	Superior Capacity	Quality & Affordable Services	Confidence Building Government	
356 Performance Objectives					
Broward Sheriff's Office	1	4	9	3	17
Budget	0	2	0	3	5
City Clerk	0	0	5	4	9
City Manager	2	1	0	3	6
CRA	38	6	2	3	49
Development Services	21	21	5	3	50
Finance	0	2	0	4	6
Fire Rescue	1	6	13	14	34
Human Resources	4	1	2	17	24
Information Technology	0	2	0	3	5
Internal Audit	0	0	0	5	5
OHUI	0	7	2	1	10
Parks, Rec. & Cultural Arts	21	5	14	2	42
Public Communications	7	0	1	3	11
Public Works	11	18	2	7	38
Purchasing	2	2	0	1	5
Utilities	1	9	26	4	40
Total	109	86	81	80	356

⁴ The measures will be updated annually to incorporate feedback received as part of the quality review process. Appendix A identifies the changes that have been made to date.

⁵ The Strategic Plan development process was done under the supervision of an outside consultant.

Exhibit 2: Organization Chart

The organizational structure below reflects primary business lines through which the City carries out its regular programs and implements its goals and related strategic objectives. In addition to the Commission, the City Manager’s Office and Departments, the City has a network of offices and advisory boards serving its residents regularly, as shown below:



Corporate Values

Overall, our success depends not only on the execution of the City's Strategic Plan, but also on cultivating our corporate values.

RESPECTING OTHERS

- Being Courteous and Polite
- Following Through on Commitments
- Acting with Personal Integrity - High Moral Standards, Honesty and Trustworthiness
- Positive, "Can Do" Attitude with a Sincere and Convincing Attempt to Respond to the Problem
- Fair Treatment of Others

PRODUCING RESULTS

- Listening to the Citizen's Needs
- Efficient Use of City Resources with Coordination among Departments
- Projects on Time, Within Budget
- Doing the Job Right the First Time
- Achieving Organizational and Personal Goals

TAKING RESPONSIBILITY

- Taking the Initiative
- Putting Your Name on the Product and Holding Yourself and Others Accountable
- Solving the Problem
- Prompt Return of Phone Calls or Emails
- Accurate and Complete Reports, Studies and Presentations

FLEXIBILITY

- Adapting Approach to the Situation - Different Situations Require Different Approaches
- Taking Innovative Actions
- Adjust the Plan to a Changing Community
- Anticipating Opportunities and Challenges
- Willingness to Change Work Activities or Work Behaviors

TEAMWORK

- Cooperating and Coordinating with Others
- Actively Participating on Teams and Involving Others
- Open, Direct Communication to Share Information and Resolve Problems
- Actively Listening to Others
- Developing Partnership: Other City Employees, Citizens

Our Promise

For people who value genuine hometown qualities but also want the lifestyle a progressive, modern city offers, we will provide an environment where your comfort, enjoyment and success is our top priority.

We will do everything possible to make it easy and pleasant for you to enjoy our beaches and parks or to do business here. In every interaction we will affirm your choice of Pompano Beach by welcoming you warmly and making you feel like a valued part of our community.

ABOUT THIS REPORT

Submission of this report is a program requirement. Prior to the Strategic Plan, adopted by the Pompano Beach City Commission in fiscal year 2013, City Departments and Divisions produced their own performance plan and reports. As part of the City Manager's efforts to meet the requirements of the new Plan, a consolidated report to complement those other department-level reports has been developed. Its purpose is to track performance as it relates to the implementation of the Plan. Simply put, this report reflects a new and rather more holistic approach to performance reporting by the City in general.

It is organized around the City Strategic Plan goals and objectives and includes:

- A Performance Summary Analysis section (Part I) reporting on progress toward achieving those goals and objectives.
- A representative set of City Department priorities for FY2014.
- Performance measures used by the Departments to guide management decisions.
- A background narrative for each performance objective that provides context to the reader followed by a Progress-to-Date narrative addressing steps that were taken in the first quarter to achieve intended outcomes (Part II).

Part III (Appendix) has additional sections:

- Appendix A catalogues all the changes that have been made to the performance objectives and measures to date.
- Appendix B - Results of a survey instrument designed to receive feedback from City Department Staff to signal how they feel about progress toward the four strategy-category objectives (i.e., Great Places, Superior Capacity, Quality & Affordable Services, and Confidence Building Government) identified in the Strategic Plan.
- Appendix C tracks trends associated with selected City operations and key leading social and economic indicators.
- Appendix D concludes with an Acronyms' table.

A Collaborative Effort - Published quarterly, this report provides a brief and impartial analysis of the data whenever possible. Information and supporting data are collected and submitted by City Department staff using a standardized methodology.⁶ While the report is prepared under the auspices of the Budget Office, its content reflects the work and efforts of many analysts working in departments scattered throughout the City. Indeed, the report would not be possible without their cooperation and hard work. They should therefore take pride in the outcomes of this initiative.

⁶ Program methodology is developed in detail in the Guide to the City of Pompano Beach Performance Program. City employees can access manual at: <S:\Strategic Plan\Instructions\Performance Program Manual Final.pdf>

Data Validation - The Budget Office confirms, to the best of its ability, that the data is reliable and complete.⁷ Each department has reviewed its submission and was given the opportunity to validate data submitted on their behalf at least twice. Information related to construction projects in particular (i.e., expenditures and/or project start and end dates) was validated by Staff from the CRA, Finance, PRCA, and the Public Works Department.⁸

186 Performance Objectives - Although the Strategic Plan comprises 356 performance objectives, only 186 of those objectives are reported on in this document at this juncture because those objectives were assigned a target date of either *fiscal year 2014* or are scheduled to be implemented during the entire *2014 – 2018 period*.⁹

Reporting on progress related to fiscal year 2014 does not mean that the other objectives in the Plan, whose target date is either fiscal year 2015 or beyond, are not being pursued or implemented at all at this time. We are taking an incremental approach with respect to the reporting process because the circumstances call for it. This allows for a more manageably effective process.

October through December 2013 – The information communicated herein covers Quarter 1, of fiscal year 2014, ranging from October 1, 2013 through December 31, 2013.

Progress Report - Performance measures were established during the strategic planning process as a way to review department-level activities to determine if a program/project has met or is on course to meet its target.¹⁰ In other words, when compared to those targets, actual performance would tell management whether the implementation of a particular project is on or behind schedule. The causes for not meeting targets or not reporting on a particular performance objective are identified by management at the department level and are reported in this document whenever possible.

The next section summarizes the extent of progress in achieving the 186 objectives that were pursued in the first quarter of the fiscal year.

⁷ It is important to remark, however, that data validation is ultimately the responsibility of submitting Departments. Information collected from them is indeed sometimes subject to quality assurance procedures to assure the accuracy of the data/findings to the extent that the Budget Office has the means/resources available to do so.

⁸ While some of the information was submitted directly to the Budget Office, for the most part, the financial information was retrieved through Naviline.

⁹ One of the 186 objectives actually has a FY2013 target date (See Objective 6.1.6: “Complete construction of the Beach Fire Station” on Page 77). At the time of this writing, the project was still incomplete, hence the reason for reporting on it.

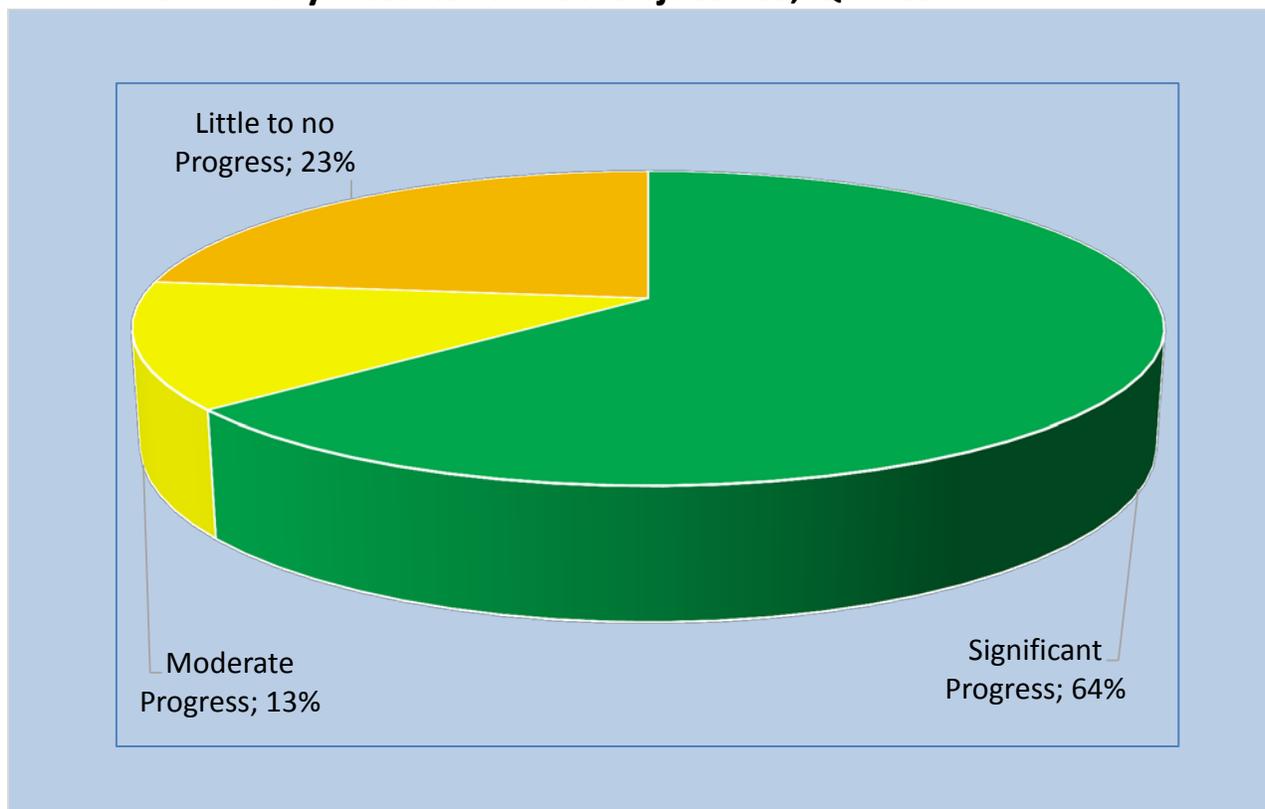
¹⁰ Performance measurement has become a useful tool to advance effective, efficient and productive government. See “Performance Measurement and Evaluation: Definitions and Relationships” (Supersedes GAO-05-739SP) GAO 11-646SP, May 2, 2011 <http://www.gao.gov/assets/80/77277.pdf>

PERFORMANCE SUMMARY ANALYSIS

In the end, management is expected to increase productivity or improve performance in areas where targets are set. But this is not about meeting targets and benchmarks for their own sake or to satisfy the requirements of a strategic plan. City employees advance a larger purpose every time they come into contact with a resident or a customer.

With this in mind, as a result of efforts deployed by City employees at all levels, this report confirms that *significant* progress has been achieved toward meeting the Strategic Plan projected targets in 64% of the objectives pursued during the first quarter of FY2014. While 13% saw *moderate* progress, *little or no* progress was made in 23% of those projects/programs, however.

Chart 1: Summary Results for 186 Objectives, Quarter 1



Rating ...

- **Significant Progress** characterizes projects that are considered *Completed, Implemented, and Ahead of Schedule or On Schedule*.
- **Moderate Progress** includes projects that are either *Behind Schedule, Initiated*.
- **Little to No Progress** includes projects that are *On Hold, Cancelled, On-Going, or Not Initiated* for various reasons.

Construction Projects

Of the 186 objectives being reported for the first quarter of fiscal year 2014, twenty one (21) **measure results in areas that are construction related**; most of which show improvement toward completion date. This information, coupled with construction project expended dollar amount life-to-date, is provided in the following summary charts.

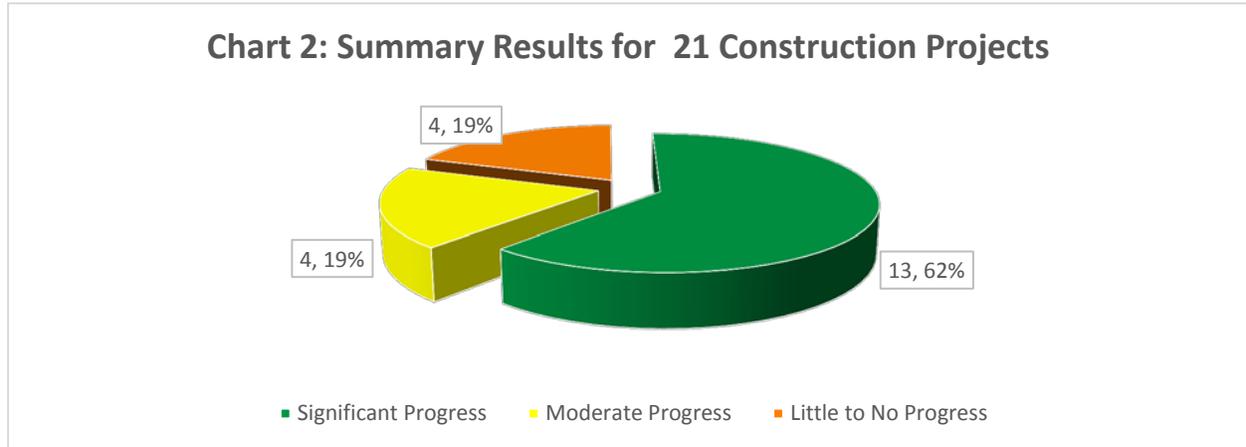
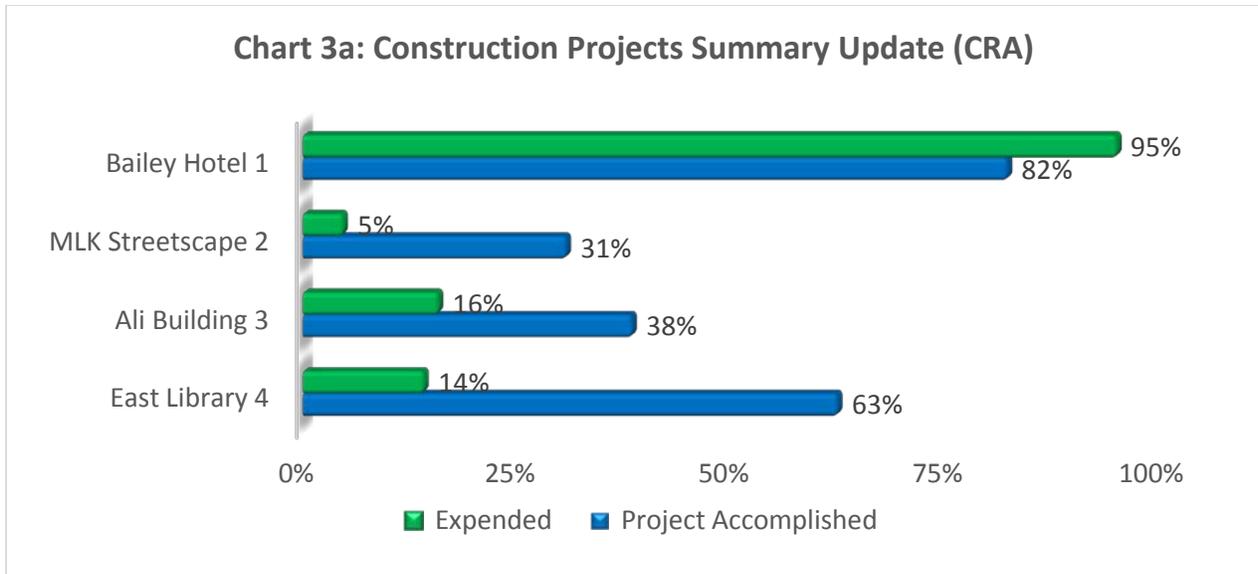


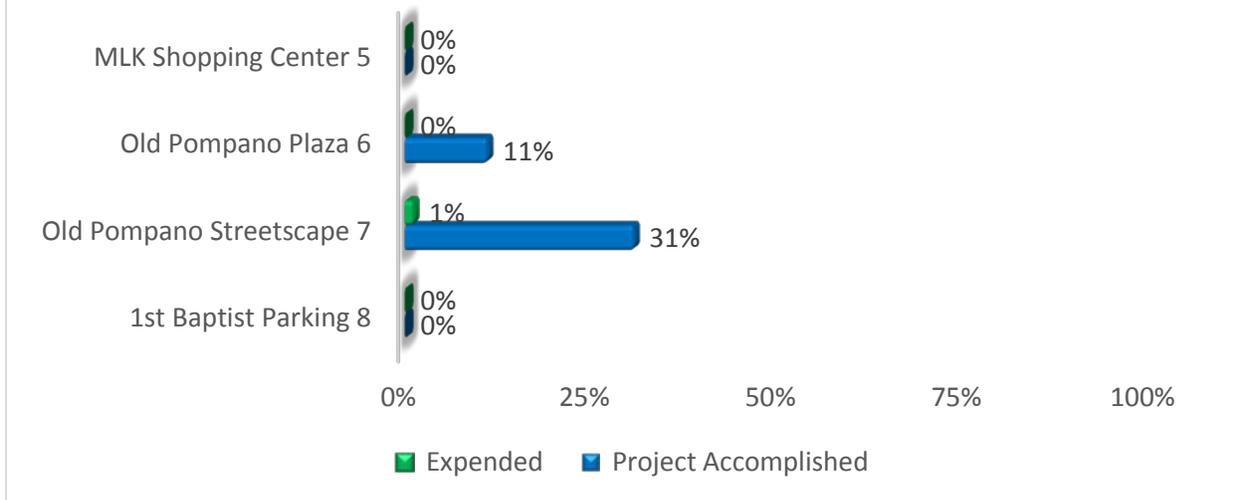
Table 2: Construction Projects Summary by Lead Department, Quarter 1

		% Dollar Amount Expended	% Project Accomplished	1 st Quarter
1	Bailey Hotel	95%	70%	Significant Progress
2	MLK Streetscape	5%	31%	Significant Progress
3	Ali Building	16%	38%	Significant Progress
4	East Library	14%	63%	Significant Progress
5	MLK Shopping Center	0%	0%	Little to No Progress
6	Old Pompano Plaza	0%	11%	Significant Progress
7	Old Pompano Streetscape	1%	31%	Significant Progress
8	First Baptist Church	0%	0%	Little to No Progress
9	Traffic Calming Improvements	27%	0%	Little to No Progress
10	Paint Traffic Signal Arms	36%	15%	Significant Progress
11	Landscaping on FDOT Roadway	0%	0%	Little to No Progress
12	Relocation of Taxiway Kilo	70%	94%	Significant Progress
13	Replace Utilities Field Office	3%	33%	Significant Progress
14	Fire Station Renovations	0%	8%	Significant Progress
15	Cresthaven Fire Station	11%	66%	Significant Progress
16	Library/Cultural Arts Center	9%	41%	Significant Progress
17	Beach Re-nourishment	0%	75%	Significant Progress
18	Resurface Tennis Courts	0%	13%	Moderate Progress
19	Alsdorf Park Improvements	34%	31%	Moderate Progress
20	North Pompano Park Center Renovations	10%	61%	Moderate Progress
21	Beach Fire Station	85%	91%	Moderate Progress

**Notes:**

- 1 This project is 82% completed. The completion date is scheduled for March 2014. Approximately \$1.2 million of the \$1.3 million has been spent.
- 2 Construction activities started as of the time of writing this report and will be completed by the end of the calendar year. Total construction budget for this project is \$3.2 million. Approximately \$150,000 has been spent since the contract was awarded (October 2013). Construction expenses account for roughly 90% of the total project cost.
- 3 Design is complete. Phase 1 and Phase 2 are expected to be completed by June 2013 and June 2015, respectively. Total budget is \$1,549,999, of which \$245,123 has been spent as of the time of writing this report.
- 4 This project has a proposed grand opening day sometime in the summer (early July). Total budget for this project is \$1.7 million, of which 14 % has been expended.

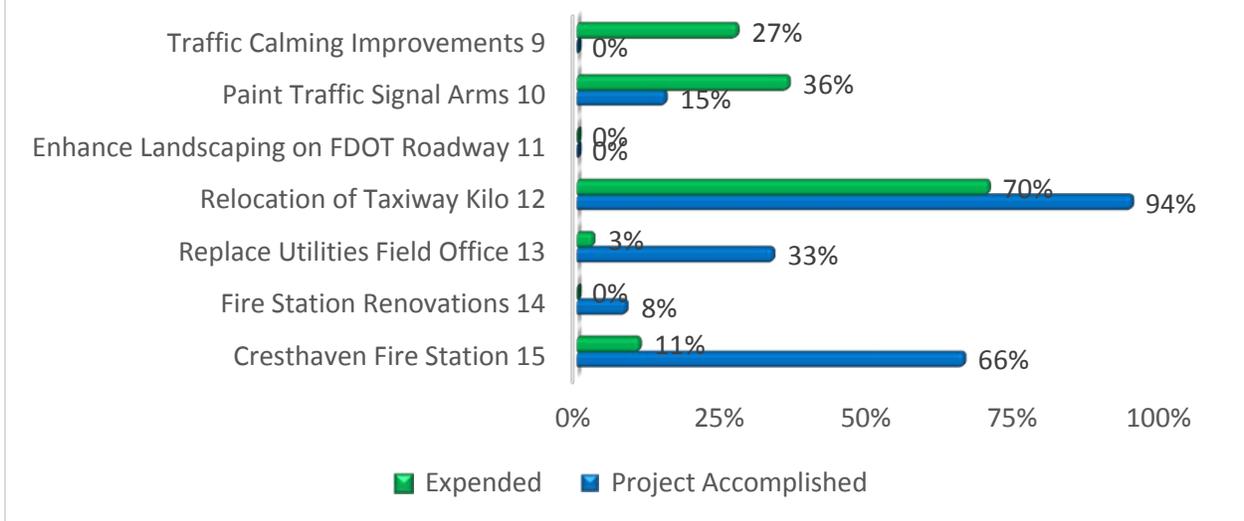
Chart 3b: Construction Projects Summary Update (CRA)



Notes:

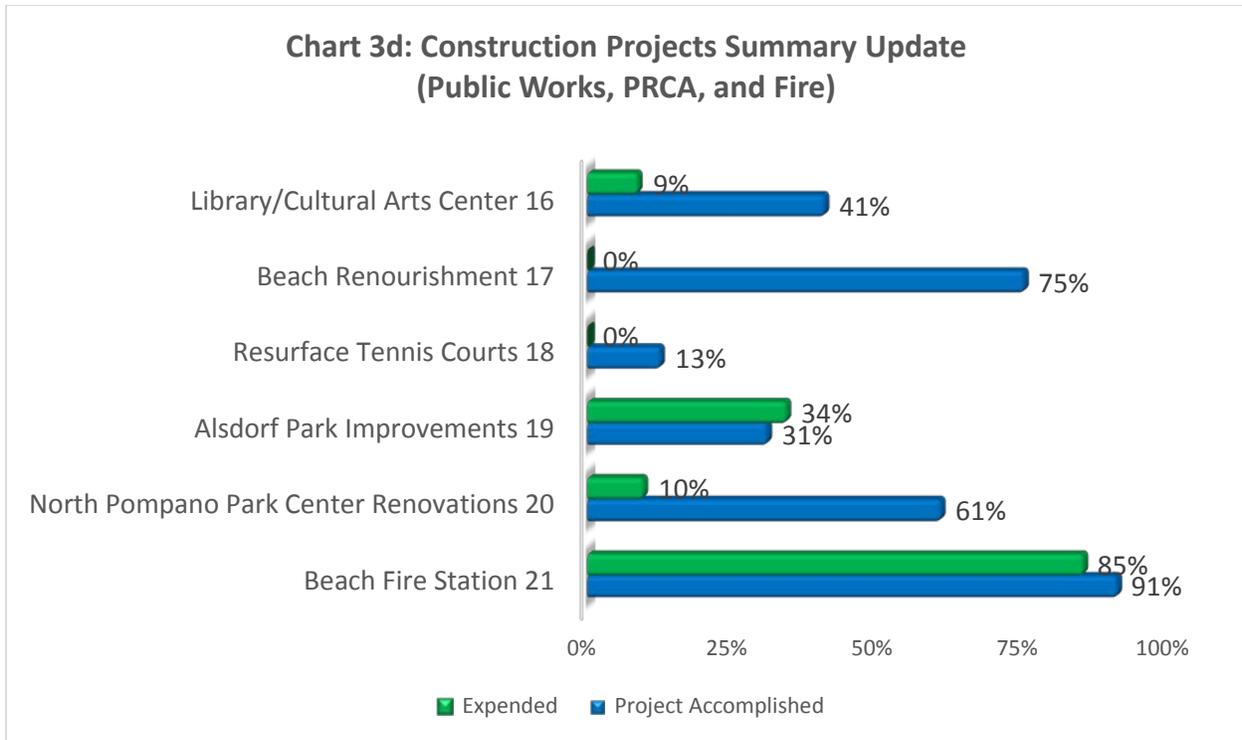
- 5 This project is under evaluation. No budget has been allocated to it as of the publication date of this document. Staff has had interaction with potential developers and expects to make substantial progress by late summer or early autumn 2014.
- 6 Total construction budget for this project is \$1.5 million. No money has been spent at this time. The project is expected to be completed by the end of September 2014.
- 7 Construction activities scheduled for January 2014 and will be completed by the end of the calendar year. Total construction budget for this project is \$4.25 million. Approximately \$50,000 has been spent since the contract was awarded (November 2013). Construction expenses account for roughly 90% of the total project cost.
- 8 No budget has been allocated to this project, as of the publication date of this document. Project is expected to be completed by June 2017.

**Chart 3c: Construction Projects Summary Update
(Public Works and Fire)**



Notes:

- 9 Monies expended were used to conduct a survey on Riverside Drive corridor. The survey was completed in September 2013. Development Services is working on a plan, based on the survey findings, for Riverside Drive. However, a completion date has not been determined.
- 10 The total budget for this project is estimated at \$784,610, of which 36% has been expended. The approximate completion date for the project is September 2019. A total of 19 intersections in the initial scope of the project have been completed.
- 11 Currently there are no future pavement projects programmed for Pompano Beach in FDOT’s 5-year plan.
- 12 Paving for Phase 5 and 6 are underway. Project is currently 94% complete with final completion expected in February 2014. The total budget is \$3,811,186, of which 70% has been expended.
- 13 Thirty three percent of the project had been completed as of the time of writing this report. The building design component has been completed. Construction is anticipated to start in May 2014. The project completion date is scheduled for September 2014.
- 14 One million dollars has been allocated in the FY2014-2018 CIP for the next four years, beginning in FY2014.
- 15 Though construction has not started, the Cresthaven Fire Station project design and related activities are 100% completed. Construction phase scheduled to begin in February 2014. Overall, this project is on track to be completed by March 2015. Total budget is \$4.2 million. About \$447,443 has been spent as of the time of writing this report.



Notes:

- 16 The City and CRA have contributed approximately \$6.1 million combined, of which 9% has been expended. Preconstruction services are underway. Construction is expected to begin by summer 2014. October 2016 is the anticipated project’s completion date.
- 17 Beach re-nourishment is 75% completed. This project is fully covered by Federal funds from the FCCE program at \$7.1 million. Percent expended is unknown.
- 18 Sole source documentation has been sent to Purchasing. Project completion date is schedule for February 2015.
- 19 The City has budgeted \$311,000, of which 34% has been expended. A survey was commenced as of the time of writing this report to determine if dredging the Caliban Canal is warranted. A grant, in the amount of \$660,517, for Phase II (construction) was submitted in December 2013 to the County’s Marine Advisory Committee. Project completion date is scheduled for December 2017.
- 20 Total project cost is \$370,000. Approximately, 10% has been expended. RLI for construction was posted on City’s website as of the time of writing this report. January 2015 is when the project is expected to be 100% completed.
- 21 This project is near completion but way behind schedule. Total budget is \$3.8 million. About \$3.2 million has been spent as of the time of writing this report. Construction end date is unknown at this time.

Exhibit 3a: Program Status Update - FY2014 and (2014-2018) Target

Organized by the strategic initiatives and operational goals, this table provides a summary of the first quarter actual performance results for each objective pursued during the period.

GREAT PLACES				
	Initiatives	Performance Objectives	Status	Page
GOAL 1.0. Grow existing businesses				
1.1	Promote buy local and business matchmaking efforts	1.1.1 Utilize BTR database to facilitate inter-business connections	Not Initiated	61
		1.1.2 CRA expand use of local sub-contractors by 5% a year	On Schedule	48
		1.1.3 CRA expand incubator by 5% a year	On Schedule	48
		1.1.4 Develop CRA business directory	On Schedule	48
		1.1.5 Add job fair requirement to construction contract bids	Not Initiated	126
		1.1.7 Develop Local Business Preference guidelines	Initiated	61
1.2	Improve practices of expedited permitting and assistance for smaller businesses	1.2.1 Host Contractors Forum twice annually to gain feedback from the building community	On Schedule	61
1.3	Review landscaping codes to identify inefficiencies	1.3.1 Conduct analysis of current landscaping codes and enforcement practices	Not Initiated	62
GOAL 2.0. Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets				
2.1	Increase the number of events at the Amphitheater	2.1.2 Hire an Amphitheater Manager	Not Initiated	103
2.2	Increase the number of Air Park related events	2.2.1 Organize Air Park open house every other year	Implemented	116
2.3	Enhance the range and quality of beach activity options, including beach related events	2.3.3 East Library relocated and rebuilt	On Schedule	49
		2.3.5 Partner with Army Corps of Engineers to re-nourish beach	Implemented	116
2.4	Position Pompano Beach as an outstanding destination for sports related activities	2.4.1 Create Sports Tourism Committee and hold regular planning meetings	On Schedule	103
		2.4.4 Create and publish a sports calendar in coordination with the Convention & Visitors Bureau	On Schedule	103
		2.4.6 Resurface Tennis Courts	Initiated	104
2.6	Improve City parks	2.6.3 Allocate \$100K to annually refurbish and replace park equipment	Implemented	117
2.7	Further develop and promote eco-tourism opportunities	2.7.1 Develop and execute marketing action plan for promotion of fishing and scuba diving	Initiated	111
		2.7.2 Establish City/CRA Beach/Tourism Marketing Campaign	On Schedule	49
2.8	Further develop and promote cultural/heritage tourism opportunities	2.8.1 Establish Staff Task Force to integrate cultural activities into recreation programs	On Schedule	104
		2.8.3 Develop a Public Art Master Plan	Initiated	62
		2.8.5 Complete Ali Building	On Schedule	50
2.11	Expansion of beautification	2.11.1 Apply for one (1) tree planting grant per year	Not Initiated	62

	and tree planting efforts	2.11.2	Create a citywide neighborhood assessment in the first year and one (1) neighborhood improvement plan per year	Initiated	62
2.12	Improve way-finding and gateways	2.12.1	Implement annual way-finding sign installation	Implemented	117
2.13	Improve aesthetic appearance of City facilities	2.13.2	Repair and replace tiles on Public Safety Administration building	On Schedule	117
GOAL 3.0. Increase social capital in the community					
3.1	Establish sister City relationship with a South American City	3.1.2	BSO to host one (1) Brazilian Police Citizen's Academy per year	Not Initiated	34
GOAL 4.0. Improve growth in office, commercial, distribution and manufacturing sectors					
4.1	Expand development of office, commercial and industrial properties	4.1.3	Analyze current merchant mix in CRA	Behind Schedule	50
4.2	Develop Master Plan for targeted industries	4.2.1	Identify and map industrial and manufacturing targeted industries	Not Initiated	63
4.3	Update and develop marketing plans with the Broward Business Alliance, Chamber and other entities to promote economic development	4.3.1.	Create citywide marketing plan to promote economic development	Not Initiated	63
		4.3.3	Update marketing plan for East CRA	On Schedule	50
GOAL 5.0. Enhance Corridor Redevelopment					
5.1	Begin implementation of corridor studies and plans for Federal Highway, Atlantic Boulevard and Dixie Highway	5.1.1	Implement recommendations from corridor studies	Initiated	63
		5.1.2	Initiate additional corridor studies for Powerline Road, Copans Road and Andrews Avenue	Not Initiated	63
		5.1.3	Establish design guidelines and zoning in the Downtown Pompano Transit Oriented Corridor	Ahead of Schedule	51
5.2	Promote Class A office space development on Atlantic Boulevard near 1-95 and along the Dixie corridor	5.2.2	CRA to sponsor an annual local realtor group tour	Completed	51
5.3	Support and facilitate development of an education corridor along MLK	5.3.2	Identify grant funding opportunities for Martin Luther King Jr. Boulevard	Not Initiated	64
		5.3.3	Complete MLK streetscape project	On Schedule	52
5.4	Improve overall aesthetic appearances	5.4.1	Complete full Corridor Code Compliance Assessment Program every other year	On Schedule	64
		5.4.2	Paint traffic signal arms	On Schedule	118
		5.4.6	Enhance landscaping on FDOT roadway projects	Not Initiated	119
GOAL 6.0. Enhance CRA area redevelopment					
6.1	Expand CRA incentive programs	6.1.1	Expand target area of programs to include other major corridors	Completed	52
GOAL 7.0. Redevelop "Old Pompano/Downtown" as a dining, entertainment and arts destination					
7.1	Develop a visitor/tourist destination	7.1.1	Conduct Destination Assessment: Conduct research and assess our tourism assets and available resources	Initiated	111
		7.1.2	Identify key niche tourism markets	Initiated	111

		7.1.3 Establish relationship with Convention & Visitors Bureau	Implemented	112
7.2	Complete the CRA redevelopment plan	7.2.1 Complete Bailey Hotel	On Schedule	53
		7.2.2 Complete Commercial Kitchen	Not Initiated	53
		7.2.3 Complete First Baptist Parking	Not Initiated	54
7.3	Complete Library/Cultural Arts Center project	7.3.1 Construct Library/Cultural Arts Center	On Schedule	119
7.4	Complete CRA capital projects on connectivity	7.4.1 Complete Old Pompano streetscape	On Schedule	55
		7.4.2 Complete Old Pompano Plaza	On Schedule	56
GOAL 8.0. Job growth for residents				
8.1	Support youth employment programs	8.1.1 Employ five (5) youth per year in summer youth employment program	On Schedule	87
8.2	Support a community organizing effort that would link jobs with prospective employees and workforce training	8.2.2 Assist new businesses coming into the City by providing space in public facilities to conduct interviews while construction is being completed	Not Initiated	87
8.3	Expand incentives for local job creation	8.3.5 CRA to expand micro lending by 5% a year	On Schedule	56

Exhibit 3b: Program Status Update - FY2014 and (2014-2018) Target

SUPERIOR CAPACITY					
Initiatives		Performance Objectives		Status	Page
GOAL 1.0. Leadership in energy efficiency and sustainable development					
1.1	Develop and promote new facilities to meet LEED standards	1.1.1	100% of new facilities meet FL State Statute LEED guidelines	Behind Schedule	120
		1.1.2	Publish article in Tradewinds featuring a facility built to LEED standards	Not Initiated	120
1.2	Retro-fit existing facilities as appropriate	1.2.2	Install low flow plumbing fixtures in City facilities	Not Initiated	120
GOAL 2.0. Leadership in water management					
2.1	Expand reuse capacities	2.1.1	Complete 100% of Icanwater reuse connection backlog	Completed	129
		2.1.2	Complete connection of 70% of newly available single family homes	On Schedule	129
		2.1.4	Expand the reuse system 2 miles/year	Not Initiated	129
		2.1.5	Enforce year round irrigation restrictions	Implemented	65
2.2	Expand conservation efforts and other water efficiency efforts	2.2.5	Replace Utilities Field Office	On Schedule	129
GOAL 3.0. Increase and improve recreation infrastructure					
3.3	Increase boating recreation	3.3.1	Complete Alsdorf Park improvements	Initiated	105
GOAL 4.0. Increase community accessibility and mobility					
4.1	Increase pedestrian movement and safety	4.1.1	Establish Sidewalk Installation Prioritization Schedule	Implemented	121
		4.1.4	Install Traffic Calming Improvements where needed	Ongoing	121
4.2	Increase bicycling and pedestrian network	4.2.2	Host a series of two (2) bicycle safety rodeos for local children during the summer	Not Initiated	35
		4.2.3	BSO to partner with FDOT - Community Traffic Safety Program Manager to participate in pedestrian/bicycle safety campaigns in Broward County	Implemented	35
		4.2.4	Increase width of path around airport at .5 miles per year	On Schedule	121
		4.2.5	Improve Air Park path landscaping and lighting at the rate of .5 miles per year	On Schedule	122
4.4	Enhance transit options	4.4.2	Establish a fourth Community Bus route	Completed	40
		4.4.3	Apply for grants to enhance commuter services	Not Initiated	65
4.6	Improve City waterways	4.6.2	Allocate funds to annually repair or replace seawalls	On Schedule	122
GOAL 5.0. Improve neighborhoods					

5.1	Leverage use of federal funds to increase affordable housing	5.1.3	Enter into three (3) agreements with private and non-profit developers to develop affordable housing	Initiated	100
5.2	Decrease blight	5.2.2	Establish Façade Improvement Program	On Schedule	100
		5.2.3	Increase the number of rental housing BTR's and inspections by 20% per year	On Schedule	65
		5.2.4	Conduct an inventory within each neighborhood and rate all structures as good, fair, or poor	Implemented	65
GOAL 6.0. Ensure capacity for growth					
6.1	Ensure capacity for growth in public safety services	6.1.1	Allocate funds for the next three (3) years for fire station renovations	On Schedule	40
		6.1.2	Complete construction of the Cresthaven Fire Station	On Schedule	75
		6.1.4	Examine sites for a new Ocean Rescue Headquarters	Initiated	75
		6.1.5	Develop an Ocean Rescue storage plan	Not Initiated	76
		6.1.6	Complete construction of the Beach Fire Station	Behind Schedule	77
6.2	Ensure the Air Park has the capacity to manage an increase in tourism	6.2.3	Develop report identifying zoning and land use challenges to Air Park development	Initiated	66
		6.2.4	Complete the relocation of Taxiway Kilo	On Schedule	123
6.3	Improve design standards	6.3.1	Review 100% of development review applications for compliance with the City's newly adopted design standards	Completed	66
		6.3.2	Develop Urban Design Studio concept	On Schedule	66
GOAL 7.0. Increase e-government capacity					
7.1	Create additional e-government services	7.1.1	IT to participate in plan review process for all new construction or renovation of City facilities	On Schedule	94
		7.1.4	Establish capacity to receive crime tips/information via social media channels, i.e. Facebook, tweeting and text messaging	Completed	35
		7.1.5	Develop inter-active online employment applications	On Schedule	88
GOAL 9.0. Increase available parking					
9.1	Expand and enhance parking facilities in the City	9.1.1	Establish a City Parking Enterprise Fund	Completed	70
		9.1.2	Identify alternate funding mechanisms for parking infrastructure	On Schedule	70
		9.1.3	Update parking demand study for beach	On Schedule	57
		9.1.7	Complete Skolnick Center parking addition	On Schedule	123
GOAL 10.0. Expand property tax base and sales tax revenue					
10.2	Expand economic development functions	10.2.1	Identify and assess current strategies and services	Not Initiated	67
		10.2.2	Identify what functions need to be expanded or re-designed	Not Initiated	67
10.3	Grow sales tax revenues	10.3.1	Complete MLK Shopping Center	On Going	57

Exhibit 3c: Program Status Update - FY2014 and (2014-2018) Target

QUALITY & AFFORDABLE SERVICES				
	Initiatives	Performance Objectives	Status	Page
GOAL 1.0. A safe community				
1.1	Improve crime response and crime prevention approaches and techniques	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	Implemented	36
		1.1.3 Install license plate readers: Mitchell/Moore Park, Community Park and the Golf Course	Initiated	106
		1.1.4 Train 20% of City staff each year in crime awareness (suspicious activities)	Not Initiated	36
1.2	Improve disaster response	1.2.6 Complete installation of generators and switches at designated centers	Implemented	78
1.3	Enhance police, fire and EMS response levels and times	1.3.1 Provide three (3) PSA's per year to the public on reporting suspicious activity	Implemented	36
		1.3.2 Conduct Feasibility study on using CSIA's (Civilian) on road patrol duties	Initiated	36
		1.3.5 Ensure that closest fire units are dispatched to all calls	Cancelled	81
		1.3.7 Replace Police Fire Alarm System	Not Initiated	81
1.4	Ensure safe drinking water standards	1.4.1 Replace 3,700 feet of water mains per year	On Schedule	130
		1.4.2 Rehabilitate five (5) wells per year	On Schedule	130
1.5	Improve solid waste and wastewater disposal process	1.5.3 Inspect 20 miles of wastewater lines per year	On Schedule	130
		1.5.4 Rehab 108 manholes per year	On Schedule	130
		1.5.5 Allocate \$700K per year for rehabbing lift stations	On Schedule	130
1.6	Improve stormwater disposal and treatment process	1.6.1 Complete Stormwater Master Plan update	Completed	131
		1.6.2 Review Stormwater Financing Plan	On Schedule	131
		1.6.4 Achieve 100% compliance with NPDES permit	On Schedule	131
1.7	Ensure adequate water resources for current and future population	1.7.1 Complete Lower East Coast Ten Year Water Supply Plan for Dept. of Community Affairs approval	Not Initiated	131
		1.7.2 Increase reuse usage by 5% a year	On Schedule	131
		1.7.3 Annually review Large User Agreement with Broward County to ensure sufficient capacity	Completed	132
1.8	Improve code compliance services	1.8.1 Increase interaction with Civic and Homeowner's Associations	Implemented	68
		1.8.2 Increase public education on Code Compliance	Implemented	68
		1.8.4 Educate the residents and business leaders about the importance of fire safety practices within the community	Not Initiated	81
1.9	Expand the practice of	1.9.1 Review the Zoning Code to determine if	On Schedule	37

	crime prevention through environmental design	specific CPTED principals can be incorporated into the code		
		1.9.3 BSO participates in all development plan reviews with Development Services Department	On Schedule	37
		1.9.4 Have appropriate CRA projects incorporate CPTED principles	On Schedule	58
GOAL 2.0. The active community				
2.1	Improve existing recreation programs	2.1.1 Establish review standards for the evaluation of existing recreation programs and events	On Schedule	106
		2.1.2 Establish review standards for the evaluation of recreation events	Cancelled	106
		2.1.4 CRA to add a pocket park in areas where new housing is developed	On Schedule	58
2.2	Improve quality of services at parks and recreation facilities	2.2.1 Develop community centers and parks visual and interaction aesthetic design standards	Initiated	106
		2.2.3 Complete North Pompano Park Center renovations	Initiated	107
2.3	Promote and increase use of golf course	2.3.2 Increase golf revenue by 10% per year	Initiated	107
2.4	Increase recreational activity participation	2.4.1 Expand cultural arts programming by one (1) program annually	Initiated	108
GOAL 3.0. The informed community				
3.1	Increase transparency of City operations	3.1.2 Create dashboard for Utility Benchmarks and post on webpage	On Schedule	132
		3.1.4 Annually hold one (1) open house for police facilities	On Hold	37
		3.1.5 Establish BSO ride alongs for City Officials	Not Initiated	37
3.2	Improve timely access to public information	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	On Schedule	43
		3.2.2 Action Agendas are distributed within two (2) days following each Commission Meeting	On Schedule	43
		3.2.3 Obtain City official signatures within 5 to 7 days of the Commission Meeting	On Schedule	43
GOAL 4.0. Have a customer focused organization				
4.1	Establish annual customer service training	4.1.1 Provide two (2) classes on customer service per year	On Schedule	89
4.2	Assess citizen satisfaction	4.2.1 Conduct citizen satisfaction surveys in 24 month intervals	On Schedule	113
		4.2.2 Measure customer satisfaction with utilities after each completed job	Implemented	132
4.3	Improve customer service	4.3.1 Complete 3rd floor renovation to improve customer service	On Schedule	68

Exhibit 3d: Program Goals Update - FY2014 and (2014-2018) Target

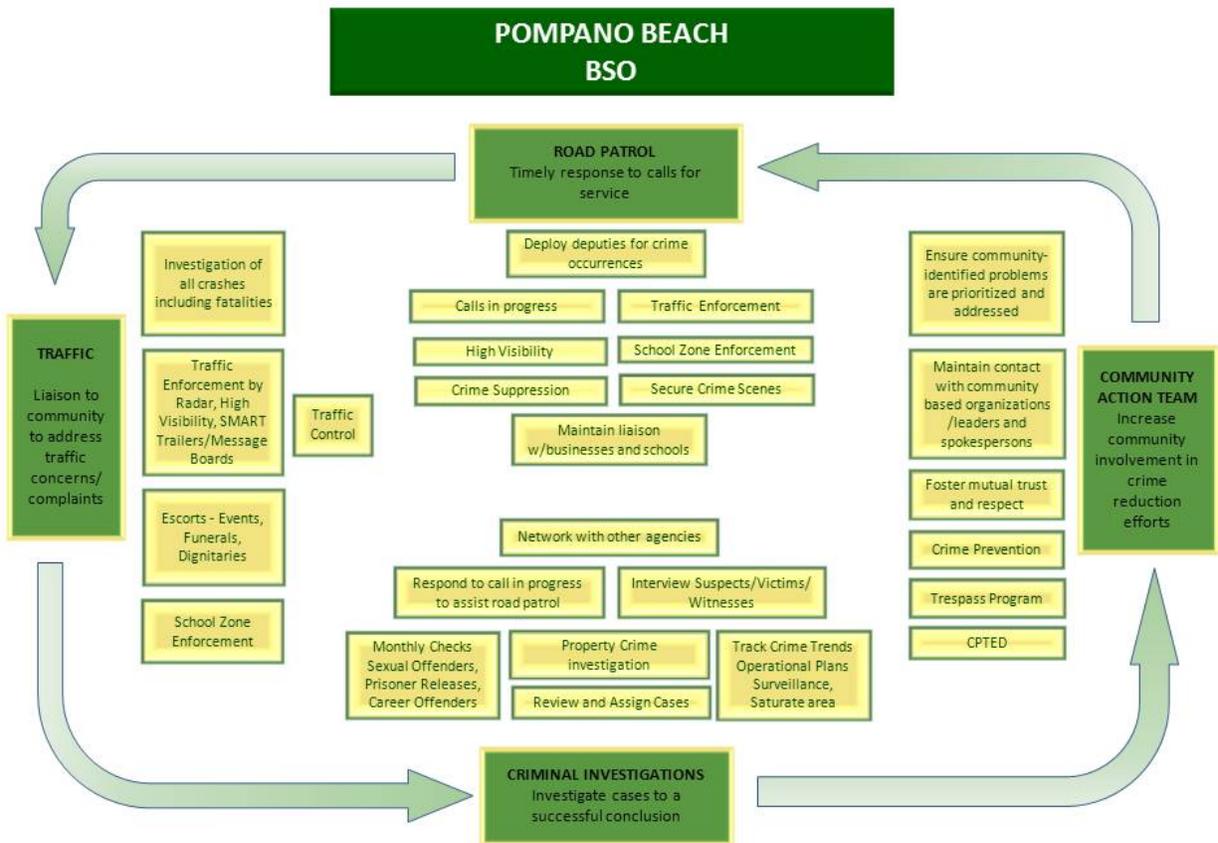
CONFIDENCE BUILDING GOVERNMENT					
Initiatives		Performance Objectives		Status	Page
GOAL 1.0. Strengthen educational partnerships					
1.1	Encourage the expansion or development of a higher education presence in the community	1.1.1	Enlarge Business Resource Center for entrepreneurial education by 5% per year	On Schedule	59
1.2	Improve civic and educational opportunities for teens	1.2.1	Annually hold a Student Government Day	On Schedule	109
		1.2.2	Provide 7 to 10 college scholarships to deserving low/moderate income high school seniors	On Schedule	101
GOAL 2.0. Strengthen skilled and committed human capital					
2.1	Increase capacity of the City to provide services under various disruptive conditions	2.1.1	Conduct analysis of essential functions (backup capacity)	Not Initiated	90
2.2	Establish competitive and sustainable pay and benefits schedule	2.2.1	Annually benchmark against other communities the percentage of total compensation allocated to benefits	Initiated	90
2.3	Increase the educational credentials of staff via certifications or licenses	2.3.1	Compensate utility staff for obtaining higher level licenses	Not Initiated	90
		2.3.2	Hold one (1) quarterly in-house training class for utility licenses	On Schedule	133
		2.3.3	Have 100% of City job descriptions/requirements updated every five (5) years to reflect skills and abilities required	On Schedule	90
		2.3.4	Develop timeframes to obtain new credentials	Not Initiated	90
		2.3.5	Increase the number of Fire employees taking Fire Inspector promotional exams by 3% a year	Cancelled	82
2.4	Enhance mid-management capacity and skills	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	Cancelled	91
		2.4.4	Create officer development program to better prepare employees who may want to move into management positions in the Fire Department	Completed	82
		2.4.5	Have two (2) command staff officials complete Police Executive Leadership program per year	Implemented	38
2.5	Increase the capacity of the organization to manage personnel succession	2.5.1	Perform Standard Operating Procedures audit on one (1) major department every four (4) years by auditing one major division of the selected department annually	On Schedule	97

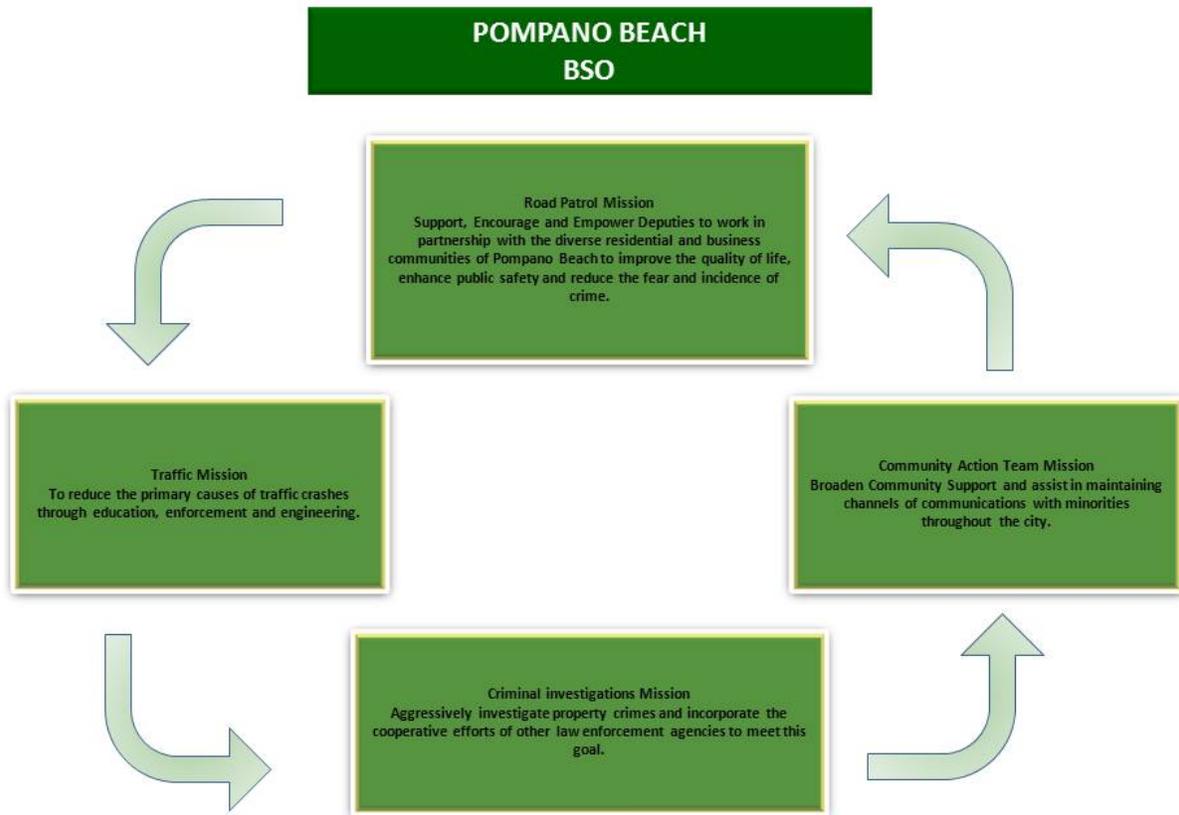
2.6	Increase employee commitment and ownership	2.6.1	Ensure complete implementation of TeleStaff Management System at the Fire Department	Completed	82
		2.6.2	Accurately identify types and causes of on-the-job injuries in the Fire Department to reduce workers compensation claims	Implemented	83
		2.6.3	Expand Annual Employee Breakfast to include individual achievements	Initiated	91
		2.6.4	Keep annual full time employee turnover to less than 5%	Initiated	91
		2.6.5	Annually hold at least one (1) strategic planning retreat with staff	On Schedule	46
		2.6.7	Develop action plan to improve recruitment of new employees and train staff	Not Initiated	83
		2.6.8	Develop action sheet to improve acclamation of new employees	Cancelled	83
2.7	Plan financially to allow early retirement	2.7.1	Survey employees to determine interest level in early retirement	On Schedule	91
		2.7.2	Identify funding available for health insurance coverage to encourage early retirement for eligible employees	Cancelled	92
GOAL 3.0. Ensure financial strength and stability					
3.1	Establish a good bond rating	3.1.1	Annually obtain the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association	Completed	71
		3.1.3	Increase collections on delinquent accounts by 10% a year	On Schedule	71
		3.1.4	Perform bi-annual internal audit of debt service payments by auditing general obligations or enterprise obligations in alternating years	On Schedule	97
		3.1.5	Establish bond rating for Parking Enterprise Fund	On Schedule	71
		3.1.6	Perform annual audit of a selected federal or state grant	On Schedule	97
3.2	Examine shared service approaches, or other means of more cost-effective service delivery	3.2.1	Evaluate in-house capacity versus contracting for proposed service enhancements or expired service agreements	On Schedule	41
		3.2.3	Establish sector Grounds Maintenance	Implemented	124
		3.2.4	Update City Codes within a month of any approved changes	On Schedule	44
3.3	Identify and pursue cost-recovery options	3.3.6	Perform an audit every two (2) years on revenues valued at +\$.5M to ensure appropriate remittance to the City	On Schedule	98
		3.3.7	Explore establishing a lobbyist registration fee	On Schedule	44
		3.3.8	Complete agreement with Broward County to serve Highlands and Cresthaven through wholesale contract	On Schedule	133

3.4	Establish competitive fees for fee-based (in whole or part) services	3.4.1	Annually evaluate competitiveness of rates and charges for a major department	On Schedule	72
3.5	Monitor and adopt as feasible energy efficient practices and technologies	3.5.3	Replace 90% of conventional staff vehicles on annual replacement schedule with low greenhouse gas and more fuel efficient units	Not Initiated	124
GOAL 4.0. Provide quality services based on data-driven performance					
4.1	Institute benchmarking practices citywide	4.1.1	Review FBC data and identify two (2) areas per year for productivity enhancements	On Hold	46
		4.1.3	Annually update Fire Department Strategic Plan and integrate with the City's Plan	On Schedule	84
4.2	Institute practices to improve productivity and quality standards	4.2.3	Work with City Garage to reduce fire fleet downtime by 10% per year	Not Initiated	85
GOAL 5.0. Effective communication & coordination					
5.1	Increase communication with business community	5.1.1	Add businesses to the Tradewinds magazine mailing list	On Schedule	114
		5.1.2	Create E-Newsletter for businesses	On Schedule	114
5.2	Review status of advisory boards and committees	5.2.1	Ensure boards/committees are at 90% capacity with qualified members	On Schedule	44
GOAL 6.0. Increase technological competitiveness					
6.1	Ensure the City remains current in terms of technological innovations	6.1.1	Annually replace 15% of computers and servers	On Schedule	95
		6.1.2	Implement new DUI Detection by utilizing state of the art video camera systems	Completed	38
		6.1.4	Link SunGard Open System to City website	On Schedule	38
		6.1.7	Scan purchasing bids and purchase orders	Implemented	127
		6.1.9	Upgrade audio/visual equipment in the City Commission Chambers	On Schedule	114
6.2	Ensure information is securely maintained	6.2.1	Keep security system breach to less than 1%	Implemented	95
		6.2.2	Bi-annually inform users of IT security procedures	On Schedule	95
		6.2.3	Perform IT control and security audit for selected computerized system(s) or areas over a two (2) year period by auditing an IT security component annually	On Schedule	98

Part II

BROWARD SHERIFF'S OFFICE (BSO)





GREAT PLACES

BSO pursues 1 GOAL under this Strategy

Goal 3.0. Increase social capital in the community***Objective 3.1.2. BSO to host one (1) Brazilian Police Citizen's Academy per year***

Background - The City of Pompano Beach is the home to a large Brazilian population. The Broward Sheriff's Office (BSO) recognizes the importance of establishing communications with the Brazilian community and its vast cultural ways.

Progress to Date – As of quarter end, the program was not initiated because of the huge logistical effort that is needed to conduct a BSO Brazilian Police Citizen's Academy. Planning is scheduled for the first week of February 2014 with a target date within the 3rd quarter of 2014.

SUPERIOR CAPACITY

BSO pursues 2 GOALS under this Strategy

Goal 4.0. Increase community accessibility and mobility***Objective 4.2.2. Host a series of two (2) bicycle safety rodeos for local children during the summer***

Background - The City of Pompano Beach and BSO recognize the need to promote bicycle safety to our young population. In a joint effort with the Parks, Recreation & Cultural Arts Department and along with the ten elementary schools, BSO will host two (2) bicycle safety rodeos during the summer.

Progress to Date – As of the end of the first quarter, the program was not initiated. The rodeos are scheduled for the summer; so planning will begin at the end of the 2nd quarter of FY2014.

Objective 4.2.3. BSO to partner with FDOT - Community Traffic Safety Program Manager to participate in pedestrian/bicycle safety campaigns in Broward County

Background – With its beaches, weather and recreational facilities, to include a 4.6 mile bike path, Pompano Beach is the home to pedestrian and bicycle traffic. Often times, these amenities may inadvertently lead to crashes involving motor vehicles. Pedestrian and bicycle crashes are more likely to result in fatal or serious injuries than other types of crashes.

Progress to Date - Broward Sheriff's Office – the Pompano Beach District - has begun attending monthly FDOT Community Traffic Safety meetings where future initiatives are being discussed.

Goal 7.0. Increase e-government capacity***Objective 7.1.4. Establish capacity to receive crime tips/information via social media channels, i.e. Facebook, tweeting and text messaging***

Background - The Broward Sheriff's Office recognizes the importance of social media channels in providing valuable crime tips and statistics. The agency will establish this capacity for the Pompano Beach District.

Progress to Date - BSO has established vital links with social media sites such as Facebook, Twitter, YouTube, as well as, Sheriff Israel's E-Alert system that provides information about criminal activity, traffic advisories, upcoming events, security issues and safety tips.

QUALITY & AFFORDABLE SERVICES

BSO pursues 2 GOALS under this Strategy

Goal 1.0. A safe community***Objective 1.1.1. Certify four (4) deputies per year in Crime Prevention through Environmental Design (CPTED) to the level recommended by the Florida Attorney General's Office***

Background - The City and the Broward Sheriff's Office have made it a priority to have CPTED design recommendations in the planning process within the City Building Department. In doing so, each year four (4) deputies are required to attend a CPTED certification course recommended by the Florida Attorney General's Office.

Progress to Date - The CPTED certification course is offered on a limited basis each year. This is a work in progress that may require a modification in the number of deputies to be certified each year. While one deputy attended a class in January 2014, no one was able to attend during the first three months of the fiscal year.

Objective 1.1.4. Train 20% of City staff each year in crime awareness (suspicious activities)

Background - In an effort to enhance the City's crime prevention philosophy, City staff, particularly personnel who are out in the public each day, will be schooled in recognizing potential threats to the community. The Broward Sheriff's Office will take the lead in this training of 20% of the City's work force each year with the goal of 100% by year 5.

Progress to Date – Program not initiated as of quarter end. Logistics between the City and BSO are being worked out with anticipated start date within the second or the third quarter of the current fiscal year.

Objective 1.3.1. Provide three (3) PSA's per year to the public on reporting suspicious activity

Background - BSO has recognized the importance of using both social media and the Sheriff's E-Mail alerts to get the message out about crime trends and crime prevention.

Progress to Date - This objective has been implemented using social media, the Sheriff's E-mail alerts, as well as, other means such as, flyers and message boards. One example of such a Public Service Announcement (PSA) was the recent rash of burglaries involving large screen TV's from local closed businesses. The elements of this objective were put into place which resulted in the culprits being identified and subsequently arrested.

Objective 1.3.2. Conduct Feasibility study on using CSIA's (Civilian) on road patrol duties

Background - BSO has requested from the City an opportunity to present a feasibility study to hire additional civilian community service aides whose primary responsibilities will be to augment road patrol deputies by responding to and handling non-emergency calls for service that does not require any law enforcement action on the part of the deputies. This will free up

deputies to be more proactive in their communities in addressing crime trends and citizen concerns.

Progress to Date - An in-house study has been initiated (as of the 1st quarter) with an anticipated completion date at the end of the 2nd quarter.

Objective 1.9.1. Review the Zoning Code to determine if specific CPTED principles can be incorporated into the code

Background - The Broward Sheriff's Office requested from the City that CPTED (Crime Prevention through Environmental Design) be introduced into the City's Zoning & Building Codes.

Progress to Date - CPTED has been accepted and is now being used in present and future new and renewed development in the City. Primarily used for multi-family and commercial properties, the next goal will be to introduce CPTED in single family properties.

Objective 1.9.3. BSO participates in all development plan reviews with Development Services Department

Background - The Broward Sheriff's Office, through the CPTED concept, recommended to the City that a CPTED certified deputy (Crime Prevention Specialist) participate in development plan reviews.

Progress to Date - This objective has been approved by the City's Development Services Department and a CPTED deputy is now an important part of the plan review team.

Goal 3.0. The informed community

Objective 3.1.4. Annually hold one (1) open house for police facilities

Background - As part of the Broward Sheriff's Office's initiative to be the City's "Hometown Police Department," BSO will open their doors to the public in a "Get to Know BSO" day each year.

Progress to Date - This objective has been placed on hold due to the extensive exterior renovation to the police safety building. We anticipate revisiting this objective within the next year.

Objective 3.1.5. Establish BSO ride alongs for City Officials

Background - The Broward Sheriff's Office invites City officials, to include but not limited to, department heads to ride along with deputies in an effort to familiarize them with the aspect of the law enforcement services provided to them by BSO.

Progress to Date – Program not initiated as of quarter end. BSO anticipates the start-up of this ride along program during the 2nd quarter of the current fiscal year.

CONFIDENCE BUILDING GOVERNMENT

BSO pursues 2 GOALS under this Strategy

Goal 2.0. Strengthen skilled and committed human capital***Objective 2.4.5. Have two (2) command staff officials complete Police Executive Leadership program per year***

Background - Sheriff Israel recognizes the importance of educational leadership programs within the agency. Enhanced leadership can only augment with law enforcement services provided to the City by BSO.

Progress to Date - Based on the availability of these leadership classes, though no activity has been initiated within the 1st quarter, classes are now becoming available.

Goal 6.0. Increase technological competitiveness***Objective 6.1.2. Implement new DUI Detection by utilizing state of the art video camera systems***

Background - In a city as large as Pompano Beach, enforcement of DUI laws and the protection of the motoring public is paramount. State of the art video equipment for DUI detection trained deputies ensures for a higher prosecution rate while providing less down time for deputies who make the arrests.

Progress to Date - The Broward Sheriff's Office's Pompano Beach District recently purchased two (2) camera systems which have been installed in DUI Detection trained deputies vehicles and currently are in use.

Objective 6.1.4. Link SunGard Open System to City website

Background - In October 2013, the Broward Sheriff's Office's Pompano Beach District switched to a new report writing system called OSS/Link SunGard System. One of its goals will be to provide crime data to the general public. By doing so, this allows the public to respond back to BSO with crime tips and other useful information.

Progress to Date - This is a work in progress and as with any new system, there are "bugs" to be resolved. The goal to achieve this objective is still proceeding forward.

BUDGET

SUPERIOR CAPACITY

Budget pursues 2 GOALS under this Strategy

Goal 4.0. Increase community accessibility and mobility

Objective 4.4.2. Establish a fourth Community Bus route

Background – City applied for and was awarded a 4th community bus to service Pompano Highlands and Cresthaven.

Progress to Date - Project completed. The City has a 4th route and bus that is fully operational.

Goal 6.0. Ensure capacity for growth

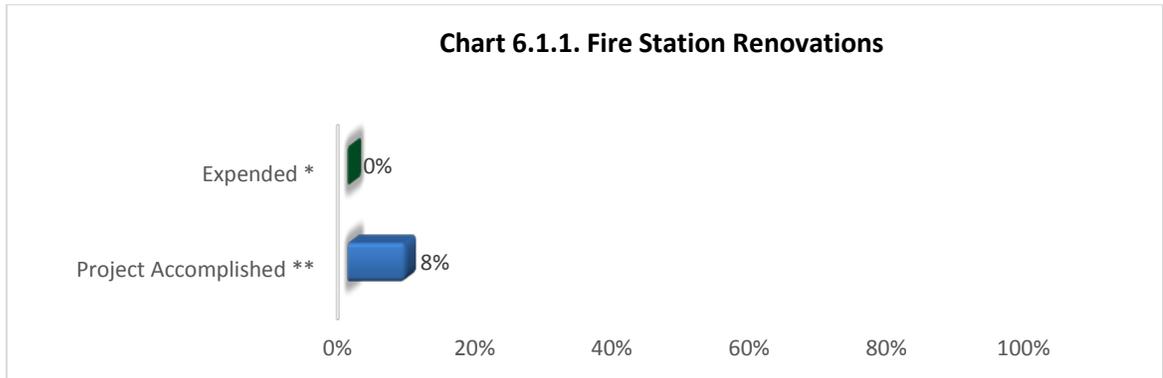
Objective 6.1.1. Allocate funds for the next three (3) years for fire station renovations

Background – The City increased Fire Assessment Fee to generate \$1 million. The funds will be used to refurbish City fire stations.

Fire Station 61, currently located at 2121 NW 3rd Avenue, was originally built over forty years ago to serve the Drug Enforcement Administration. It has been adapted and used as a fire station for about 30 years. Existing building measures 8,645 square feet.

Fire Station 24, currently located at 2001 NE 10th Street, was built in 1969 to help provide fire EMS coverage to the community. Existing building measures 12,000 square feet.

Progress to Date - One million dollars has been allocated in the FY2014-2018 CIP for the next four years, beginning in FY2014. Fire Station 61 and 24 have been identified for immediate assessments regarding life safety, code compliance, ADA compliance, and mixed gender use modernizations.



(*) Excludes encumbered monies

(**) Based on estimated completion date

CONFIDENCE BUILDING GOVERNMENT

Budget pursues 1 GOAL under this Strategy

Goal 3.0. Ensure financial strength and stability

Objective 3.2.1. Evaluate in-house capacity versus contracting for proposed service enhancements or expired service agreements

Progress to Date - Public Works is developing a bid package to establish a baseline cost to maintain additional enhanced right of ways. This effort does not impact existing budgeted manning positions.

CITY CLERK

QUALITY & AFFORDABLE SERVICES

City Clerk pursues 1 GOAL under this Strategy

Goal 3.0. The informed community***Objective 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***

Background - The purpose of this objective is to increase public accessibility of City Commission meeting agenda items in a timely manner. To achieve this objective, the City Clerk's Office will ensure Commission agenda backup information is available to the public on the City's website upon receipt from the City Manager's Office.

Progress to Date - This objective is fully implemented and the performance measure has been met. Upon receipt of the agenda backup information from the City Manager's Office, the information was successfully scanned and forwarded to the Public Communication Office for public accessibility on the City's website.

Objective 3.2.2. Action Agendas are distributed within two (2) days following each Commission Meeting

Background - This objective involves ensuring timely distribution of Action Agendas to the public and City staff at the end of each City Commission meeting. An Action Agenda provides the results for each agenda item as well as a brief summary of any directives given at the meeting. To achieve this objective, the City Clerk's Office will distribute the Action Agendas within two (2) days following each Commission meeting.

Progress to Date - This objective is fully implemented and the performance measure has been met. Following each City Commission meeting, the Action Agendas were expeditiously completed and distributed within projected timelines.

Objective 3.2.3. Obtain City official signatures within 5 to 7 days of the Commission Meeting

Background - The purpose of this objective is to ensure the City's official documents are executed and distributed after each Commission meeting.

Progress to Date - This objective is fully implemented and the performance measure has been met. Following each City Commission meeting, official documents were processed and forwarded to the appropriate city officials to be executed.

CONFIDENCE BUILDING GOVERNMENT

City Clerk pursues 2 GOALS under this Strategy

Goal 3.0. Ensure financial strength and stability***Objective 3.2.4. Update City Codes within a month of any approved changes***

Background – This objective seeks to improve accessibility to the latest amendments to the City's Code of Ordinances. To achieve this, every month the City Clerk's Office will forward all adopted ordinances to American Legal Publishing Corp. for codification. Upon codification, the ordinances will be published online with updated supplemental pages distributed accordingly.

Progress to Date - This objective is fully implemented and the performance measure has been met. To date, all ordinances adopted by the City Commission have been codified and posted online.

Objective 3.3.7. Explore establishing a lobbyist registration fee

Background - The purpose of this objective is to recoup administrative costs associated with processing lobbyist registration applications, which include updating, filing, and posting information on the City's website. To achieve this, the City Clerk's Office will survey other municipalities and upon evaluation of information gathered, explore the possibility of implementing a lobbyist registration fee in the year 2015.

Progress to Date - The lobbyist registration fee implementation is on schedule and will continue throughout fiscal year 2014. Last November, this office commenced surveying other municipalities to determine standard fees and procedures associated with lobbyist registration. Subsequently, an ordinance will be drafted for review by the city manager and presented to the City Commission for consideration. Overall, this project is on track to be completed by fiscal year 2015.

Goal 5.0. Effective communication & coordination***Objective 5.2.1. Ensure boards/committees are at 90% capacity with qualified members***

Background - This objective is to ensure the boards/committees of the City are maintained at a 90% capacity with qualified members. The City Clerk will retain an active list of members by soliciting people via public media, as well as, contact existing applicants to determine their availability to serve the City.

Progress to Date - This objective is fully implemented and the performance measure has been met. Applicants were solicited via direct and indirect contact to determine their willingness to serve our great City.

CITY MANAGER

CONFIDENCE BUILDING GOVERNMENT

City Manager pursues 2 GOALS under this Strategy

Goal 2.0. Strengthen skilled and committed human capital

Objective 2.6.5. Annually hold at least one (1) strategic planning retreat with staff

Progress to Date - A Strategic Plan retreat is set for February 27th, 2014.

Goal 4.0. Provide quality services based on data-driven performance

Objective 4.1.1. Review FBC data and identify two (2) areas per year for productivity enhancements

Progress to Date - This project was to be carried out by the Budget Intern. However, that person departed in late December 2013.

CRA

GREAT PLACES

CRA pursues 7 GOALS under this Strategy

Goal 1.0. Grow existing businesses***Objective 1.1.2. CRA expand use of local sub-contractors by 5% a year***

Background - In an attempt to boost the local market and generate job opportunities for City of Pompano Beach residents and merchants, the CRA strongly encourages all consultants and contractors to reach out and engage local firms with roots in Pompano Beach.

Progress to Date - Two recent construction projects in Downtown Pompano (MLK Boulevard and Old Pompano) have included in excess of 35% participation from local subs.

Objective 1.1.3. CRA expand incubator by 5% a year

Background - International Enterprise Development, Inc. (IED) and the CRA have had continued success implementing the Microbusiness Loan program and expanding the Business Resource Center.

Progress to Date - Over \$1 million in loans has been awarded with an over 90% repayment success.

Objective 1.1.4. Develop CRA business directory

Background - The CRA maintains a large database of merchants and business-related contacts. The database is used as a tool to find potential partners and investors who are sensitive to the goals of the CRA.

Progress to Date - CRA's Marketing staff has compiled over 90% of the database and continues to add names to the growing list of merchants and business-related contacts.

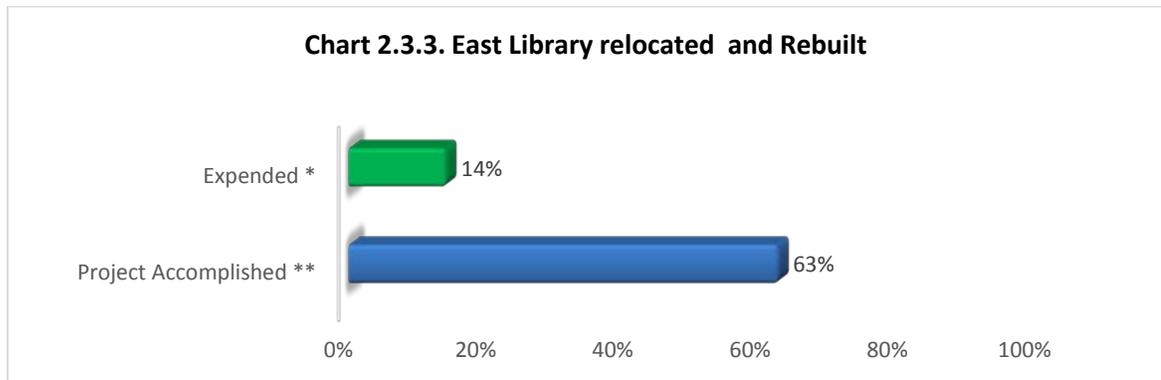
Goal 2.0. Make the City more attractive to residents, visitors and tourists and expand visitor and tourism markets

Objective 2.3.3. East Library relocated and rebuilt

Background - The City entered into a Developers Agreement with Pompano Beach Village, LLC (a.k.a. New Urban Communities, LLC). The agreement will enable the Developer to contract for and build new restaurants and beach-related shops in the pier parking lot. This surface parking facility, located across the street from the City’s Pier, will be converted from a parking lot to a destination. However, there are existing buildings that have to be relocated to clear the space. One of those buildings is the City’s beach library. This library is a reading facility and is very well attended by local residents and tourists alike.

Progress to Date - This project has a very aggressive schedule. With a proposed grand opening day sometime in the summer (early July), staff believes the self-imposed completion would be a crowning achievement and an example of cooperation between government agencies, consultants, contractors, and City departments. So far, a select team of consultants, contractor and staff have received plan approval from DRC, P&Z, AAC, Broward County (Water Resources, Traffic Divisions, etc.), and City’s Building Department (demolition, tree relocation). Staff anticipates all remaining permits to be on hand by early February.

Total budget for this project is \$1.7 million. Approximately \$200,000 has been spent as of December 2013.



(*) Excludes encumbered monies
 (**) Based on estimated completion date

Objective 2.7.2. Establish City/CRA Beach/Tourism Marketing Campaign

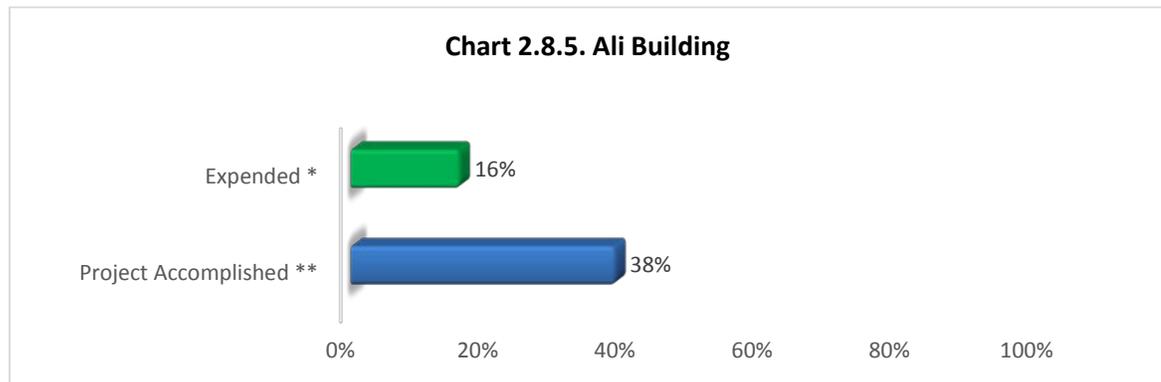
Background - The CRA continues to assist the City in its efforts to establish Pompano Beach as a tourist destination. CRA marketing staff coordinates numerous public events to assist merchants in the East CRA. Moreover, staff attends, supervises and/or sponsors events, such as the Green Market and MLK Parade.

Progress to Date - This assignment is over 80% completed and on pace to be finished ahead of schedule (September 2014).

Objective 2.8.5. Complete Ali Building

Background - This project entails site development improvements to a CRA-owned parcel located at 353 Hammondville Road, a site with great historical value to the community. The proposed site improvements will support building upgrades, construction of a courtyard and parking facilities, etc. Once completed, the project will result in a modernized venue for community events and concerts, the home of historically-significant artifacts, and more.

Progress to Date - Design is complete and staff is working diligently with Building Department personnel to resolve permitting issues. Construction efforts in and around the building continue while staff works to secure permits for the courtyard and building addition.



(*) Excludes encumbered monies

(**) Based on estimated completion date

Goal 4.0. Improve growth in office, commercial, distribution and manufacturing sectors

Objective 4.1.3. Analyze current merchant mix in CRA

Background - Coupled with efforts to establish a strong database, this task will allow staff to narrow down choices of merchants and potential investors. Ultimately, the goal is to identify qualified individuals that will succeed in their efforts to open new businesses in Pompano Beach and generate new job opportunities to local residents.

Progress to Date - This assignment is on track to be completed before the end of the current fiscal year. Staff reports 15% completion.

Objective 4.3.3. Update marketing plan for East CRA

Background - The CRA's Marketing Plan for the East is geared towards perpetuating efforts to stimulate the local economy and help local businesses to solidify their presence in the area.

Progress to Date - This task is ahead of schedule, but many revisions are anticipated due to changes in the environment and market.

Goal 5.0. Enhance Corridor Redevelopment***Objective 5.1.3. Establish design guidelines and zoning in the Downtown Pompano Transit Oriented Corridor***

Background - To ensure the future success of the new Downtown Pompano and to encourage private developers to invest in infrastructure, residential and commercial facilities, CRA staff has spent valuable time reviewing and improving the City's Code of Ordinances and helped established a Transit Oriented Corridor (TOC). TOC's are designed to maximize access to public transportation, and often incorporate features to encourage the use of mass transit. In the City's case, the TOC was created with the recently constructed Bus Transit Facility in mind and is centered on the future siting of a passenger rail train station just north of Atlantic Boulevard and Dixie Highway.

Progress to Date - This task is over 90% complete and awaits final Broward County adoption prior being fully adopted by the City.

Objective 5.2.2. CRA to sponsor an annual local realtor group tour

Background - CRA staff believes in engaging local real estate agents and firms to help stimulate the local economy and to lure developers to town. The CRA, in conjunction with City staff, successfully organized and coordinated a local realtor tour supported by sponsorship from Duke Realty.

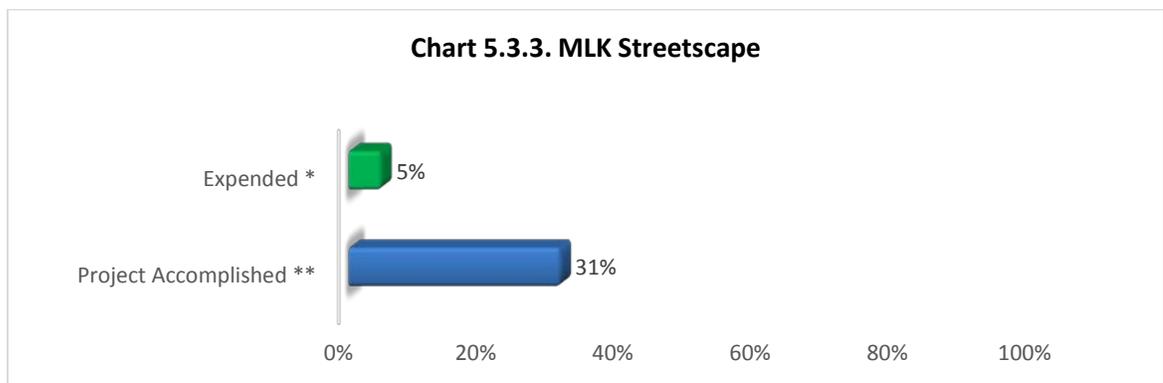
Progress to Date - This assignment is complete, but CRA staff intends to host another event later in the year.

Objective 5.3.3. Complete MLK streetscape project

Background - This project involves improvements to Martin Luther King Boulevard, from Dixie Highway to NW 6 Avenue/Blanche Ely Avenue. This project is part of a larger endeavor known as "Downtown Pompano" to improve existing pedestrian connectivity to Old Pompano and the Civic Center/Library Campus facilities. The intent is to maximize the existing right-of-way implementing wider sidewalks, lush landscaping features, pedestrian friendly light fixtures and beautifying the corridor to enhance the atmosphere and create a "Main Street" like environment. This project is being coordinated in conjunction with the CRA's overall incentives program including facades and interior renovations. This project replaces Project No. 10-104 and 10-105 and combines funding for MLK Boulevard Phases 1 and 2 and Old Pompano Streetscape Improvements into one project.

Progress to Date - Construction activities started on January 13, 2014 and will be completed by the end of the calendar year.

Total construction budget for this project is \$3.2 million. Approximately \$150k has been spent since the contract was awarded (October 2013).



(*) Excludes encumbered monies

(**) Based on estimated completion date

Goal 6.0. Enhance CRA area redevelopment

Objective 6.1.1. Expand target area of programs to include other major corridors

Background - The CRA assessed the current incentive grant's assistance program and identified target areas that would benefit from the program. The expanded area corresponds to merchants located along A1A just south and north of Atlantic Boulevard, which was the original target area. The proximity to Atlantic Boulevard made it attractive and practical and serves to enhance redevelopment opportunities to merchants that service the beach area.

Progress to Date - Task is complete, but CRA staff plans to re-visit target areas based on funding availability and demand.

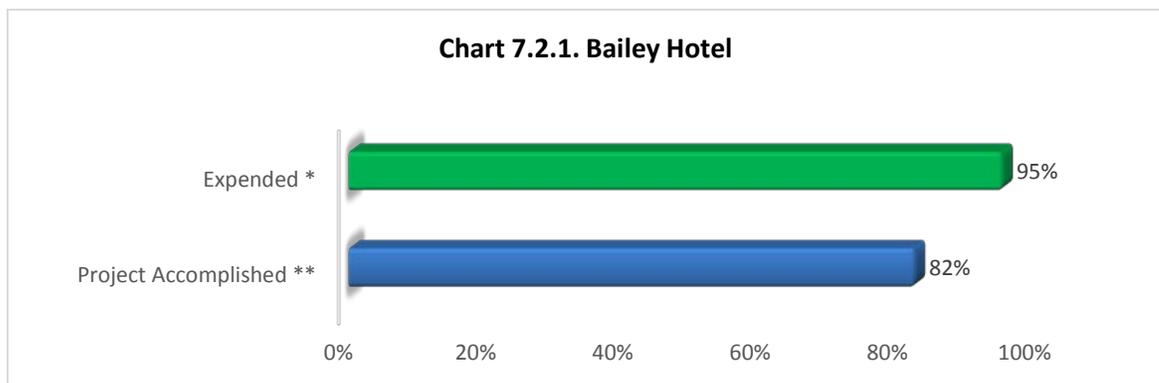
Goal 7.0. Redevelop “Old Pompano/ Downtown” as a dining, entertainment and arts destination

Objective 7.2.1. Complete Bailey Hotel

Background - This site, located at 44 NE 1 Street, which was the original location of the hotel back in the early 1900s, is the subject of a CRA restoration plan to bring back to life the building. The design includes restoring the exterior façade to look the same as in times of yore and to complete interior improvements to accommodate a future art district facility. Artists will be able to lease space and the CRA and City will showcase their work.

Progress to Date - Project is almost complete (construction-wise). Staff will begin targeting potential tenants on/or about February 1, 2014.

Total budget for this project is \$1.3 million. Approximately \$918k has been spent until December 2013.



(*) Excludes encumbered monies

(**) Based on estimated completion date

Objective 7.2.2. Complete Commercial Kitchen

Background - Commercial kitchens are geared towards preparing food for sale to the public. They are used as rental facilities providing food entrepreneurs the means to prepare and process their food product(s) for the consumer market. Spaces can be made available for rent by the hour. The main goal is to provide entrepreneurs a service that is economically superior to building or leasing large commercial facility. For example, catering or bakery businesses that do not want the overhead of building or equipment expenses or the commitment of a long-term lease can greatly benefit from a commercial kitchen. Others, such as entrepreneurs dedicated to the production of food products such as BBQ sauce, specialty salsa, etc., that can be sold to the public at flea markets, farmers market, and such, can benefit as well. And, the manufactured products can support local restaurants.

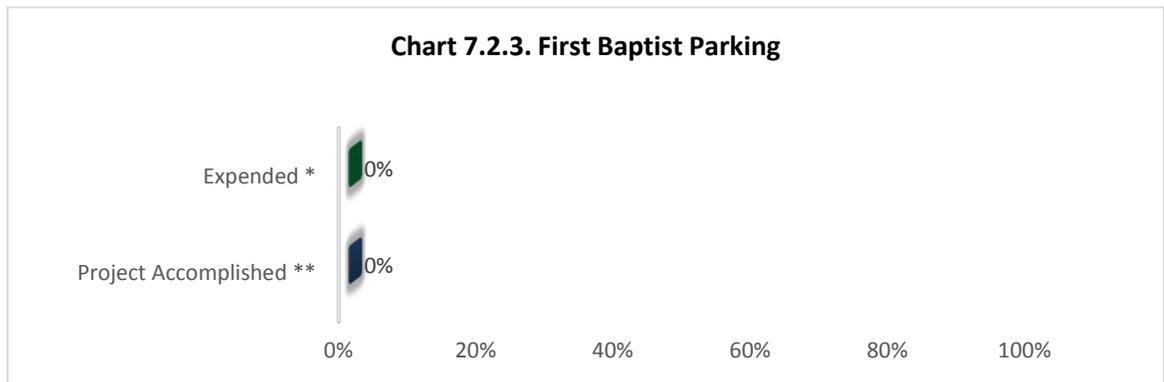
Progress to Date - This project is under evaluation and may remain on-hold (temporarily).

Objective 7.2.3. Complete First Baptist Parking

Background - The CRA has identified potential sites for future parking facilities in support of business expansion in Downtown Pompano (i.e., new restaurants, etc.). The First Baptist Church owns a parcel located just east of the corner of NE 1st Avenue and NE 1st Street. The site is suitable and CRA staff has had initial discussions with church staff geared towards entering into a lease agreement for use of the existing parking facilities and perhaps constructing a garage, etc.

Progress to Date - Staff has attended several meetings and prepared a series of plans, but church staff did not approve the plans. Staff has since re-evaluated the plans and is preparing a new conceptual plan to be shared with the church before the end of February.

No budget has been allocated to this project as of yet. Staff anticipates generating a budget after the next meeting with church personnel.



(*) Excludes encumbered monies

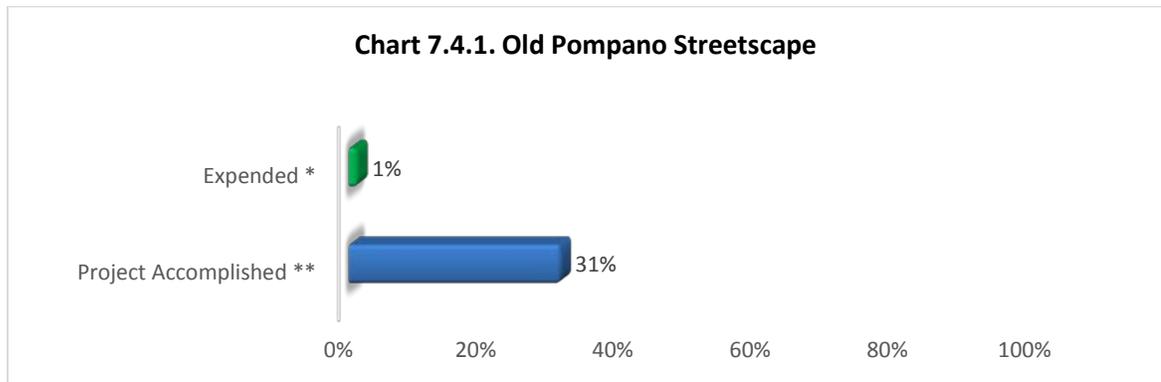
(**) Based on estimated completion date

Objective 7.4.1. Complete Old Pompano streetscape

Background - This project involves improvements to Flagler Avenue, NE 1st Avenue, NE 1st, 2nd and 3rd Streets. This project is part of a larger endeavor known as "Downtown Pompano" to improve existing pedestrian connectivity to Old Pompano and the Civic Center/Library Campus facilities. The intent is to maximize the existing right-of-way implementing wider sidewalks, lush landscaping features, pedestrian friendly light fixtures and beautifying the corridor to enhance the atmosphere and create a "Main Street" like environment. This project is being coordinated in conjunction with the CRA's overall incentives program including facades and interior renovations. This project replaces Project No. 10-104 and 10-105 and combines funding for MLK Boulevard Phases 1 and 2 and Old Pompano Streetscape Improvements into one project.

Progress to Date - Construction activities started on January 21, 2014 and will be completed by the end of the calendar year.

Total construction budget for this project is \$4.25 million. Approximately \$50k has been spent since the contract was awarded (November 2013).



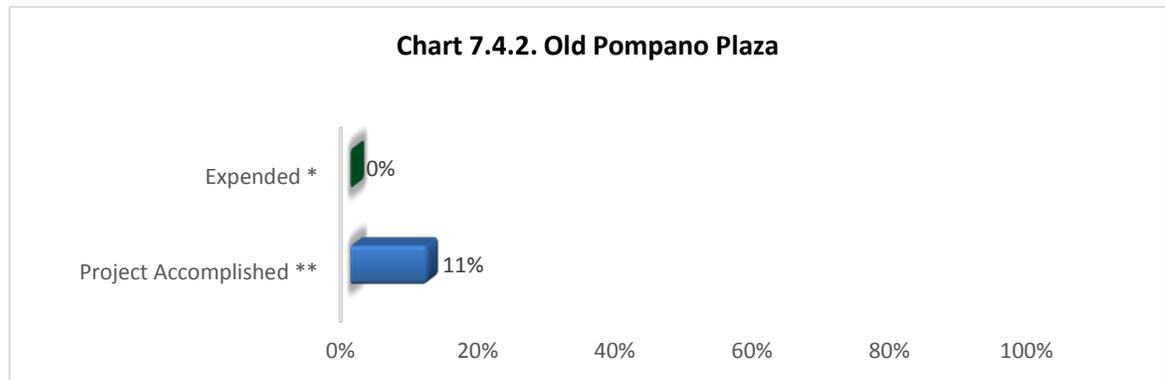
(*) Excludes encumbered monies
 (**) Based on estimated completion date

Objective 7.4.2. Complete Old Pompano Plaza

Background - This project entails the design and construction of an iconic plaza across the street from City Hall (NE corner of Atlantic Boulevard and Dixie Highway). The CRA retained a team comprised of Burkhardt Construction, EDSA and Keith & Associates to help design the plaza.

Progress to Date - A charrette (an intensive planning session where citizens, designers and others collaborate on a vision for development) was conducted to draw design ideas from various architect/professionals and to engage the public and government officials. Since, staff has worked side-by-side with designers in an effort to pin down an award-winning idea/concept for the plaza. Next is presenting the idea to local advisory groups and other City staff.

Total construction budget for this project is \$1.5 million. No money has been spent at this time.



(*) Excludes encumbered monies

(**) Based on estimated completion date

Goal 8.0. Job growth for residents

Objective 8.3.5. CRA to expand micro lending by 5% a year

Background - In conjunction with efforts being carried out to expand the business incubator International Enterprise Development, Inc. (IED) and the CRA are seeking to expand the micro lending program. The Microloan Program provides loans up to \$25,000 to help small businesses with start-up and expansion costs. IED and the CRA provide funds to specially targeted individuals and small firms.

Progress to Date - Task is on pace to be completed as planned.

SUPERIOR CAPACITY

CRA pursues 2 GOALS under this Strategy

Goal 9.0. Increase available parking

Objective 9.1.3. Update parking demand study for beach

Background - City and CRA have teamed up to conduct a parking analysis. The purpose of this study is to identify potential public parking sites (surface parking lots, garages, etc.) that can be used in support of business expansion City-wide.

Progress to Date - This task is mostly complete. Staff will make a presentation to the City Commission on January 28, 2014 and seek final approval.

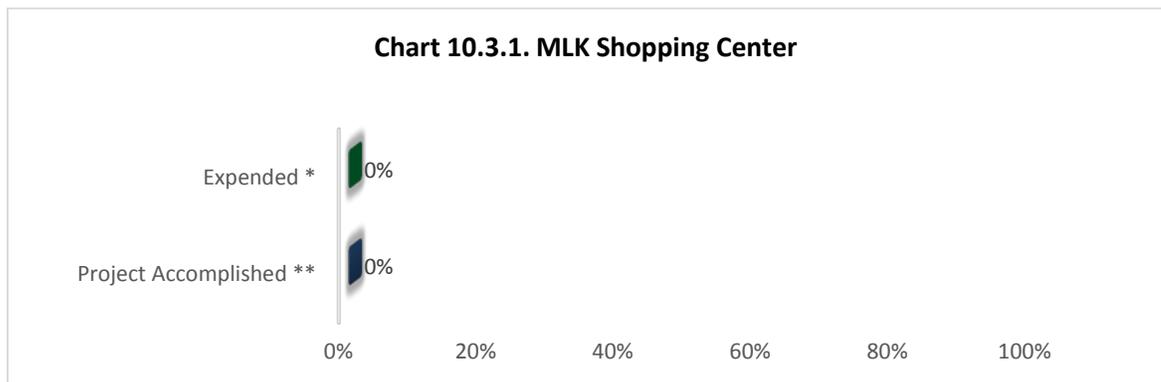
The budget allocated for this task is \$25,000.00. Approximately \$24,000.00 has been spent so far.

Goal 10.0. Expand property tax base and sales tax revenue

Objective 10.3.1. Complete MLK Shopping Center

Background - As the redevelopment of MLK Boulevard progresses, CRA staff identified potential sites that can be used to construct a shopping plaza. The goal is to build more commercial opportunities for entrepreneurs and to establish a service center for the community while creating more job opportunities for the local labor force.

Progress to Date - This project is under evaluation. Staff has had interaction with potential developers and expects to make substantial progress by late summer/early autumn 2014.



(*) Excludes encumbered monies
 (**) Based on estimated completion date

QUALITY & AFFORDABLE SERVICES

CRA pursues 2 GOALS under this Strategy

Goal 1.0. A safe community***Objective 1.9.4. Have appropriate CRA projects incorporate CPTED principles***

Background - The CRA understands the importance of observing and enforcing Crime Prevention through Environmental Design (CPTED) guidelines. These guidelines are geared towards creating natural surveillance, natural access controls, territorial reinforcement, and rigorous maintenance of existing facilities. The purpose is to ensure that designs take into account a safer environment for individuals while making effective uses of technologies and elements that lead to a reduction in crime incidents and fear of crime, and an improvement in the quality of life.

Progress to Date - Staff has made it a standard requirement to incorporate CPTED principles in all projects. This task is complete, but future projects will continue to observe the requirement.

Goal 2.0. The active community***Objective 2.1.4. CRA to add a pocket park in areas where new housing is developed***

Background - CRA's consultants conducted an extensive community survey to identify needs and wants. At the completion of the CRA-funded study (Development Concept Master Plan – DECOMAP), staff recognized the public's desire and need for a small pocket park. Since that time, staff has been making efforts to acquire the necessary land to design and build the park.

Progress to Date - Staff continues to evaluate potential sites.

CONFIDENCE BUILDING GOVERNMENT

CRA pursues 1 GOAL under this Strategy

Goal 1.0. Strengthen educational partnerships***Objective 1.1.1. Enlarge Business Resource Center for entrepreneurial education by 5% per year***

Background - International Enterprise Development, Inc. (IED) and the CRA have had continued success implementing the Microbusiness Loan Program and expanding the Business Resource Center. One of the elements that made the program so successful is educating would-be-entrepreneurs and providing professional coaching geared towards guiding them as they set out to build their businesses. The program provides training, technical assistance, loans, business support and follow-up services to start-up and existing micro and small business owners to strengthen and sustain their businesses.

Progress to Date - International Enterprise Development, Inc. (IED) group is working to expand the current program.

DEVELOPMENT SERVICES

GREAT PLACES

Development Services pursues 4 GOALS under this Strategy

Goal 1.0. Grow existing businesses***Objective 1.1.1. Utilize BTR database to facilitate inter-business connections***

Background - This was an initiative listed in the original Lambert Report. This data was 'mined' for 2011, but has not been since. It is an extremely large spreadsheet that literally took an intern 2 weeks to get it into a format where Planner Chris Clemens, could actually sort and manipulate the data into usable formats.

Some of the data can be accessed via the individual records in Naviline, but it can be time consuming if one is trying to research a number of companies.

Progress to Date – There has not been any progress since 2011. This performance measure will likely be revised. Staff will take to EDC in March 2014 to define objectives, create measures, and follow up tasks.

Paul Lambert will probably also address this issue in the update of his report, of which the Scope of Services is now being reviewed.

Objective 1.1.7. Develop Local Business Preference guidelines

Background - The Economic Development Council (EDC) has formed a task force to analyze this issue. It is broad ranging and a number of other municipalities (and the County, for that matter) are looking at this issue. Some have already made policies regarding it.

Progress to Date – Staff has had one meeting of the task force, which is chaired by EDC member Dodie Keith-Lazowick. The other members of the EDC include, Assistant City Manager Phyllis A. Korab, Acting Purchasing Director Otis Thomas, and Public Works Director Robert McCaughan.

The task force met on November 14, 2013.

We have already identified Hallandale Beach's award winning Community Benefit Program as a program we would like to find out more about, before we make any recommendations. The last task was for Ms. Keith-Lazowick to contact Mayor Joy Cooper in Hallandale and see if they could set up a meeting between the Task Force members and Hallandale Beach staff.

Objective 1.2.1. Host Contractors Forum twice annually to gain feedback from the building community

Background - The Contractor's Forum was initiated as an outreach program to respond to our customers and homeowners concerns, as of today, it has developed a multi-department source of information to the original recipient and at the same time an opportunity to interact with the customer and initiate changes within the Development Services Department.

Progress to Date - Contractors Forum VI, was performed on November 5, 2013, with focus on Homeowner Associations and condominium permitting, where diverse departments and divisions had the opportunity to present their outreach programs and interact with the attendees, the questions were answered as presented and suggestions were duly noted for implementation to our continuous growth and progressive customer service.

Also, at that time, the next Contractors Forum VII was announced with a future date to be determined in either April or May of 2014.

Objective 1.3.1. Conduct analysis of current landscaping codes and enforcement practices

Background - Landscaping requirements and enforcement are important to the community. Staff will monitor our practices to insure we are fair and comparable to other cities.

Progress to Date – Analysis has not been started as of the end of the 1st quarter.

Goal 2.0. Make the City more attractive to residents, visitors and tourists and expand visitor and tourism markets

Objective 2.8.3. Develop a Public Art Master Plan

Background – RFP was issued; a consultant was selected in November and contracted in December. They have embarked on the process of gaining input from the various segments of the community; to include, City Administration, staff and members of the local communities. An Art Master Plan website has been created for public access and for the ability to network with like focus groups. <http://ibiartpompano.wordpress.com/>

Progress to Date – RFP has been issued; Consultant selected in November and contracted in December, also, preliminary meetings started.

Objective 2.11.1. Apply for one (1) tree planting grant per year

Background - The City is desirous of providing increased availability of transportation for all users.

Progress to Date – The Grants Coordinator position has been established and we are currently seeking to fill the position.

Objective 2.11.2. Create a citywide neighborhood assessment in the first year and one (1) neighborhood improvement plan per year

Background - In an effort to raise the minimum standards of all the communities in the City, an assessment and review process needed to be created to allow for the process and execution of improvement has to be developed.

Progress to Date – Staff has created a check list and evaluation criteria form, from which to assess existing conditions, identify deficiencies and prioritize the solutions, identify fund sources, allocate the assignment and execute the action.

Goal 4.0. Improve growth in office, commercial, distribution and manufacturing sectors

Objective 4.2.1. Identify and map industrial and manufacturing targeted industries

Background - In an effort to announce, invite and attract the targeted industries, a review of the existing loads and deficiencies of the market needs to be completed.

Progress to Date - Discuss with EDC what they would like to do with this information. Review Lambert Report, BC targeted industries report, corridor studies and strategic plan to determine where the targeted industries are. Then, create a map based on these classifications. Report to EDC July. Map to EDC September.

Objective 4.3.1. Create citywide marketing plan to promote economic development

Progress to Date – Program not initiated and moved to FY2015.

Goal 5.0. Enhance Corridor Redevelopment

Objective 5.1.1. Implement recommendations from corridor studies

Background - This planning initiative was derived from the downturn in the 2008 recession and the obvious failure of the current development pattern along the major corridors. The corridor studies are to outline strategies to promote sustainable development patterns. They were initiated in 2012 for Dixie Highway, Federal Highway and Atlantic Boulevard. The study is to be adopted on February 11, 2014 by the commission. We will also pursue the adoption of “Complete Streets Guide” for roadway design cross section solutions as presented and incorporated in the completed studies.

Progress to Date - During the implementation of the corridor studies, the City was made aware of Florida Department of Transportation (FDOT), Resurfacing, Restoration and Rehabilitation (RRR) project on Dixie Highway. One early finding of the corridor study was the possibility to reduce South Dixie Highway to two lanes north and two lanes south instead of existing 3 lanes each way layout, between NW 3rd Street and McNab Road. Initial traffic studies are done, schematic design produced and contracted to Kimley-Horn (KH) for permitting from FDOT. We are currently coordinating with FDOT to breakdown the options of sharing costs through the RRR project. The next action in implementation is to identify the high priority items, produce a final design, and create a final budget and workable schedule. The two tasks in 2014 include prep work for Dixie Highway narrowing and creating an enterprise zone. We will split these tasks to short term actions and long term goals over the next five years for that area.

Objective 5.1.2. Initiate additional corridor studies for Powerline Road, Copans Road and Andrews Avenue

Background - This planning initiative was derived from the downturn in the recession and the obvious failure of the current development pattern along the major corridors. The studies are to outline strategies to promote sustainable development patterns. The initial studies are complete and new studies are being programmed.

Progress to Date – Based on the current funding line items, we can only complete one additional corridor study. Upon consideration and prioritizing the goals, we selected Powerline Road, and have requested a proposal from our consultants to debrief us on the results of the completed studies with specific attention on how we/they can improve the final product.

Objective 5.3.2. Identify grant funding opportunities for Martin Luther King Jr. Boulevard

Background - The City is desirous of providing increased availability of transportation for all users.

Progress to Date - Grants Coordinator position has been established and we are currently seeking to fill the position.

Objective 5.4.1. Complete full Corridor Code Compliance Assessment Program every other year

Background - In 2012, the City Manager tasked the Code Compliance Unit with a full assessment of all main corridors. All properties along the main corridors are to be assessed for Code violations, including, but not limited to: Property Maintenance, Landscaping, Address Numbers, Vacant Buildings, Outside Storage, Fence Maintenance, Lot Clearing, Public Nuisance, Business Tax Receipt and Work without Permits. A monthly report is provided to the City Manager reflecting a current inventory of violations, and a month to month comparison of the compliance progress.

Main Corridors have been identified as:

1. Dixie Highway
2. Atlantic Boulevard
3. Federal Highway
4. Powerline Road
5. I-95
6. Andrews Avenue
7. Sample Road
8. Copans Road
9. McNab Road
10. Ocean Boulevard

Progress to Date - The first four (4) Corridors has been assessed. All necessary research for properties along the I-95 corridor has been completed and inspections are being performed. The notification process is scheduled to start at the end of February 2014.

SUPERIOR CAPACITY

Development Services pursues 5 GOALS under this Strategy

Goal 2.0. Leadership in water management***Objective 2.1.5. Enforce year round irrigation restrictions***

Background - Cities are required to enforce any irrigation restrictions as mandated by the Water Management District and required per our consumptive use permit.

Progress to Date - Severe restrictions is not in place; enforcement in this quarter has been verbal when necessary.

Goal 4.0. Increase community accessibility and mobility***Objective 4.4.3. Apply for grants to enhance commuter services***

Background - The City is desirous of providing increased availability of transportation for all users.

Progress to Date - Grants Coordinator position has been established and we are currently seeking to fill the position.

Goal 5.0. Improve neighborhoods***Objective 5.2.3. Increase the number of rental housing BTR's and inspections by 20% per year***

Background - A monthly report is generated to obtain the number of new rental BTR's for each month of the quarter and is on target.

Progress to Date - Coordination has been implemented between divisions to double the number of inspections.

Objective 5.2.4. Conduct an inventory within each neighborhood and rate all structures as good, fair, or poor

Background - The Citywide "Unsafe Structures" assessment was initiated in the year 2012, with the intent to designate the identified structures in three (3) levels of safeness (Poor, Fair and Unsafe). After the initial assessment, 220 structures were classified into the above mentioned levels, as follows:

Fair = 109

Poor = 73

Unsafe = + 38

Progress to Date - All structures were taken by the Code Compliance and the Building Code Compliance offices to their respective enforcement boards.

The 2014 City-wide "Unsafe Structures" assessment, originally scheduled to be started January/February 2014, was started on December 15, 2013, where identified structures are being classified as Poor, Fair or Unsafe. As of December 31, 2013, a 15% completion was achieved.

This assessment should be completed by the second quarter end, and enforcement process started thereafter.

Goal 6.0. Ensure capacity for growth

Objective 6.2.3. Develop report identifying zoning and land use challenges to Air Park development

Background - This is also a task that has been identified in the update of the Lambert Report, which has essentially been guiding City economic development efforts since the Mayor's Stimulus Task Force.

Progress to Date - Along with Assistant to the City Manager Brian Donovan, EDC Chair Tom DiGiorgio Jr. and Chamber of Commerce President and CEO Ric Green, met with Paul Lambert to discuss the scope and update of the Lambert Report on January 14, 2014. The Scope of Services is currently under review.

Objective 6.3.1. Review 100% of development review applications for compliance with the City's newly adopted design standards

Background - Concept was to create the tools and mechanisms to improve the development process, planning, permitting and implementation, therefore, improve the development product and economic impact along with the quality of the solution.

Progress to Date – The upgrade to the design standard was implemented to allow vernacular design solutions, superior design intent and comprehensive planning solutions. All projects are reviewed for compliance.

Objective 6.3.2. Develop Urban Design Studio concept

Background - Concept was to provide the tools and mechanisms to improve the development process, planning, permitting and implementation, therefore, improve the development product and economic impact along with the quality of the solution.

Progress to Date - Adopted new code, adopted new fees, revising the review and approval sequence to reduce processing time, improve quality of the outcome and increase development.

Goal 10.0. Expand property tax base and sales tax revenue***Objective 10.2.1. Identify and assess current strategies and services***

Background - Identify current tools, functions and strategies listing in the Corridor Studies relating to economic development. Also, report on how the City has performed regarding the previous initiatives listed in the Lambert Report and Mayor's Stimulus Task Force.

Report "existing conditions" to the Economic Development Council in February 2014.

Progress to Date - Assistant City Manager Phyllis Korab and Public Works Director Rob McCaughan have reported to the EDC the progress of the initiatives in the MSTF in the past. The EDC has considered that update complete.

As with task 6.2.3., the City and EDC have engaged Paul Lambert about an update of his initial report. Currently, the Scope of Services is under review.

Staff needs to develop a listing of tools, functions and strategies and present them to the EDC at their February 2014 meeting.

Technically, no progress was made with this task in the 1st quarter, aside from the corridor studies progressing towards finalization.

Objective 10.2.2. Identify what functions need to be expanded or re-designed

Background - The EDC has been instrumental in supporting and creating the staff positions required executing the enhanced development and reviewing process. Now, we need to identify the next steps.

Progress to Date - Based on the task above, we need to determine the next steps and request help from the EDC to identify funding. Report to EDC in July 2014.

QUALITY & AFFORDABLE SERVICES

Development Services pursues 2 GOALS under this Strategy

Goal 1.0. A safe community***Objective 1.8.1. Increase interaction with Civic and Homeowner's Associations***

Background - By increasing personal interaction with residents and civic leaders, and by bringing the positive roll of Code Compliance to the forefront, Code Inspectors are able to pinpoint those issues that are most important to residents within their communities.

Progress to Date - A schedule of all HOA and Civic Association meetings has been created and representation of Code Compliance is required at all known HOA and Civic Association meetings. To date, Code Compliance has been represented at 90% of all known meetings.

Objective 1.8.2. Increase public education on Code Compliance

Background - To increase compliance through awareness, the Code Compliance Unit has been tasked with developing an educational program within the community, paramount are representation at Civic Associations and HOA meetings, CRA events, and Contractor Forums hosted by the Department of Development Services.

Progress to Date – The implementation of door to door delivery of educational materials, specifically on Bulk Trash regulations has begun. PowerPoint presentations are being developed to enhance our message at meetings and public events.

Goal 4.0. Have a customer focused organization***Objective 4.3.1. Complete 3rd floor renovation to improve customer service***

Background - Planning Zoning and Building was reunited as a functional Department in 2009. The 3rd floor was originally constructed with fixed walls not conducive to expansion or change. The new floor layout will have the one stop shop service counter and modular partitions.

Progress to Date – The concept, planning, schematic and bidding is at (25%), building permit at (15%), construction at (50%) and permit close out are at (10%). Contractor has been selected and construction of Phase 1 to begin in March 2014.

FINANCE

SUPERIOR CAPACITY

Finance pursues 1 GOAL under this Strategy

Goal 9.0. Increase available parking***Objective 9.1.1. Establish a City Parking Enterprise Fund***

Background - This project involves the establishment of a separate Parking Enterprise Fund to isolate and track Citywide parking activities in order to create a more structured and cohesive mechanism for operating an efficient and innovative parking system to compliment the City's redevelopment efforts.

Progress to Date - This objective has been achieved and is 100% complete. The Parking Enterprise Fund was established effective October 1, 2013.

Objective 9.1.2. Identify alternate funding mechanisms for parking infrastructure

Background - This project involves identification of possible funding mechanisms for parking infrastructure, particularly to accomplish the design and construction of a Pier Parking Garage and additional future parking garages, deemed necessary in order to complement planned pier and beach development efforts.

Progress to Date - The Finance Department has worked with the Community Redevelopment Agency, a contracted Parking Consultant, and the City's Financial Advisor to discuss funding mechanisms and establish a preliminary plan for financing the design and construction of the pier parking garage. Alternative mechanisms contemplated include a revenue bond, certificates of participation, private financing and grants. Accomplishments to date include the preparation and release of a parking demand study report by the Parking Consultant in order to determine projected demand to be generated by the pier development project, inclusive of revenue projections for the garage and coverage for estimated debt service to finance the garage. In addition, several meetings have been held with the City's Financial Advisor, as well as a private party interested in financing the garage. In coordination with the City's Financial Advisor, a formal solicitation for underwriters interested in underwriting a potential public offering to finance the garage has been issued with a deadline of January 16, 2014 to receive proposals. Currently the plan is to attempt to officially obtain financing in the fall of 2014. A more definitive timetable will be derived once an anticipated amendment to the current pier development agreement is presented to the City Commission in February which may impact the timeline for completion of the development of various parcels to be developed under that agreement, which may impact the timetable for obtaining financing.

CONFIDENCE BUILDING GOVERNMENT

Finance pursues 1 GOAL under this Strategy

Goal 3.0. Ensure financial strength and stability***Objective 3.1.1. Annually obtain the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association***

Background - This project involves application by the City's Financial Department to the Government Finance Officers Association (GFOA) for its Certificate for Excellence in Financial Reporting on an annual basis. The GFOA Program provides a certificate to the City if a review of its annually published Comprehensive Annual Financial Report (financial statements) indicates compliance with various accounting standards and principles.

Progress to Date - As of current quarter end, the City has been awarded the Certificate for its CAFR for the fiscal year ended September 30, 2012.

Objective 3.1.3. Increase collections on delinquent accounts by 10% a year

Background - This project involves increasing collections of receivables (nuisance abatement, unsafe structure, code compliance, utilities) by up to 10% over prior fiscal year.

Progress to Date - As of quarter end, the Finance Department continues to work with the City Attorney's Office and the Development Services Department to maximize collection efforts relative to nuisance abatement and unsafe structure receivables. These receivables are a key focus given that the City has incurred out of pocket costs in most cases to abate a given nuisance or to demolish unsafe structures. A process has been developed to also enable the Lien Search Office to age outstanding receivables quarterly and forward unresponsive files to the City Attorney's Office for review and analysis. In regards to other receivables (i.e. utilities and code compliance), the Finance Department works with a collection agency to maximize collections. The Finance Department is currently in the process of improving procedures governing these and all receivables, inclusive working with management and the City Attorney's Office to develop written procedures. As of the 1st quarter Finance has achieved 32% of our target for annual collections.

Objective 3.1.5. Establish bond rating for Parking Enterprise Fund

Background - This project involves taking steps necessary to obtain a bond rating relative to the proposed issuance of debt to finance the design and construction of a pier parking garage. Such a rating is necessary should the City seek traditional financing (i.e. certificates of participation or revenue bonds) to finance the design and construction of the pier parking garage in order to ensure the marketability of the debt, as well as reduce the City's cost of borrowing.

Progress to Date - To date the Finance Department has established a fund balance policy¹¹ for the City, which the City Commission has approved. In addition, although the City has debt policies embedded in the City's charter and ordinances, as well as, employed various policies in practice relative to active debt issuance considerations; the Finance Department has drafted a cohesive debt management policy which will be presented to the City Commission for approval. The Finance Department has also drafted a letter to be presented to the nationally recognized rating agencies in an effort to outline significant measures taken by the City over the past few years indicative of a proactive and fiscally disciplined City. All of these initiatives are important factors, as nationally recognized rating agencies look favorably on governments who have enacted formal policies, approved by the governing board, as well as governments who demonstrate fiscal prudence in the face of current and anticipated challenges. In addition, the City contracted with a Parking Consultant to prepare a Parking Demand study relative to a planned pier parking garage, which includes pro forma projections for that garage, which may be an integral part of the rating process. This project is on track to obtain a rating for the planned debt issue to finance the pier garage, but must be coordinated with the solicitation efforts to engage a contractor to design/build the garage, as well as a planned amendment of the existing pier development agreement to be presented to the City Commission for consideration in February 2014. It is currently anticipated that earliest time frame to obtain a rating in this respect will be fall 2014, as ratings have a shelf life of 3 months prior to closing on financing.

Objective 3.4.1. Annually evaluate competitiveness of rates and charges for a major department

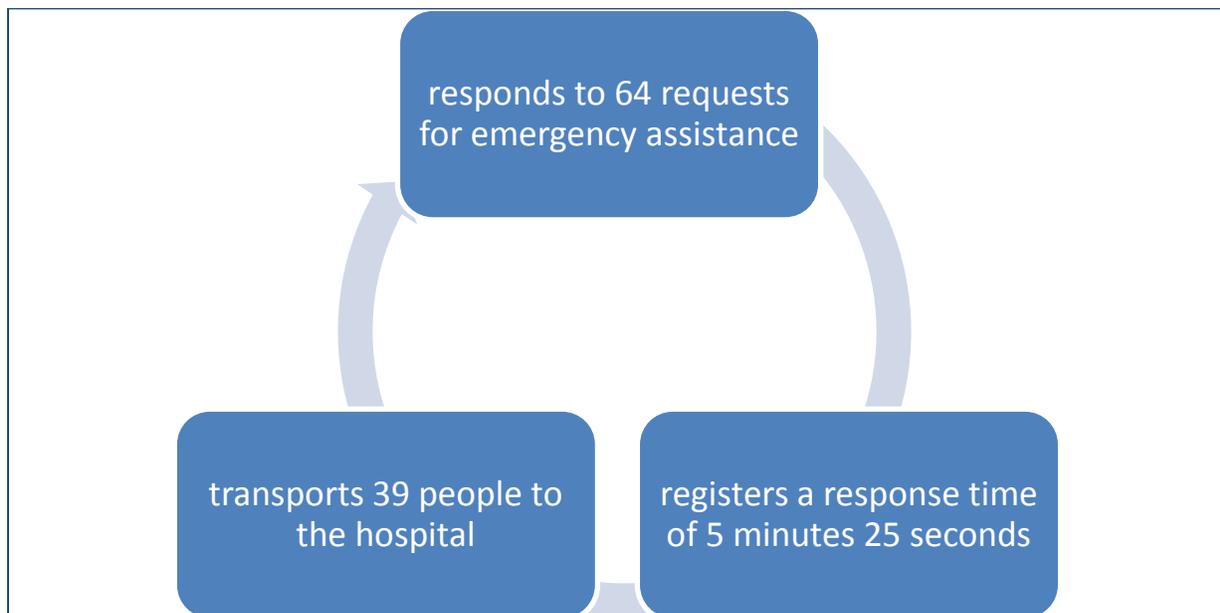
Background - This project involves a periodic review of material fees and charges by the Finance Department in order to determine reasonableness and competitiveness.

Progress to Date - The Finance Department has forwarded correspondence to Departments with major fees or charges for services under their direction. The correspondence highlights key fees and requests information concerning the last time fees were adjusted, any current ordinances in effect governing any fee increases to be graded in over time, as well as to indicate if there are any regulatory constraints governing the City's ability to propose additional fee increases, if warranted. Once this data has been assembled it will be analyzed (and benchmarked against peers) and a schedule will be developed to indicate fees to be reviewed by the Finance Department, on a rotational basis. This will involve a coordinated effort with the Departments with ultimate oversight for those fees. At that point, Finance can take the next step in evaluating fees and charges.

¹¹ Simply put, fund balance (i.e. in the General Fund) or net assets in the case of the Utility and Stormwater Funds, is the difference between the City's assets (resources) and liabilities (obligations) at fiscal year-end. Once the City displays the portions of fund balance/net assets that are not spendable, are restricted, committed or assigned for a particular purpose, the policy stipulates that the remaining balance meet a minimum target. Among other things, the fund balance/net assets policy calls for the City to maintain unassigned fund balance in the general fund of at least 17% general fund operating expenditures. With respect to the Utility and Stormwater funds, the policy mandates that the City maintain a minimum balance of unrestricted (not committed to projects) net assets equal to at least 50% of the revenue requirements for the current fiscal year budget for these funds. Source: City of Pompano Beach Finance Department

FIRE RESCUE

In an average 24-hour day, Fire Rescue....



Notes

1. Response time is impacted by (1) how long it takes the call taker and the dispatcher to process and transfer the call to the fire department and (2) the time it takes firefighters to react or leave the fire station and travel to the scene of the emergency.
2. The speed with which fire rescue responds to an emergency is generally recognized as a key performance measure in the industry. Data presented in this section represent response time for *first-arriving* units on the scene of the incident.

SUPERIOR CAPACITY

Fire Rescue pursues 1 GOAL under this Strategy

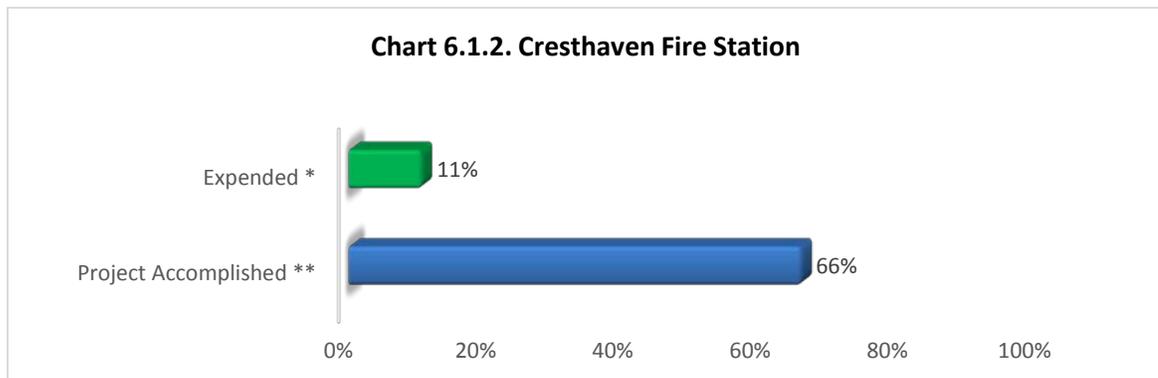
GOAL 6.0. Ensure capacity for growth

Objective 6.1.2. Complete construction of the Cresthaven Fire Station

Background - This project consists of building a new facility for Fire Station 103, currently located at 3500 NE 16th Terrace. The station was converted from a community center into a fire station in 2001 when the community of Cresthaven was annexed into the city.

Progress to Date - Although construction has not started, the project design and related activities are 100% completed. The contractor has received overall permits for the project in November 2013. A pre-construction meeting was scheduled for December 2013. Project is expected to enter construction phase in January 2014 following a ground-breaking ceremony on January 24. Overall, this project is on track to be completed by September 2014 if all goes well.

Total budget \$4.2 million. Approximately \$300,000 has been spent as of December 2013.



(*) Excludes encumbered monies

(**) Based on estimated completion date

Objective 6.1.4. Examine sites for a new Ocean Rescue Headquarters

Background - Ocean Rescue Headquarters (HQ) is currently located on the beach in order to meet some specific operational needs. If HQ were to be moved off of the beach, there would be a negative effect on daily operations that would jeopardize the efficiency and effectiveness of Ocean Rescue. HQ serves many purposes, which include: storage of rescue vehicles and water rescue equipment, staff offices, training room, break room, kitchen, bathrooms and locker rooms. The Ocean Rescue Officers must be on the beach in order to respond to emergencies in a safe and timely manner. Officers are routinely called out of their office in HQ for emergency response on the beach. In addition, all Ocean Rescue Lifeguards must report to HQ in the morning and at the end of their day to change clothes, shower, etc. Having HQ on the beach shortens the turnaround time and lengthens the time they can spend on their lifeguard towers.

Also, every Ocean Rescue Lifeguard must receive short breaks and a one-hour lunch break. The Lifeguard that is relieving them comes to their tower on an all-terrain vehicle (ATV). The Lifeguard that has been relieved quickly rides the ATV back to HQ for their break. The turnaround time is very short. If HQ was not on the beach, this would not be possible.

The deployment and retrieval of vehicles and equipment each day is quickly made possible when HQ is on the beach. If HQ were to move off of the beach, many of these vital functions would either not be possible or cause extended time to accomplish and/or require additional personnel. The most efficient and effective way to operate Ocean Rescue is to keep HQ on the beach. The current HQ is undersized and requires an addition or total rebuild at its current location or alternate location on the beach next to the Pier. The estimated total space needed is a minimum of 7000 square feet either in a one-story or two-story design. The first floor should have a vehicle garage and equipment and storage area.

Progress to Date - The Fire Department looked at two potential sites during the 1st quarter of fiscal year 2014. The first is the existing location with the possibility of a second floor addition and renovation of the first floor. The second location is the north side of the Pompano Pier, as part of the Pier building complex. This was previously discussed with the CRA staff in recent months.

Objective 6.1.5. Develop an Ocean Rescue storage plan

Background - The Ocean Rescue Division has multiple vehicles, watercraft and water rescue equipment that requires a significant storage capacity. Several trailers are used to transport the watercraft and equipment on the beach and on the road. The movement of these vehicles and equipment on and off the beach is a daily task that is both time consuming and personnel intensive. The vehicles and trailers that are used on the beach must have special beach tires or use under inflated road tires. Roadway use of these tires causes increased wear and can damage the tires. This creates a need to keep them either on the beach or close to the beach in order to avoid excessive travel on the roadway.

A few of the vehicles, watercraft and water rescue equipment are kept at Ocean Rescue Headquarters directly on the beach. This allows them to be readily available in the morning for immediate rescue response and helps to prevent damage from roadway travel. Due to a lack of storage capacity at Ocean Rescue Headquarters, the remainder of the vehicles, watercraft and equipment are kept in a storage compound off of Riverside Drive across from the Sands Marina.

This location is a temporary measure that was necessitated by the loss of the storage compound off Pompano Beach Boulevard near the current library. The additional roadway travel has caused increased wear and damage to the tires and increased the time needed for morning equipment setup and evening breakdown. The change in location of the storage compound west of A1A has resulted in less time on the beach of these important water rescue tools and increased downtime due to maintenance and repairs.

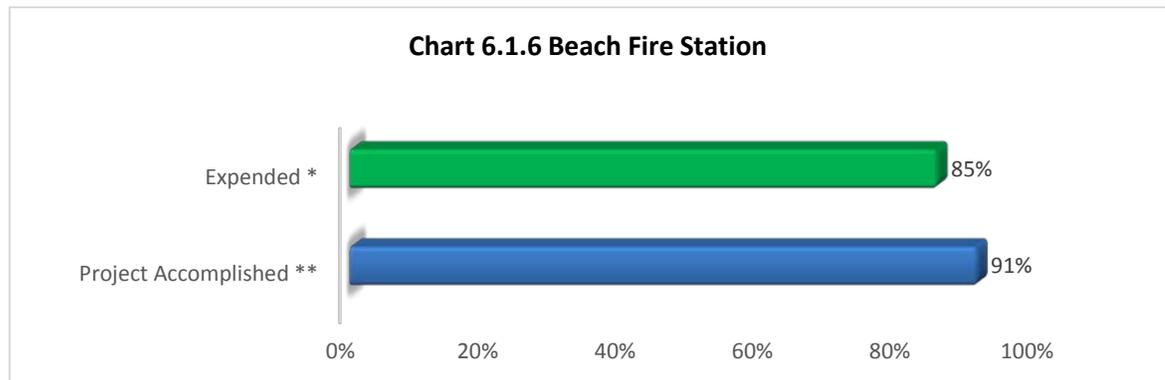
The need for a storage facility on the beach and off of Pompano Beach Boulevard near the beach is essential for optimal Ocean Rescue operations. In addition to the storage facility, the Ocean Rescue Headquarters should remain on the beach in order to accomplish the daily needs of Ocean Rescue operations.

Progress to Date - No meaningful progress will be made on this matter until an agreement is reached between the CRA and the City on what they want to do on the beach. If their decision creates additional possibilities, the Fire Department will address them at that time. Until then, the compound off of Riverside Dr. will continue to serve as Ocean Rescue's storage area for vehicles and equipment.

Objective 6.1.6. Complete construction of the Beach Fire Station

Background - The new replacement Fire Station 11 (commonly referred to as the Beach Station) consists of building a new 13,200 square foot two-story CBS three-bay facility located along State Road A1A just north of Atlantic Avenue. The building will have a stucco finish, impact windows and doors, and a standing-seam metal roof over metal trusses. In addition, a full building back-up generator system is part of the facility to cover the entire building in the event of a power outage. The design provides for low flow plumbing, a solar heating system for hot water use, natural Xeriscape landscaping and irrigation principles, and efficient electrical and mechanical systems. When completed, the building will receive LEED Certification

Progress to Date – This project is near completion but way behind schedule. Unfortunately, recent problems have caused unanticipated delays in completing the last phase of the project. The Contractor's contract with the City has been terminated and a bonding company, hired by the City, is now responsible to bring the project to completion.



(*) Excludes encumbered monies

(**) Based on estimated completion date

QUALITY & AFFORDABLE SERVICES

Fire Rescue pursues 1 GOAL under this Strategy

Goal 1.0. A safe community***Objective 1.2.6. Complete installation of generators and switches at designated centers***

Background - In July 2010, the Fire Department held a meeting to assess the needs for emergency generator support impacting all City facilities. The attendees included representatives from the City Manager's Office and several City Departments (e.g., Phyllis Korab, Willie Hopkins, Rob McCaughan, Harry Small, Kimberly Spill, Wayne Adkins, Leeta Hardin and others).

The purpose of the meeting was to provide the City Manager with a complete summary of the emergency generator needs for the entire City. Project goal was to ensure that facilities had either a fixed or portable generator ready during an emergency – that is, the goal was to make sure that selected City buildings were either equipped with a permanent generator or able to accept a portable generator. Those facilities include:

1. Public Works Fleet Garage
2. Herbert Skolnick Community Center
3. Emma Lou Olson Civic Center
4. E. Pat Larkins Community Center
5. Public Works Building Complex B
6. Water Treatment Plant/Emergency Operations Center
7. Public Safety Complex
8. City Hall and Commission Chambers
9. City Hall - Chiller Building
10. Highlands Park Center
11. North Broward Park Center

Progress to Date – More than three years after the kick-off meeting, staff is pleased to report that the project is nearing full completion. Following is a table detailing the prioritized facilities requiring emergency power, cost/funding source, as well as, project status. Some of the final costs are pending from the Public Works Department.

EMERGENCY GENERATOR SUPPORT PROJECT

Facility	Need	Current Status/Action	Current Request
1a. Emma Lou Olson Community Center	Transfer Switch package (\$59,233) under CIP 09-972	COMPLETE - transfer switch	\$59,233
1b. Emma Lou Olson Community Center	Portable generator (\$88,000) under CIP 09-972	COMPLETE - portable generator received and assigned to this location	\$88,000
2. E. Pat Larkins Community Center	Transfer switch package (\$85,932) with portable generator (\$88,000) under CIP 09-972.	COMPLETE - transfer switch	\$173,932
3. Herb Skolnick Community Center	Transfer switch package (\$52,477) and portable generator (\$88,000) under CIP 09-972	COMPLETE - portable generator received and assigned to this location	\$140,477
4. PWD Fleet Garage & B Bldg. Complex	Fixed Generator Installation (\$116,746) under CIP 09-972.	COMPLETE - fixed generator installed	\$116,746
6. Water Treatment Plant	Cooling Systems for Main Generators. Cost: \$331,579.	COMPLETE	\$331,579
7a. Water Plant/EOC generator	5 yr. Maintenance & Standby Contract - \$20,000.	COMPLETE: Approved by the CM 08/27/10, Commission approved September, 2010	\$20,000
7b. Lift Stations (have 19 for 79)	Need 10 additional portable generators (Estimate -10 @ \$46k=\$460,000).	NOT FUNDED: Justification memorandum submitted #10-119 Bobby Clayton/Utilities. Recommendations for 7 generators, 3 bypass pumps.	\$460,000
8a. Public Safety Complex	Generator Replacement	EXPECTED 12/31/14: BSO Public Safety Renovation Project Awarded to West Construction. Currently 10% construction complete with an estimated completion date of 12/31/14. New generator included in larger CIP project and installation includes construction of new building to house. Existing generator was test run June 2011. The existing generator successfully engaged and carried entire load of BSO bldg., garage and fire training tower.	\$4,000,000
8b. Public Safety Complex	A 500 KW generator will be reserved for this facility at the beginning of each hurricane season.	COMPLETE: A generator is leased for this facility every hurricane season. Approximate cost is \$5,200 per month.	\$31,200
8c. Public Safety Complex	Transfer switch package	DELETED: With New Fixed under construction at Public Safety Complex transfer switch not required. Item 8.d. provides backup to existing generator.	\$0.00
8d. Public Safety Complex	Interim Solution	COMPLETE: Electrical Pigtails were installed hurricane season 2012 to allow quick connect with portable generator.	\$5,000

9a. City Hall & Commission Chambers	Transfer switch package for additional portable generator for backup power to Floors 2-4. Existing generator will continue providing backup power to 1st floor. (Air Conditioning separate)	COMPLETE: Project is 100% construction complete. Transfer switch will provide power for all 4 floors of City Hall and Commission Chambers. (Air conditioning separate)	\$405,000
9a- 2 (add on). City Hall & Commission Chambers (Chiller Building)	Chiller Building - separate electrical transfer switch and pad to run air conditioning.	EXPECTED 4/30/14. A Separate electrical transfer switch and pad will be installed for Chiller building. Pre-construction meeting to be held January 16, 2014. Expected construction completion date for Chiller Building is April 30, 2014.	\$81,200
9b. City Hall & Commission Chambers	Fixed Generator Installation	IN PROGRESS: a generator will be leased for this facility every hurricane season. Approximate cost is \$5,200 per month (assuming 500KW generator; load to be verified by 3/31/14).	\$31,200
9c. City Hall & Commission Chambers	A 500 KW generator will be reserved for this facility (\$12,500) at the beginning of each hurricane season.	IN PROGRESS: Currently reviewing what size generator is required to power City Hall; the 1 MW generator reserved for 2013 hurricane season was oversized (the removal of rooftop A/C units greatly reduced electrical load.) Estimated date to finalize required generator load is March 30, 2014. A smaller sized generator may eliminate need to reserve generator in advance.	\$12,500
10a. Highlands Park Center	Portable generator under CIP 09-972.	COMPLETE: Generator received.	\$88,000
10b. Highlands Park Center	Transfer switch package under CIP 09-972.	COMPLETE: Work is 100% complete and tested.	\$100,000
11a. North Broward Park Center	Portable generator under CIP 09-972.	COMPLETE: Generator received.	\$88,000
11b. North Broward Park Center	Transfer switch package under CIP 09-972.	COMPLETE: Work is 100% complete and tested.	\$125,000

Objective 1.3.5. Ensure that closest fire units are dispatched to all calls

Progress to Date - This performance objective has been cancelled. There has not been any progress on this project. This performance measure will likely be revised.

Objective 1.3.7. Replace Police Fire Alarm System

Progress to Date - This performance objective has been cancelled.

Objective 1.8.4. Educate the residents and business leaders about the importance of fire safety practices within the community

Background - Upon re-evaluation, the Fire Department has decided to change this objective to “Educate the residents, as well as, business leaders about the importance of fire safety practices within the community.”

Progress to Date – Program not initiated.

CONFIDENCE BUILDING GOVERNMENT

Fire Rescue pursues 2 GOALS under this Strategy

Goal 2.0. Strengthen skilled and committed human capital

Objective 2.3.5. Increase the number of Fire employees taking Fire Inspector promotional exams by 3% a year

Progress to Date - Program cancelled; was poorly conceived.

Objective 2.4.4. Create officer development program to better prepare employees who may want to move into management positions in the Fire Department

Background - Concept involves an all-encompassing program that will help to develop current fire department officer corps as well as preparing department future leaders. The curriculum is derived from leadership materials, internal standard operating procedures, and general principles of management. The NFPA and NFA have some guidelines, but do not have a full program that would fit fire department needs (e.g., how an officer should handle interpersonal conflict according to organizational rules, regulations, directives, and general philosophy). This particular curriculum addresses subjects that are not adequately addressed in the fire service in general. Thus, there is not a well-established program in existence that specifically addresses what is needed.

Progress to Date - Program has been created. First phase of implementation is scheduled for March 2014.

Objective 2.6.1. Ensure complete implementation of TeleStaff Management System at the Fire Department

Background - The goal was to put in place what can be called “simple-to-use” processes (a mostly automated management system) to be used consistently across the fire department. Data entry time with respect to staffing, payroll, and contacting employees has been reduced in recent years as a result. Also, management now has the ability to track employee attendance and evaluate potential impact on overtime, in real time.

Progress to Date - This project has been gradually implemented since 2009.

- FY2010 - Focus was project conception and examination of potential cost and benefits.
- FY2011 – Program was introduced followed by execution phase. Focus was also directed toward division of labor and the development of documents needed to manage the program, including report design to manage time-off and overtime hours. The purpose was to show a strong presence to employees on the monitoring of time used.
- FY2012 - Integration of “bridge” software to eliminate payroll work entry and free up time for other tasks. Extensive testing and review by the Payroll Division and Internal Audit also occurred during the year.

- FY2013 - Project performance and control measures were implemented to bring the project development phase to its end. A procedure (SOP) manual was created and succession plans established for the supervising of the program.
- FY2014 – Efforts are now focused on historical evaluation necessary to help in future decisions on possible modifications to the program.

Objective 2.6.2. Accurately identify types and causes of on-the-job injuries in the Fire Department to reduce workers compensation claims

Background - On-the-job injury is a common occurrence in the fire-rescue service due to the nature of the activities in which fire fighters are involved daily. For the period ranging from October 1 to December 31, eleven (11) Fire Department employees reported some type of injury to the Risk Management Division of the City. This is 50% less than the reported total compared to the same period a year ago.

The following are a few observations from the data submitted by Risk Management to the Fire Department:

- For the period under consideration, the injuries range from lacerations, caused by sharp-edged objects to knee injuries resulting from stepping off the fire truck or back injuries due to patient lifting.
- Put differently, the work-related injuries by *cause* or *type* were generally categorized as “strain/fall/slip,” “cut/puncture,” or “insufficient information.”
- Seven of the eleven cases had been closed as of December 31, 2013.
- For two of the cases, there was insufficient information to allow identification of a clear source of injury.
- One of the eleven cases involved a lifeguard; the remaining ten are fire-rescue personnel.

Progress to Date – We are taking significant steps to lower the injury rate in the organization, since it is impossible to eliminate work-related injuries in the fire department. Those measures fall under three major categories:

- Incorporate approved OSHA injury prevention course in training curriculum;
- Train employees in proper injury prevention techniques; and
- Enforce training policy on those measures or techniques to ensure compliance.

Objective 2.6.7. Develop action plan to improve recruitment of new employees and train staff

Progress to Date - Program not initiated. The Fire Department is considering whether to rephrase objective in FY2015.

Objective 2.6.8. Develop action sheet to improve acclamation of new employees

Progress to Date - Program was cancelled.

Goal 4.0. Provide quality services based on data-driven performance**Objective 4.1.3. Annually update Fire Department Strategic Plan and integrate with the City's Plan**

Background - In fiscal year 2007, the fire department developed a strategic plan, mapping out the future direction of the organization and the challenges that must be overcome to achieve the five strategic goals identified in the document successfully. The Plan lays out an approach that would strengthen Fire Department response capability and for achieving sustainable performance.

Progress to Date - Project implementation is on schedule. This year, the fire department is scheduled to reassess the implementation of the Pompano Beach Fire Rescue's 2008-2018 Strategic Plan developed in July 2007. This will be the plan's second revision since its initial development in 2007. The first update was in fiscal year 2010. The new revision currently underway should be completed by the end of March 2014. Among others, the changes will include appropriate linkage between the Fire Department Plan with the City Strategic Plan.

The following is the timetable that has been put in place for plan revision:

FIRE DEPARTMENT STRATEGIC PLAN UPDATE – CALENDAR			
Focus Area	Activity	Timeframe	Allocation
Scheduling	Preliminary assessment and process design	December	5%
Kick-off Meeting	Team Meeting I 1. Discuss plan development timeline 2. Discuss questions for surveys to be sent out	January 15	10%
How are we doing?	Management team responds to survey by indicating how they feel about the execution of action plan put in place in 2007	January 15 - 20	5%
SWOT Time	Distribute survey(s) to employees	By January 31	
	Team Meeting II - Management team meets to analyze survey responses	February 26	10%
	Write first draft of analysis by arraying the results of the SWOT into a TOWS matrix	End of February	30%
Strategy Formulation	Team Meeting III - Turn SWOT ideas into working PBFR strategies	By March 5	10%
	Team Meeting IV - Link PBFR strategic priorities with City Plan Special guest: Dennis Beach	By March 12	10%
What it all means	Write second (and final) draft of analysis Fire Chief presents plan to employees	By March 31	20%
	<ul style="list-style-type: none"> • Ocean Rescue • Fire Rescue 	April 7 & 8 April 9 - 15	

Objective 4.2.3. Work with City Garage to reduce fire fleet downtime by 10% per year

Progress to Date - Upon review, the Fire Department and Fleet Division of Public Works agree that Public Works will lead the implementation of this program beginning fiscal year 2015. Program not initiated.

HUMAN RESOURCES

GREAT PLACES

Human Resources pursues 1 GOAL under this Strategy

Goal 8.0. Job growth for residents***Objective 8.1.1. Employ five (5) youth per year in summer youth employment program***

Background - The City of Pompano Beach is working with Workforce One Summer Youth Employment Program (WOSYEP) to employ a minimum of five (5) students during the summer of 2014. The WOSYEP is an 8 week program that runs from June 2014 to August 2014. The program targets economically disadvantaged Broward County residents ages 16 – 18.

Progress to Date - Workforce One has started the recruitment process for summer youth employment. The recruitment started on January 13, 2014 and ended on January 24, 2014.

Objective 8.2.2. Assist new businesses coming into the City by providing space in public facilities to conduct interviews while construction is being completed

Background - Occasionally, new businesses have a need to complete staffing concurrent with finalizing construction. The City can assist these businesses and facilitate hiring by allowing use of public facilities to interview potential staff. This facilitates the business opening and is a benefit to area residents seeking employment.

Progress to Date – There has not been any needs identified in first quarter from developers.

SUPERIOR CAPACITY

Human Resources pursues 1 GOAL under this Strategy

Goal 7.0. Increase e-government capacity***Objective 7.1.5. Develop inter-active online employment applications***

Background - The City's current method of receiving and processing employment applications is antiquated and labor intensive. By automating the employment application process, efficiency and productivity will be enhanced. An online job application and applicant tracking system allows job applicants to create a user account/profile, apply for current job opportunities and check the status of their candidacy all online. Other benefits to the applicants include not having to complete a new application each time they wish to apply. They can apply to other government agencies that have the same system without completing a new application, and receive notice when new positions become available. The cost savings with implementing this system will be with saving time spent on data entry, prescreening, handling, storing and providing printed applications. The City will also save money by not having to print and mail thank you letters to applicants. This system will significantly improve the recruitment process by automating the application process and reduce the timeline to fill a position. This computerized application process will allow staff to review applicant data and maintain records of the data more easily than when the applications were on paper. It is a paperless product. The time savings will allow the recruiter and clerical staff more time to complete other work assignments.

Progress to Date - Service agreement with NEOGOV has been signed by the company and it will be submitted to go before the City Commission meeting of February 11, 2014 as a resolution. It is anticipated that once the agreement is approved, training will take place during the 2nd quarter and implementation will take place during the 3rd quarter.

QUALITY & AFFORDABLE SERVICES

Human Resources pursues 1 GOAL under this Strategy

Goal 4.0. Have a customer focused organization***Objective 4.1.1. Provide two (2) classes on customer service per year***

Background - It is the desire of the City to assure that all employees have the skills to provide a high standard of customer service. Ongoing classes teach the necessary skills and reinforce quality customer service as a core corporate value in the organization.

Progress to Date - First classes scheduled for February - April 2014.

CONFIDENCE BUILDING GOVERNMENT

Human Resources pursues 1 GOAL under this Strategy

Goal 2.0. Strengthen skilled and committed human capital***Objective 2.1.1. Conduct analysis of essential functions (backup capacity)***

Background - This strategy is to identify disaster relief positions that have only one incumbent and make sure their backup meets all the essential function for replacement (position).

Progress to Date – No progress at this time

Objective 2.2.1. Annually benchmark against other communities the percentage of total compensation allocated to benefits

Background - Compare the City of Pompano Beach total compensation allocated to benefits with only municipalities in the Broward and Palm Beach County areas.

Progress to Date – Human Resources has created a survey format to collect benefit information.

Objective 2.3.1. Compensate utility staff for obtaining higher level licenses

Background - For years the City has compensated utilities plant operators for advanced licenses. Distribution staff is now required by the State to have a minimum license for each job. In order to maintain consistency and encourage employees to obtain higher licenses than the minimum requirement, the City would like to incorporate this incentive into the collective bargaining process in the next round of contract negotiations for 2014-2017.

Progress to Date – Union negotiations does not begin until spring 2014.

Objective 2.3.3. Have 100% of City job descriptions/requirements updated every five (5) years to reflect skills and abilities required

Background - Maintain and update the Cities job descriptions to reflect the changes in the job market, as well as, new performance requirements set by the department.

Progress to Date – Human Resources has completed 20% of the City's job description.

Objective 2.3.4. Develop timeframes to obtain new credentials

Background - If the requirements of an employee's job changes or increases by City needs, law mandates, or other reason, then the employee shall be given adequate time in order to obtain the new credentials. The City's job descriptions will be reviewed as needed and the timeframes for obtaining new credentials will be updated.

Progress to Date - This objective is tied to the Confidence Building Government Objective 2.3.3 which references updating the City's job descriptions. As the updating of the job descriptions

moves further along, we will begin developing the timeframes to obtain the new credentials. It is anticipated that this will begin in the 2nd quarter.

Objective 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

Progress to Date – Cancelled. This will be included with reviews of job description as part of Confidence Building Government Objective 2.3.3.

Objective 2.6.3. Expand Annual Employee Breakfast to include individual achievements

Background - This objective is to present a Professional Achievement Award at the annual Service Awards celebration to employees who have proven a distinguished career accomplishment in the past year. It will be up to the individual departments/division managers, supervisors, and employees to bring forth proof to the Human Resources Department at least 30 days in advance to the annual Service Award program date established each year.

Progress to Date – The qualifications for this award has been established. This new award program was published in the December issue of Success in the City Newsletter. This manager's newsletter was distributed to every manager, supervisor and department head throughout the city. The next issue of Success in the City will be published in March 2014; this issue will repeat the article again. October 2, 2014 has been established for the next awards ceremony.

Objective 2.6.4. Keep annual full time employee turnover to less than 5%

Background - The City desires to keep annual full time employee turnover to less than 5%. If turnover exceeds 5% it may indicate something out of the ordinary, then contributing causes of the turnover will need to be identified and addressed.

Progress to Date - The average turnover rate for Quarter 1 is less than 5%.

Objective 2.7.1. Survey employees to determine interest level in early retirement

Background - With the creation of a new and more sustainable tier of pension benefit for new hires, an early retirement incentive will accelerate the number of employees who join the new more cost effective benefit tier, as well as, lower payroll costs by hiring new employees at entry level salaries. Additionally, promotional opportunities will be created which will positively impact employee morale.

Progress to Date – Funding identified the survey to be completed spring 2014.

We estimated that 15 employees from the general employee class "Federation Employees", identified as currently eligible for normal retirement, would elect to participate in a group health insurance incentive, whereby the City would continue to pay active benefits towards the cost of group health coverage, for a period of 12 months post retirement.

We estimated the 15 employees would be split 50% (7.5) single coverage and 50% (7.5) family coverage.

The total cost for this incentive for 15 employees, based on the current group health rates would be \$170,000, for a 12 month period.

It is contemplated that this incentive would be offered during the collective bargaining process with the Federation.

Based on estimated increases in group health coverage for next fiscal year (FY 15), if the incentive were to be offered for an additional 12 month period, given the same set of 15 employee (50/50 single family split), the cost for the additional 12 month period would be \$186,000.

Objective 2.7.2. Identify funding available for health insurance coverage to encourage early retirement for eligible employees

Progress to Date – Cancelled. This objective has been merged into Objective 2.7.1.

INFORMATION TECHNOLOGY

SUPERIOR CAPACITY

Information Technology pursues 1 GOAL under this Strategy

Goal 7.0. Increase e-government capacity***Objective 7.1.1. IT to participate in plan review process for all new construction or renovation of City facilities***

Background - In 2012, the Information Technology (I.T.) Department started to participate in the plan review process of city-owned buildings that are new or renovated construction to confirm all communication specifications are included in the plan. This covers telephone and network communications in the facility and verifying connectivity to the City's communications infrastructure. For fiscal year 2014, this objective consists of reviewing nine city construction projects that are expected to begin.

Progress to Date – The department completed 55.55% of this performance objective. The following is a list of the buildings/projects that have been reviewed:

- Public Safety Complex Renovation (Review Fiber Drawings)
- Water Treatment Plan Security Access Control Assessment
- Re-Use Plant Security Access Control Assessment
- North Pompano Park Building Renovation

CONFIDENCE BUILDING GOVERNMENT

Information Technology pursues 1 GOAL under this Strategy

Goal 6.0. Increase technological competitiveness***Objective 6.1.1. Annually replace 15% of computers and servers***

Background – For the past several years, the I.T. Department has put in place a PC replacement project, consisting of replacing employee computer workstations and I.T. Servers to the latest equipment and latest computer standards. The plan calls for replacing 15% of computers and servers annually. This measures out to approximately 75 computer workstations and any servers whose maintenance is due to expire.

Progress to Date – A total of thirty eight workstations and eight servers were replaced during the first quarter. This provides faster computers for employees to perform their daily tasks.

I.T. has completed 61.33% of the performance measure for the year in this quarter.

Objective 6.2.1. Keep security system breach to less than 1%

Background - Computer viruses lurk on websites and in email and can seem like legitimate and safe things to open. Daily, the I.T. Department administers a server to protect against Viruses and other Malware to prevent an attack to the City computer network. Each City computer is protected with client software that links to the server to keep up-to-date with the latest protection files. I.T staff monitors *attempts of attacks* and delete any viruses that are quarantined. They have also implemented a Service from Microsoft that scans email documents prior to receiving the mail on the email server. This service scans for virus and junk mail filtering.

Progress to Date – The objective is monitored daily, and no security breaches occurred during the first quarter of fiscal year 2014.

Objective 6.2.2. Bi-annually inform users of IT security procedures

Background – Twice a year, the I.T. Department informs all City departments of the current security policies for their review. These procedures are updated throughout the year.

Progress to Date – This measure will be met in January and July 2014.

INTERNAL AUDIT

CONFIDENCE BUILDING GOVERNMENT

Internal Audit pursues 3 GOALS under this Strategy

Goal 2.0. Strengthen skilled and committed human capital

Objective 2.5.1. Perform Standard Operating Procedures audit on one (1) major department every four (4) years by auditing one major division of the selected department annually

Background - The FY2014 Internal Audit Plan scheduled an audit of the standard operating policies and procedures of the Engineering Division of the Public Works Department.

Progress to Date - For FY2014, the audit has 24 tasks to be performed and each quarter has six tasks to be performed. To date, 5 of 6 tasks or 5% assigned to the first quarter were completed timely. Each quarter, additional tasks will be completed with all tasks completed by end of FY 2014. The planning stage was completed in quarter one of FY2014 as planned and target goals were achieved.

Goal 3.0. Ensure financial strength and stability

Objective 3.1.4. Perform bi-annual internal audit of debt service payments by auditing general obligations or enterprise obligations in alternating years

Background - The FY2014 Internal Audit Plan scheduled an audit of the debt service payments by auditing general obligations or enterprise obligations in alternating years.

Progress to Date - For FY2014, the audit has 24 tasks to be performed and each quarter has 6 tasks to be performed. To-date, 6 of 6 tasks or 13% assigned to the first quarter were completed timely. To-date, \$1.4 million in debt service payments were timely paid. Each quarter additional tasks will be completed with all tasks completed by end of FY2014. The planning stage was completed in quarter one of FY2014 as planned and target goals were achieved.

Objective 3.1.6. Perform annual audit of a selected federal or state grant

Background - The FY2014 Internal Audit Plan scheduled an audit of selected federal or state grants.

Progress to Date - For FY2014, the audit has 24 tasks to be performed and each quarter has 6 tasks to be performed. To-date, 6 of 6 tasks or 25% assigned to the first quarter were completed timely. Each quarter additional tasks will be completed with all tasks completed by end of FY 2014. The planning stage was completed in quarter one of FY2014 as planned and target goals were achieved.

Objective 3.3.6. Perform an audit every two (2) years on revenues valued at +\$.5M to ensure appropriate remittance to the City

Background - The FY2014 Internal Audit Plan scheduled an audit of revenues valued at +\$.5 million to ensure appropriate remittances to the City. The revenues selected were customer utility bills which are now the responsibility of an outsourced vendor.

Progress to Date - For FY2014, the audit has 24 tasks to be performed and each quarter has 6 tasks to be performed. To date, 6 of 6 tasks or 25% assigned to the first quarter were completed timely. Each quarter, additional tasks will be completed with all tasks completed by end of FY2014. The planning stage was completed in quarter one of FY2014 as planned and target goals were achieved.

Goal 6.0. Increase technological competitiveness

Objective 6.2.3. Perform IT control and security audit for selected computerized system(s) or areas over a two (2) year period by auditing an IT security component annually

Background - The FY2014 Internal Audit Plan scheduled an Information Technology controls and security audit of selected computerized systems or areas over a two (2) year period by auditing an Information Technology component annually. For FY2014, Internal Audit choose to evaluate adequacy of controls for physical security of IT equipment, data tape back-ups, access controls to City Hall and protection of credit card information.

Progress to Date - For FY2014, the audit has 24 tasks to be performed. To date, 18 of 25 tasks or 38% assigned for the audit were completed timely. Each quarter additional tasks will be completed with all tasks completed by end of FY2014. The planning, field work and report stages was completed in quarter one of FY2014 as planned and target goals were achieved.

OFFICE OF HOUSING & URBAN IMPROVEMENT

SUPERIOR CAPACITY

OHUI pursues 1 GOAL under this Strategy

Goal 5.0. Improve neighborhoods***Objective 5.1.3. Enter into three (3) agreements with private and non-profit developers to develop affordable housing***

Background - OHUI's affordable home construction efforts are supplemented by agreements with Community Housing Development Organizations (CHDOs) in accordance with HUD HOME Program requirements.

Progress to Date – During the first quarter of fiscal year 2014 OHUI entered into two agreements with Community Housing Development Organizations: Set Free Coalition Outreach Programs, Inc. and Tayan Alliances, Inc., in order to acquire and rehabilitate a single family home for resale to a low/moderate income household.

Objective 5.2.2. Establish Façade Improvement Program

Background - A portion of the City's Community Development Block Grant (CDBG) funds are designated for Economic Development activities. In addition to the City of Pompano Beach Revolving Loan Fund Program (RLF), which provides loan funds to eligible businesses with the ultimate objective of creating jobs and assisting with retaining jobs for “low/moderate income”* people, OHUI plans to establish a Façade Improvement Program.

*“Low/Moderate Income” guidelines are determined by the U.S. Department of Housing and Urban Development (HUD).

Progress to Date - A draft of the Façade Improvement Program Guidelines has been completed.

CONFIDENCE BUILDING GOVERNMENT

OHUI pursues 1 GOAL under this Strategy

Goal 1.0. Strengthen educational partnerships

Objective 1.2.2. Provide 7 to 10 college scholarships to deserving low/moderate income high school seniors

Background - A portion of OHUI's CDBG Public Service funds are designated for the Blanche Ely Scholarship Program.

Progress to Date - Ten scholarships has been established for FY2014.¹² Applications and guidelines have been mailed to Brace Advisors.

¹² Link to Scholarship program criteria:

http://pompanobeachfl.gov/pages/department_directory/housing_and_urban_improvement/programs/scholarship_program/scholarship_program.html.php

PARKS, RECREATION & CULTURAL ARTS (PRCA)

GREAT PLACES

PRCA pursues 1 GOAL under this Strategy

Goal 2.0. Make the City more attractive to residents, visitors and tourists and expand visitor and tourism markets***Objective 2.1.2. Hire an Amphitheater Manager***

Background - PRCA is piggybacking on a proposal submitted to the CRA for management services for the Bailey Hotel and Ali Center. The proposal was submitted in December 2013. PRCA intend on soliciting the services within the proposal for management of the Amphitheater and the Cultural Arts Center as outlined in the PRCA Master Plan and Cultural Arts Master Plan.

Progress to Date - Manager has not been hired as of the end of the first quarter.

Objective 2.4.1. Create Sports Tourism Committee and hold regular planning meetings

Background - The Sports Tourism Committee was created to find ways to promote, capitalize on and expand a wide array of sports venues, tournaments, events and programs in the City. The vision of the committee is to make Pompano Beach a destination for sports. For the City's sports tourism sector to develop in the long term, we need to attract and sustain new segments within sports tourism by providing a wider range of offerings in the City's portfolio.

Progress to Date - Regular meetings will be held to identify and work with both local and overseas interests to create sports-focused events and activities in order to convert the vast potential of sports tourism into practical initiatives and tangible outputs. This 1st quarter, the committee was established and three (3) planning meetings were held (one per month).

Objective 2.4.4. Create and publish a sports calendar in coordination with the Convention & Visitors Bureau

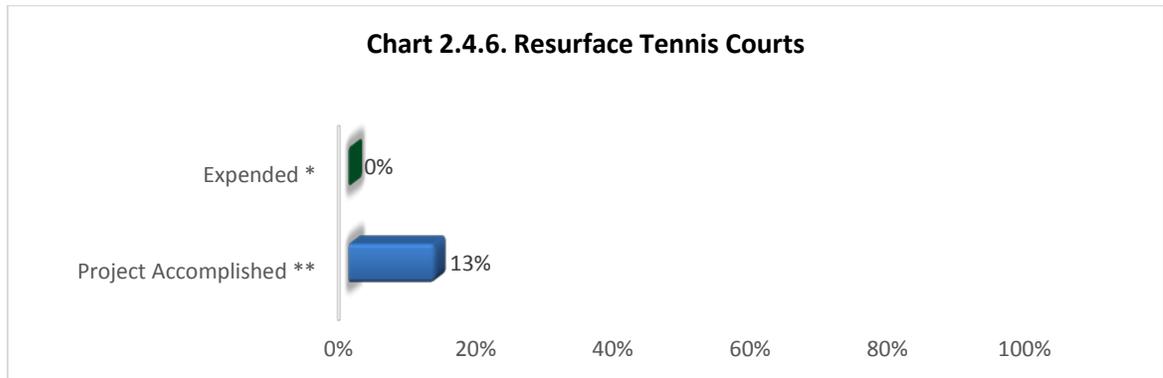
Background - The Sports Tourism Committee was established to aid in the expansion of the tourism market in Pompano Beach. Collaborative efforts with the Convention & Visitors Bureau (CVB), the Sports Tourism Committee will create a sports calendar as an outlet for information on the City's sporting events, coordination, sponsorship, promotion and volunteerism. The goal is to use the calendar to support and complement the work of the CVB and promote the sporting opportunities for the City's tourism industry.

Progress to Date - To date, the format of the calendar has been established. The calendar will support and complement the work of the CVB and identify and work with both local and overseas interests to create sports-focused events and activities.

Objective 2.4.6. Resurface Tennis Courts

Background - As part of the FY2014 Capital Improvement Plan, 8 of 16 tennis courts at the Tennis Center are due to be resurfaced. Oversight of this project lies with the Public Works Department with Tammy Good as the project manager.

Progress to Date - As per the project manager, the RFP was published by the Purchasing Department. PRCA is awaiting updates upon the closing of the RFP.



(*) Excludes encumbered monies

(**) Based on estimated completion date

Objective 2.8.1. Establish Staff Task Force to integrate cultural activities into recreation programs

Background - A mix of PRCA staff was appointed to head the department's Cultural Arts Task Force to examine the history and current state of the arts and cultural sector; identify the challenges it faces in the City and Department; and establish priorities to ensure a cultural arts programming needs and expectations expressed by the community and within the Cultural Arts Master Plan. The Task Force will review findings, gain input from the public, develop options for the future model and present the recommended actions through the integration of cultural activities into recreation programs.

Progress to Date - The Task Force met in November 2013. To date, 12 cultural activities have been integrated into the department's recreation programs as recommended and overseen by the Task Force.

SUPERIOR CAPACITY

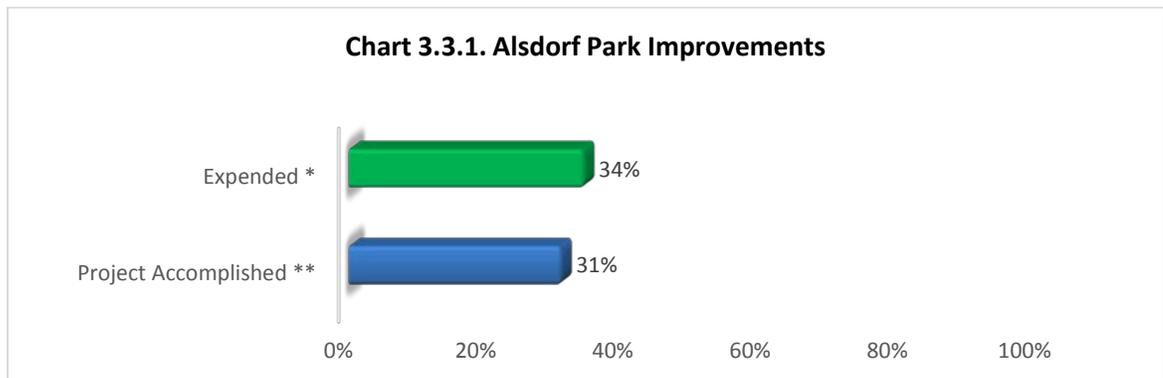
PRCA pursues 1 GOAL under this Strategy

Goal 3.0. Increase and improve recreation infrastructure

Objective 3.3.1. Complete Alsdorf Park improvements

Background - Alsdorf Park is considered the busiest boat ramp in Broward County and currently serves over 1,000 boaters per month under normal operations and is often at capacity on the weekends and holidays. The City Commission approved and authorized City staff to submit a grant application package to Broward County Marine Advisory Committee requesting matching funds to permit and construct improvements at Alsdorf Park by way of Resolution 2013-381. The project seeks to construct improvements to the park to serve an increased number of recreational boaters by providing facilities for the launch of larger boats. The improvements consist of the construction of a new double wide boat ramp, additional parking to accommodate both larger hauling vehicles and larger boats, increase regular parking, enhanced lighting, a new floating dock along the Intercostal Waterway, and repairs to the existing seawall, dock piling and the boat washing station and the installation of an ice vending machine.

Progress to Date - The grant amount being requested under the County's Marine Advisory Committee will be \$660,517. The City also plans to apply for funding through the FIND grant to cover the remaining 50% of construction costs in the spring of 2014 to meet the estimated cost of the project in the amount of \$1,321,034.



(*) Excludes encumbered monies

(**) Based on estimated completion date

QUALITY & AFFORDABLE SERVICES

PRCA pursues 2 GOALS under this Strategy

Goal 1.0. A safe community***Objective 1.1.3. Install license plate readers: Mitchell/Moore Park, Community Park and the Golf Course***

Background - The City had a feasibility study done for the purpose of determining if, where, and what types of cameras should be installed to help prevent crime and assist with investigations. The study concluded that cameras could help in certain areas of the City, and that the cameras would be most effective in those areas that are vulnerable to property crimes. The areas identified were Community Park, the parking lot at the Golf Course/Dog Park and Mitchell/Moore Park. The areas identified will also serve as a pilot before considering installation in other areas of the City. The data will be housed at the District 11 Building; no City employees will have access to the system.

Progress to Date - On December 10, 2013, the City Commission approved and authorized the proper city officials to execute a service contract for the installation of the license plate reader cameras along with all software, equipment and technical support to operate the camera system (Res. 2014-88).

Goal 2.0. The active community***Objective 2.1.1. Establish review standards for the evaluation of existing recreation programs and events***

Background - In FY2012, the department conducted a series of roundtables to review and discuss various areas within its operations. As a means to help guide the planning processes for programs and activities, review standards were developed that can serve as a benchmark for evaluating the adequacy of the programs and activities offered by the department. Such standards will enable the department to quantitatively measure how well its existing programs and activities are meeting the needs of residents and to plan for future programs and activities.

Progress to Date - More than 60 standards have been developed and are currently being further reviewed and narrowed down into the core programming areas of the department.

Objective 2.1.2. Establish review standards for the evaluation of recreation events

Progress to Date – This objective was cancelled and merged with 2.1.1.

Objective 2.2.1. Develop community centers and parks visual and interaction aesthetic design standards

Background - In FY2012, the department conducted a series of roundtables to review and discuss various areas within its operations. As part of the city-wide initiative to enhance the

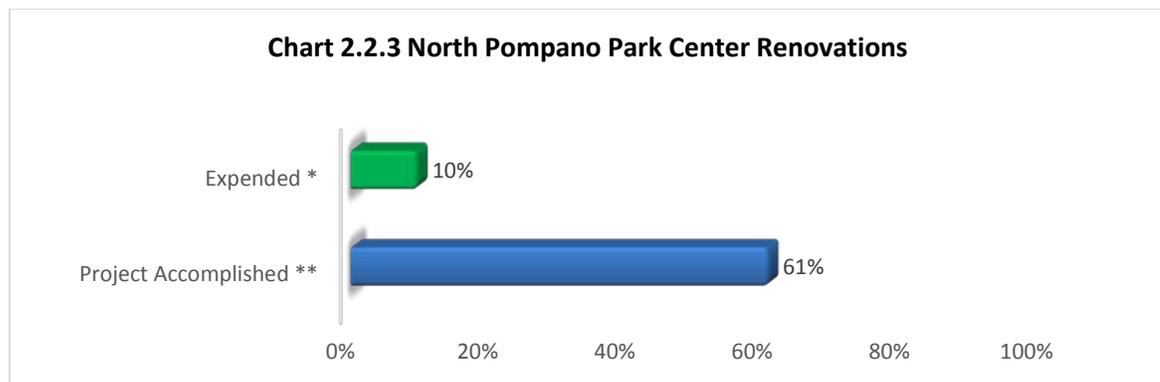
City's image, the department developed standards for interaction and visual aesthetics. These aesthetics refer to the visual aspects of our facilities, the upkeep/maintenance of the parks and facilities, and tasteful approaches to marketing and advertising the department's services.

Progress to Date - An internal committee is being established.

Objective 2.2.3. Complete North Pompano Park Center renovations

Background - As part of the Capital Improvement Plan for FY2014-2018, North Pompano Park is designated to undergo renovations. After assessing the needs of the community as represented by PRCA staff; the existing facilities; the proposed construction budget; and the preliminary findings of the Park Master Plan, it was agreed to modify the community building to be more efficient and responsive. Accordingly, an interior build-out of the existing community building with improvements to the existing parking lot will be undertaken.

Progress to Date - In September of 2012, consultants under contract met with PRCA staff to establish building program for interior build out of the existing community building. In October 2012, the preliminary design was shared with the PRCA Advisory Board. In March 2012, there was a community presentation. In January 2014, the RLI was prepared for the solicitation process and the evaluation committee members were selected.



(*) Excludes encumbered monies

(**) Based on estimated completion date

Objective 2.3.2. Increase golf revenue by 10% per year

Background - In January 2013, the City in partnership with renowned golf course architect and World Golf Hall of Famer Greg Norman, came together to celebrate the official opening of the redesign and renovations of the first Greg Norman Signature Municipal Golf Course. With state of the art design, Celebration Bermuda fairways and TifEagle greens, the Pines will most assuredly become a golf destination for residents and visitors to the region. The Palms Golf Course continues to cater to a loyal following of golfers who have enjoyed the layout for over a half a century. Prior to the renovations, the Pines and Palms Courses were combined. As a result of the newly redesigned Pines Golf Course, the courses were split into two areas of play. This also provided for modifications to the fee structure of the golf course.

Progress to Date – For the first quarter (Oct-Dec 2013), the "numbers" will be "skewed" as a result of only one course (Palms Course) being open during the first quarter of FY2013 (Oct-Dec 2012). With the opening of the Pines Course in January 2013 there will be a more realistic financial comparison over the next three quarters. It should be mentioned that two golf courses does not necessarily equal 2 times the revenue of a single course. During the first quarter of 2013, the Palms Course was able to handle the capacity and demand of these "off season" months. If the Pines Course would have been opened during the first quarter of 2103, we would have experienced an incremental increase in revenue, but certainly not "double" as we do not experience that kind of demand during this time of the season.

Objective 2.4.1. Expand cultural arts programming by one (1) program annually

Background - With the expansion of services within the department to include cultural arts programming (hence the addition of Cultural Arts to the department's name in 2012) the programming approach includes cultural arts activities. In 2011, the City began conducting studies regarding opportunities for cultural arts in the City. In October 2012, further studies were conducted with the Amphitheater as a cultural arts facility. In January 2013, the pre-planning phase of a Cultural Arts Master Plan was initiated.

Progress to Date - On December 10, 2013, the City Commission approved and accepted the Cultural Arts Master Plan that provides a vision oriented plan pertinent to the city's future cultural art's needs. (Res. 2014-89)

CONFIDENCE BUILDING GOVERNMENT

PRCA pursues 1 GOAL under this Strategy

Goal 1.0. Strengthen educational partnerships***Objective 1.2.1. Annually hold a Student Government Day***

Background - Held in April, this informative program about local government includes students participating in the role of elected officials and executive staff to observe the processes of government. The program provides educators and students with many opportunities to learn first-hand about local government. It enables government officials to have contact with students and students to voice their positions on important current issues and exchange their views with their peers.

Progress to Date - The event is currently in the planning process to take place in April 2014.

PUBLIC COMMUNICATIONS

GREAT PLACES

Public Communications pursues 2 GOALS under this Strategy

Goal 2.0. Make the City more attractive to residents, visitors and tourists and expand visitor and tourism markets***Objective 2.7.1. Develop and execute marketing action plan for promotion of fishing and scuba diving***

Background - A current list of contacts did not exist.

Progress to Date – Tourism Manager contacted all fishing and diving operators in Pompano Beach and met with the major ones to create a detailed database. All the fishing and diving operators are presently listed in the tourism section of the City website and in the Pompano Beach Tourist Guide which also includes the locations of major “diving wrecks” located just outside of Hillsboro Inlet. The Tourism Manager is in the process of researching domestic and international tour companies specializing in diving and fishing that have potential to bring customers to Pompano Beach, as part of the initial development of the action plan. Currently, whenever promoting the City of Pompano Beach at various trade shows and events, diving and fishing are always a key selling point.

Goal 7.0. Redevelop “Old Pompano/Downtown” as a dining, entertainment and arts destination***Objective 7.1.1. Conduct Destination Assessment: Conduct research and assess our tourism assets and available resources***

Background – There were different listings, however, there was not one central listing of tourism assets available.

Progress to Date – The Tourism Manager visited all the various tourism assets around the City of Pompano Beach, which now have been identified and are featured on the City website in the tourism section, the Pompano Beach Tourist Guide and the new Tourism Video. This is a work in progress and constantly evolving and must be updated regularly. Work continues on specialized assets and available resources.

Objective 7.1.2. Identify key niche tourism markets

Background - Niche tourism markets have not been addressed previously.

Progress to Date - Other than diving and fishing, which are key niche markets for the City, “the tradition beach market” is evolving into different segments, thus creating various niche markets, for example, current sports trends will help create a new niche market such as kite boarding. Tourism Manager is working with specific tourism partners to help identify new niche markets, like family reunions that could be very good for the smaller lodgings of Pompano Beach. This is still a work in progress.

Objective 7.1.3. Establish relationship with Convention & Visitors Bureau

Background - The City has always had a limited relationship with the Greater Ft. Lauderdale Convention & Visitors Bureau, however, not a full partner.

Progress to Date - We are now a partner. In the first quarter, the City has been working very closely with the Greater Ft. Lauderdale Convention & Visitors Bureau. We have participated with the CVB in three major trade shows, two trade and one consumer. At Florida Huddle, an international trade show sponsored by VISIT FLORIDA in January, the City booth was located in the designated Greater Ft. Lauderdale section as a partner. The City was invited to participate in an international media familiarization tour from Latin America, and is advertising in the Hello Sunny Vacation Planner, the key domestic and international promotional publication. The City also attends various events sponsored by the CVB. We will continue to participate when it is good for the City and within budget.

QUALITY & AFFORDABLE SERVICES

Public Communications pursues 1 GOAL under this Strategy

Goal 4.0. Have a customer focused organization***Objective 4.2.1. Conduct citizen satisfaction surveys in 24 month intervals***

Background - The City has already conducted two (2) Citizen Satisfaction Surveys in 2010 and 2012.

Progress to Date - The 2014 Citizen Satisfaction Survey is currently in progress.

CONFIDENCE BUILDING GOVERNMENT

Public Communications pursues 2 GOALS under this Strategy

Goal 5.0. Effective communication & coordination***Objective 5.1.1. Add businesses to the Tradewinds magazine mailing list***

Background - The City currently direct mails the 40 page magazine to residents bi-annually. Businesses have expressed an interest in receiving the publication as many business owners do not live within City limits.

Progress to Date - Currently editing the Business Tax Receipt (BTR) list to determine which classification of business should receive the magazine.

Objective 5.1.2. Create E-Newsletter for businesses

Background - The City's business community has requested more information regarding major projects and initiatives that are released by the City but not covered by local news agencies.

Progress to Date - A subscription has been purchased from an e-mail marketing service to maintain an extensive business e-mail database for distribution of the newsletter.

Goal 6.0. Increase technological competitiveness***Objective 6.1.9. Upgrade audio/visual equipment in the City Commission Chambers***

Background - While the existing equipment is still functioning, the City's Government Access Television Channel 78, Commission Chambers sound and readability of displayed information is out of date and needs to come up to digital standards before analog connections are no longer available.

Progress to Date - A company known to outfit Commission Chambers, EOC's and other government faculties with audio visual equipment has completed an evaluation of our Commission Chambers.

PUBLIC WORKS

GREAT PLACES

Public Works pursues 3 GOALS under this strategy

Goal 2.0. Make City more attractive to residents, visitors and tourists and expand visitor and tourism markets

Objective 2.2.1. Organize Air Park open house every other year

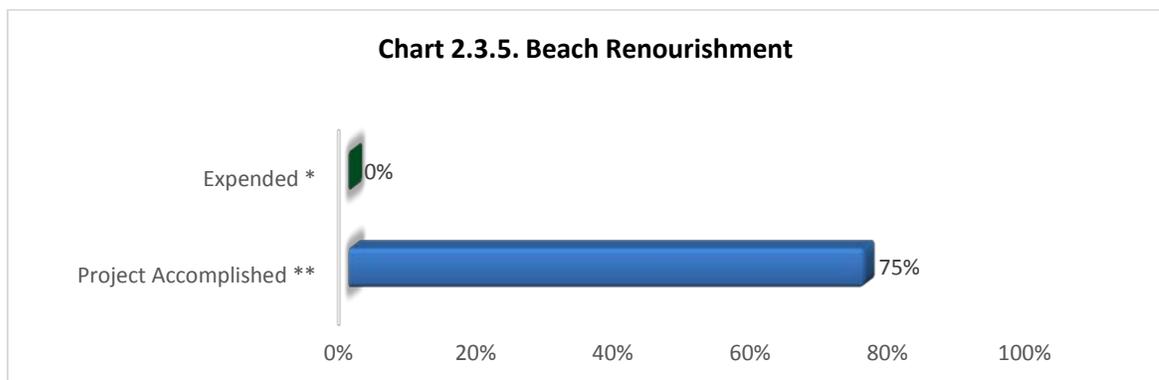
Background - Conducting open houses at the Airport will foster a good relationship with the community and provide the public a better understanding of how the airport operates.

Progress to Date - On November 9, 2013, there was a tenant sponsored open house by Sheltair Aviation for one of their sub tenants Majestic Jet. Customers were invited so Majestic Jet could showcase their new hangars and office space built to accommodate an on-demand aircraft charter company. In conjunction with the open house, there was a club car gathering of more than 85 Porsche owners and their vehicles also parked on the aircraft parking apron in front of the hangar. The Fire Department provided a fire truck for a static display and firefighters were on hand to answer the public's questions regarding the apparatus. Approximately 200 people attended the event.

Objective 2.3.5. Partner with Army Corps of Engineers to re-nourish beach

Background - The purpose of the Segment II Flood Control and Coastal Emergency (FCCE) nourishment project is to reconstruct areas of the eroded beach and increase storm protection to upland development along portions of the Broward County Segment II shoreline. The current work is 100% federally funded under the FCCE program, which is in response to impacts from Hurricane Sandy's passage in 2012. The project places emergency sand fill along two discrete reaches of the Segment II shoreline, including re-nourishment of a portion of the previously constructed Pompano Beach and Lauderdale-By-The-Sea (LBTS) beaches.¹³

Progress to Date - 75%. Budget: \$0 from the City of Pompano Beach, \$7.1 million federal funds



(*) Excludes encumbered monies

(**) Based on estimated completion date

¹³ For more, visit the Army Corps of Engineers webpage
<http://www.saj.usace.army.mil/Missions/CivilWorks/ShoreProtection/BrowardCounty.aspx>

Objective 2.6.3. Allocate \$100K to annually refurbish and replace park equipment

Background - This project involves the replacement of worn out park amenities at all City parks. Park amenities include playground equipment, shade structures, benches, trash receptacles, lighting, fences, grills, etc.

Progress to Date - At the end of last year, new playground modules along with poured in place safety surfaces were installed at Apollo Park and Founders Park. The Apollo Park equipment also received a shade canopy. Currently, Public Works is developing a project to replace two playground modules at Harbor's Edge Park.

The estimated completion date is July 31, 2014.

Objective 2.12.1. Implement annual way-finding sign installation

Background - This project was started to establish standards for a cohesive signage system for City Facilities. Sign types have been identified. Preliminary plans have been prepared. Mock ups are being built.

Progress to Date - 60%. Total Budget: \$87,600

Objective 2.13.2. Repair and replace tiles on Public Safety Administration building

Background - The Public Safety Complex was in need of major repairs. This project addresses the following; remove existing cladding, install exterior stucco, replace exterior windows and doors, remove planters from north and east side of building and replace with safety bollard system (location: 120 SW 3 Street). Install new parking lot lights and revamp the landscaping to meet current code requirements. Overlay complete parking lot and rework sub grade where needed. The new site fencing around entire property will be installed to provide a secure compound with keyed access gates.

Progress to Date – Construction is at 25%. Total Budget: \$5 million

Goal 5.0. Enhance Corridor Redevelopment

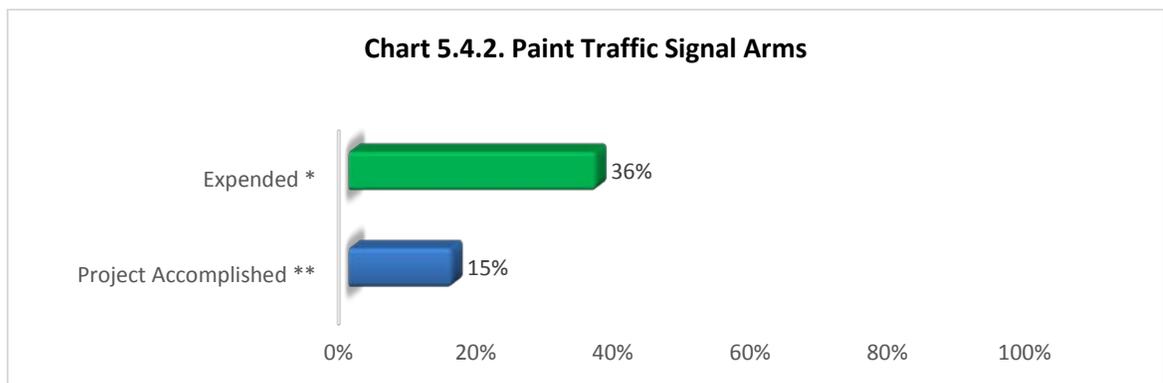
Objective 5.4.2. Paint traffic signal arms

Background - This project is for the refurbishment of the traffic signal mast arm assemblies that have deteriorated. The project consists of preparation and repainting the mast arms.

Progress to Date - The first project concentrated on the most deteriorated high visibility mast arms on the following corridors: A1A, Federal Highway and Dixie Highway. A total of 19 intersections in the initial scope of the project have been completed. Two change orders added five (5) more intersections/pedestrian crossings. The only intersections not completed with the change order are on Dixie Highway at SW 3rd Street and McNab Road.

80% construction complete

Budget 2013: \$338,510



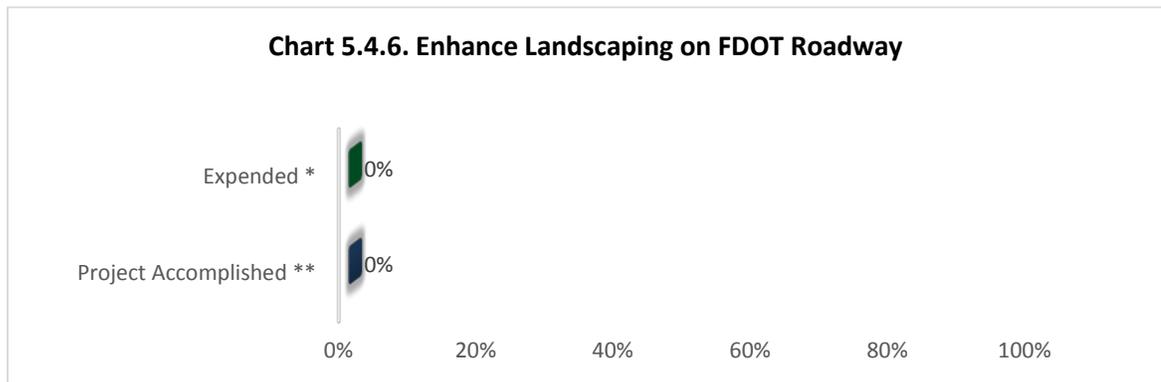
(*) Excludes encumbered monies

(**) Based on estimated completion date

Objective 5.4.6. Enhance landscaping on FDOT roadway projects

Background - FDOT has an established Five Year Transportation Improvement Plan that identifies State roadway maintenance and repair projects within the City. These pavement repair projects typically allow for very limited landscape improvements to medians and adjacent right of ways (2% of total Project Cost). The purpose of this Capital Improvement Project (CIP) is to reserve funding to enhance minimal landscaping scoped for established FDOT project(s). Currently there are no future pavement projects programmed for Pompano Beach in the 5-year plan.

Progress to Date – This has not been initiated as of first quarter end.



(*) Excludes encumbered monies

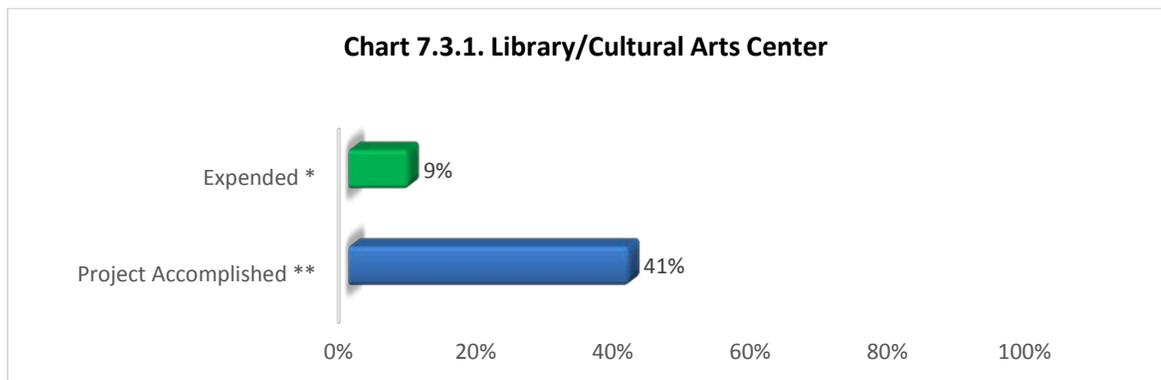
(**) Based on estimated completion date

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

Objective 7.3.1. Construct Library/Cultural Arts Center

Background - The project consists of the design and construction of a new two-story 46,000 square foot (SF) facility to house library (25,000 SF) and cultural center (21,000 SF) located at Atlantic Boulevard and SW 1st Avenue.

Progress to Date – Design is at 80%. Total Budget: \$6.1 million



(*) Excludes encumbered monies

(**) Based on estimated completion date

SUPERIOR CAPACITY

Public Works pursues 4 GOALS under this Strategy

Goal 1.0. Leadership in energy efficiency and sustainable development***Objective 1.1.1. 100% of new facilities meet FL State Statute LEED guidelines***

Background - Background: Leadership in Energy & Environmental Design (LEED) provides building owners and operators with a framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions. The focus of every project will be to evaluate: Lower operating costs and increase asset value; Conserve energy, water and other resources; Become healthier and safer for occupants; Qualify for money-saving incentives, such as tax rebates and zoning allowances.

Progress to Date - LEED is a program that provides third-party verification of green buildings. Building projects satisfy prerequisites and earn points to achieve different levels of certification. Prerequisites and credits differ for each rating system, and teams choose the best fit for each project. While all City projects emphasize implementing LEED specifications, not all will achieve certification.

Currently the following projects are expected to be LEED Certified:

- Fire Station 11- Under Construction
- Fire Station 103- Construction to commence January 2014
- Broward County Library/City Cultural Center-Design at 90%
- Utilities Field Office-Design at 50%

Objective 1.1.2. Publish article in Tradewinds featuring a facility built to LEED standards

Background - Highlighting the City's commitment to sustainable development is good publicity. Once we build a LEED facility we will publicize it.

Progress to Date - 0%

Objective 1.2.2. Install low flow plumbing fixtures in City facilities

Background - With completion of the Energy Savings Contract, 20 facilities were retrofitted with low flow fixtures.

Progress to Date - We are currently inventorying facilities to determine what additional facilities still require fixtures.

Goal 4.0. Increase community accessibility and mobility

Objective 4.1.1. Establish Sidewalk Installation Prioritization Schedule

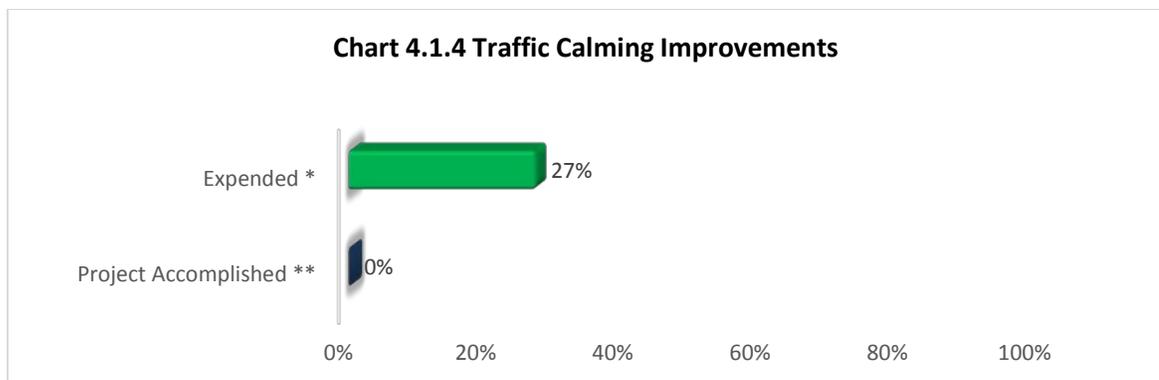
Background - Consultant inventoried City sidewalks and identified all hazards and where sidewalks are missing. This sidewalk inventory was meshed with high pedestrian use facilities (bus transit stops, schools, homeless shelters) to determine priority for sidewalks.

Progress to Date – Staff is working with the Purchasing Department to acquire a contract with pre-priced line items for sidewalk construction. We expect to have a contract in place May 1, 2014 and will coordinate accomplishment of sidewalks with contractor.

Objective 4.1.4. Install Traffic Calming Improvements where needed

Background - This project provides funding for the installation of speed humps or other traffic calming measures on various City roadways on an as requested and warranted basis. Development Services is developing a plan for Riverside Drive.

Progress to Date - 15% design



(*) Excludes encumbered monies

(**) Based on estimated completion date

Objective 4.2.4. Increase width of path around airport at .5 miles per year

Background - Total length of bike path is 4.4 miles and plan is to upgrade incrementally with .5 mile projects installing enhanced landscaping, lighting and widening of path where possible. In 2012 significant enhancements were made to the 1.3 mile segment between NE 10th Street and Copans Road installing mature trees, irrigation and sod.

Progress to Date - A bike path segment on the north edge of the Municipal Golf Course is in the process of being upgraded. Scope of work included, removing non-native trees and plants, and replaced with new trees, irrigation, wood slat fence, bollard lights, bedding plants and mulch. The only remaining task is re-paving the widened path.

The estimated completion date is February 15, 2014.

Objective 4.2.5. Improve Air Park path landscaping and lighting at the rate of .5 miles per year

Background - Total length of bike path is 4.4 miles and plan is to upgrade incrementally with .5 mile projects installing enhanced landscaping, lighting and widening of path where possible. In 2012 significant enhancements were made to the 1.3 mile segment between NE 10th Street and Copans Road installing mature trees, irrigation and sod.

Progress to Date - A bike path segment on the north edge of Municipal Golf Course is in the process of being upgraded. Scope of work included removing non-native trees and plants, and replaced with new trees, irrigation, wood slat fence, bollard lights, bedding plants and mulch. The only remaining task is repaving the widened path.

The estimated completion date is February 15, 2014.

Objective 4.6.2. Allocate funds to annually repair or replace seawalls

Background - The City is responsible for the maintenance of seawalls along City owned property. There is approximately 2,000 linear feet of seawall along various canals and waterways. In 2007, PBS & J produced a report that assessed and ranked all the City's seawalls. Maintenance can include rebuilding portions, grouting leaks and total reconstruction.

The current project is to design and provide repair details and procedures for 148 linear feet of seawall located at SE 13 Court and the Intracoastal Waterway primarily to arrest the ongoing loss of fill material from behind the seawall. Design is complete and bids have been received.

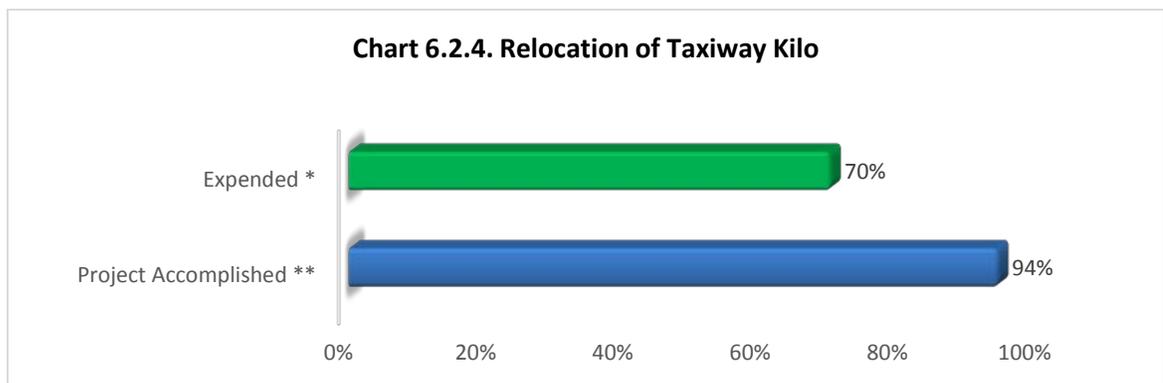
Progress to Date - 100% Design, 0% Construction
Budget 2014: \$500,000

Goal 6.0. Ensure capacity for growth

Objective 6.2.4. Complete the relocation of Taxiway Kilo

Background - The existing location of Taxiway Kilo was not in accordance with the FAA Advisory Circular 150/5300 Airport Design Standards and therefore in order to meet these standards needed to be relocated an additional 40' south away from centerline of runway. Additionally, the airport pavement markings, and guidance and informational signs did not comply with FAA standards and were replaced. The cost of this project is \$3,026,490.00 and construction duration is 288 days.

Progress to Date - Currently, the taxiway has been relocated 40' south with final paving activities taking place through January 2014. All LED signs have been installed, as well as, new drainage required as a result of the relocation of the asphalt taxiway. Project is currently 90% complete with final completion expected in February 2014.



(*) Excludes encumbered monies

(**) Based on estimated completion date

Goal 9.0. Increase available parking

Objective 9.1.7. Complete Skolnick Center parking addition

Background - The Herb Skolnick Center was constructed in April 2004. Since this time several activities and events take place at this facility driving the need for additional parking. This project consists of adding 31 new asphalt concrete parking spaces to include drainage, lighting, landscaping, sidewalk, and curbing.

Progress to Date - On January 14, 2014, the City Commission approved the construction contract in the amount of \$266,000.00 with Burkhardt Construction to build this new parking lot. Construction will commence immediately following procurement of all applicable permits which is anticipated in February 2014. Construction duration is 90 calendar days.

CONFIDENCE BUILDING GOVERNMENT

Public Works pursues 1 GOAL under this Strategy

Goal 3.0. Ensure financial strength and stability***Objective 3.2.3. Establish sector Grounds Maintenance***

Background - Sector maintenance divides the City into three (3) geographical areas with a sector supervisor assigned to each and four to five 4-person maintenance crews. This type of maintenance is more efficient and establishes better crew accountability with a sense of ownership by crews for their assigned areas.

Progress to Date - 90% implemented. The Grounds Maintenance Operations Manager position needs to be formalized with a change to City Ordinance, Chapter 34.

Objective 3.5.3. Replace 90% of conventional staff vehicles on annual replacement schedule with low greenhouse gas and more fuel efficient units

Background - City garage to replace general purpose vehicles with alternative fuel vehicles.

Progress to Date - City garage is researching available options that are both economical and convenient for City employees to use. Lack of compressed natural gas stations is currently limiting this particular alternative.

PURCHASING

GREAT PLACES

Purchasing pursues 1 GOAL under this Strategy

Goal 1.0. Grow existing businesses***Objective 1.1.5. Add job fair requirement to construction contract bids***

Background – Contractors awarded construction bids would be required to conduct an outreach/matchmaker open house meeting, for small and local businesses, after they were awarded a City construction contract; this requirement would be included in the bid specifications.

Progress to Date - This program has not been initiated. The plan is being evaluated.

CONFIDENCE BUILDING GOVERNMENT

Purchasing pursues 1 GOAL under this Strategy

Goal 6.0. Increase technological competitiveness***Objective 6.1.7. Scan purchasing bids and purchase orders***

Background - The scanning process was put into place to address the filing and documentation system for the Purchasing Department. Old Bids, RFP's, RLI's, Purchase Orders, etc. are being stored in boxes and filing cabinets, which were becoming outdated. This also created a storage issue. This plan will allow up-to-date data storage of all files, and also make them easily accessible.

Progress to Date - The scanning process has been implemented, and is ongoing. The Purchasing Department is able to scan documents at real time. Total documents scanned as of first quarter end of current fiscal year is 551,218.

UTILITIES

SUPERIOR CAPACITY

Utilities pursues 1 GOAL under this Strategy

Goal 2.0. Leadership in water management

Objective 2.1.1. Complete 100% of Icanwater reuse connection backlog

Progress to Date – Project is completed. Backlog of pending reuse connection jobs was eliminated by August 2013.

Objective 2.1.2. Complete connection of 70% of newly available single family homes

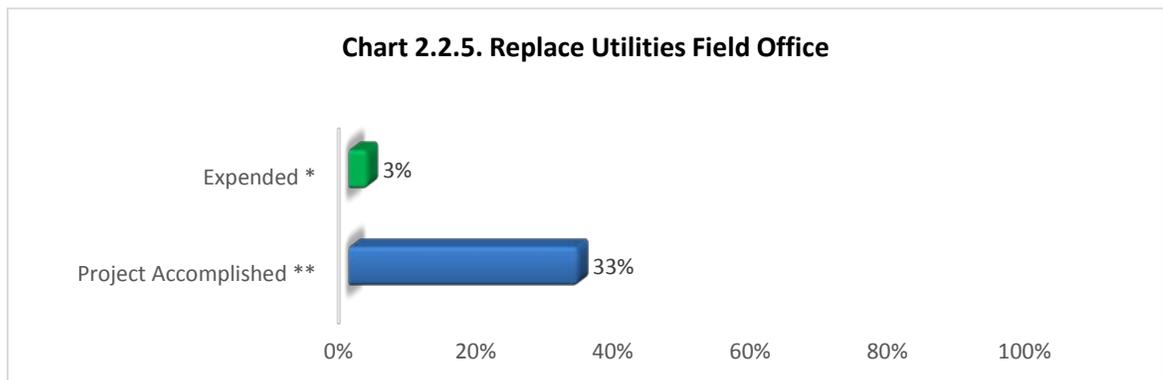
Progress to Date - One hundred thirty five (135) new single family residential properties are eligible for reuse as a result of the summer 2013 construction. As of December 31, 2013, 22% of eligible customers had taken advantage of the Icanwater Connection Program (which provides connection with no upfront cost to the customer). The overall satisfaction rate from survey respondents is over 87%.

Objective 2.1.4. Expand the reuse system 2 miles/year

Progress to Date - Project not initiated as of December 31, 2013. The construction of new reuse mains will begin in spring 2014 and will start beyond the NE 27th Terrace Bridge.

Objective 2.2.5. Replace Utilities Field Office

Progress to Date - Project is on-going; 33 percent of project had been completed as of December 31, 2013. The building design component has been completed, as well as, the site plan which went before Development Review Committee on January 28. Construction of 8 months is anticipated to start in May 2014 following review boards and permits issuances.



(*) Excludes encumbered monies

(**) Based on estimated completion date

QUALITY & AFFORDABLE SERVICES

Utilities pursues 3 GOALS under this Strategy

Goal 1.0. A safe community***Objective 1.4.1. Replace 3,700 feet of water mains per year***

Background - Several thousand feet of water mains have been replaced throughout the City through an existing capital improvement project. Work was performed on Briny Avenue, SE 2nd Street, SE 4th Street, SE 6th Street and SE 8th Street.

Progress to Date - Project is on schedule; 2,741 feet of water mains were replaced during the October-December 2013 period.

Objective 1.4.2. Rehabilitate five (5) wells per year

Background - The City currently has 25 production wells for water supply. These wells are repaired and rehabbed through a capital improvement project.

Progress to Date - Project is ongoing; one (1) well was rehabilitated during the 1st quarter of fiscal year 2014.

Objective 1.5.3. Inspect 20 miles of wastewater lines per year

Background - The City has over 195 miles of wastewater lines. These lines are inspected and assessed for repair, replacement or lining through a Capital Improvement Plan account.

Progress to Date – Project is on schedule; 7.6 miles of wastewater lines were inspected during the 1st quarter of the current fiscal year.

Objective 1.5.4. Rehab 108 manholes per year

Background - A Capital Improvement Project exists for the rehab of manholes. Rehabbing saves money by reducing the amount of groundwater infiltration and extends the life of not only the manhole, but associated lift station components.

Progress to Date – Project is underway. This work is contracted out and 50 manholes were rehabbed during the October – December 2013 period.

Objective 1.5.5. Allocate \$700K per year for rehabbing lift stations

Background - A Capital Improvement Project exists to rehab the City's 78 wastewater lift stations.

Progress to Date - Project is on-going; approximately \$200,000 has been allocated for project implementation as of December 31, 2013. Lift Station 44 (located at 2100 SE 12th Street) will be next followed by Lift Station 65 (651 SE 10th Street) and Lift Station 81 (299 NW 18th Street).

Objective 1.6.1. Complete Stormwater Master Plan update

Progress to Date – Plan is complete. In 1999, the City completed a Stormwater Master Plan containing a prioritized projects list of 60 projects. The 2013 Stormwater Master Plan evaluated the performance of the current system using new digital topographical data in order to identify and prioritize 25 new projects.

Objective 1.6.2. Review Stormwater Financing Plan

Progress to Date - Plan is complete. The financing for the 25 prioritized Stormwater Projects will be a combination of state revolving fund loans and private loans. The State has approved a portion of the construction for SRF loans. The remaining funding source is currently being identified and developed for approval.

Objective 1.6.4. Achieve 100% compliance with NPDES permit

Background - The National Pollution Discharge Elimination Permit for the Municipal Stormwater System has approximately 115 requirements for 100% compliance.

Progress to Date - Compliance Program is ongoing. Utilities staff is working on a checklist to evaluate compliance with the permit on a monthly basis.

Objective 1.7.1. Complete Lower East Coast Ten Year Water Supply Plan for Dept. of Community Affairs approval

Background - Each municipality must develop a 10-year Water Supply Plan and obtain state approval within 18 months of the South Florida Water Management District approving the Lower East Coast Water Supply Plan. This Plan was approved in September 2013, resulting in a due date of March 2015 for the 10 year plan.

Progress to Date – The Scope of Work is scheduled to be on the January 28, 2014 City Commission agenda for approval.

Objective 1.7.2. Increase reuse usage by 5% a year

Background - The City's Consumptive Use Permit from the South Florida Water Management District provides legal authority to withdraw groundwater to use for the City's Water Supply. This permit requires the use of reuse water and specifically requires an additional 3.2 million gallons per day above the 2003 usage by 2015. Since expansion of the reuse system is conducted steadily each year through an existing Capital Improvement Project, steady growth annually in reuse usage indicates successful program expansion.

Progress to Date - Program is on schedule to meet its target for the year.

Objective 1.7.3. Annually review Large User Agreement with Broward County to ensure sufficient capacity

Background - The City has a large User agreement with Broward County Water and Wastewater Services to provide wastewater treatment for City water customers. This agreement is reviewed to ensure that the City has purchased sufficient capacity to ensure that projected development and growth can be sustained.

Progress to Date - Agreement has been reviewed.

Goal 3.0. The informed community

Objective 3.1.2. Create dashboard for Utility Benchmarks and post on webpage

Background - The Utilities Department has been developing a dashboard to provide relevant external and internal customer information.

Progress to Date - Dashboard development has not been completed.

Goal 4.0. Have a customer focused organization

Objective 4.2.2. Measure customer satisfaction with utilities after each completed job

Background - The Utilities Department has been providing customers comment cards after completed jobs at their property. The customer comments are tabulated to identify good customer service and areas for improvement.

Progress to Date - The overall customer satisfaction rating for the first quarter of fiscal year 2014 was 100 percent, exceeding the 80 percent target level.

CONFIDENCE BUILDING GOVERNMENT

Utilities pursues 2 GOALS under this Strategy

Goal 2.0. Strengthen skilled and committed human capital***Objective 2.3.2. Hold one (1) quarterly in-house training class for utility licenses***

Background - Water Plant Operators, Reuse Plant Operators and Distribution System staff must all be licensed in order to work on these systems. In order to encourage cross training and dual licenses (increasing staff flexibility and system knowledge), the department has been conducting training courses since January 2013. Each training course consists of approximately twenty (20) one hour sessions.

Progress to Date - One (1) class was held during the first quarter of fiscal year 2014. The Utilities Department is currently working on the Level II course for Water Plant Operators in an effort to cross train the Water Plant Maintenance staff.

Goal 3.0. Ensure financial strength and stability***Objective 3.3.8. Complete agreement with Broward County to serve Highlands and Cresthaven through wholesale contract***

Background - Broward County has constructed a reuse line from the City's Reuse Plant to the County's Service Area at Copans Road with the anticipation of providing reuse water supplied by the City for their water/wastewater customers.

Progress to Date - The agreement is currently being negotiated.

Part III

Appendix A: Changes to Performance Objectives/Measures

GREAT PLACES				Performance Objective/ Measure Changes
Initiatives	Performance Objectives	Objective Measures		
Goal 1.0. Grow existing businesses				
1.1	Promote buy local and business matchmaking efforts	1.1.2. CRA expand use of local sub-contractors by 5% a year	% increase of local subs participation ¹⁴	Changed in FY2014
		1.1.4. Develop CRA business directory	% compiled and completed of contractors and businesses database ¹⁵	Changed in FY2014
1.2	Improve practices of expedited permitting and assistance for smaller businesses	1.2.1. Host Contractors Forum twice annually to gain feedback from the building community ¹⁶	Forum hosted ¹⁷	Changed in FY2014
Goal 2.0. Make the City more attractive to residents, visitors and tourists and expand visitor and tourism markets				
2.3	Enhance the range and quality of beach activity options, including beach related events	2.3.3. East Library relocated and rebuilt	% design (0-40%) and construction completed (41-100%) ¹⁸	Changed in FY2014
2.4	Position Pompano Beach as an outstanding destination for sports related activities which include water sports	2.4.1. Create Sports Tourism Committee and hold regular planning meetings	Committee established and # planning meetings held ¹⁹	Changed in FY2014
		2.4.4. Create and publish a sports calendar in coordination with the Convention & Visitors Bureau	Calendar created ²⁰	Changed in FY2014
2.7	Further develop and promote eco-tourism opportunities	2.7.2. Establish City/CRA Beach/Tourism Marketing Campaign	% complete Marketing campaign executed ²¹	Changed in FY2014
2.8	Further develop and promote cultural/heritage tourism opportunities	2.8.1. Establish Staff Task Force to integrate cultural activities into recreation programs	Task Force established & # of activities integrated into recreation programs ²²	Changed in FY2014
		2.8.5. Complete Ali Building	% design (0-30%) and construction completed (31-100%) ²³	Changed in FY2014
2.11	Expansion of beautification and tree planting efforts	2.11.1. Apply for one (1) tree planting grant per year	Grant submitted ²⁴	Changed in FY2014
		2.11.2. Create a citywide neighborhood assessment in the first year and one (1) neighborhood improvement plan per year ²⁵	# of improvement plans developed	Changed in FY2014
Goal 3.0. Increase social capital in the community				
3.1	Establish sister City relationship with a South American City	3.1.2. BSO to host one (1) Brazilian Police Citizen's Academy per year ²⁶	1 Academy conducted ²⁷	Changed in FY2014

¹⁴ Formerly: % change (CRA)

¹⁵ Formerly: Directory established (CRA)

¹⁶ Formerly: 1.2.1. Host bi-annual Contractors Forum to gain feedback from the building community (Development Services)

¹⁷ Formerly: # of attendees (Development Services)

¹⁸ Formerly: Move completed (CRA)

¹⁹ Formerly: Committee established (PRCA)

²⁰ Formerly: Calendar established (PRCA)

²¹ Formerly: Marketing campaign executed (CRA)

²² Formerly: Task Force established (PRCA)

²³ Formerly: Project completed (CRA)

²⁴ Formerly: Amount of grant funds awarded (Development Services)

²⁵ Formerly: 2.11.2. Creation of one (1) neighborhood improvement plan per year (Development Services)

²⁶ Formerly: 3.1.2. BSO to host two (2) Brazilian Police Citizen's Academies per year (BSO)

Goal 4.0. Improve growth in office, commercial, distribution and manufacturing sectors				
4.1	Expand development of office, commercial and industrial properties	4.1.3. Analyze current merchant mix in CRA	% data analysis completed ²⁸	Changed in FY2014
4.2	Develop Master Plan for targeted industries	4.2.1. Identify and map industrial and manufacturing targeted industries	Map of targeted industries created ²⁹	Changed in FY2014
4.3	Update and develop marketing plans with the Broward Business Alliance, Chamber and other entities to promote economic development	4.3.1. Create citywide marketing plan to promote economic development	Marketing plans created	Moved to FY2015 ³⁰
		4.3.3. Update marketing plan for East CRA	% Plan updated ³¹	Changed in FY2014
Goal 5.0. Enhance Corridor Redevelopment				
5.1	Begin implementation of corridor studies and plans for Federal Highway, Atlantic Boulevard and Dixie Highway	5.1.3. Establish design guidelines and zoning in the Downtown Pompano Transit Oriented Corridor	% design Guidelines established and implemented ³²	Changed in FY2014
5.3	Support and facilitate development of an education corridor along MLK	5.3.3. Complete MLK streetscape project	% design (0-20%) and construction completed (21-100%) ³³	Changed in FY2014
5.4	Improve overall aesthetic appearances	5.4.1. Complete full Corridor Code Compliance Assessment Program every other year ³⁴	Corridors assessed ³⁵	Changed in FY2014
		5.4.3. Complete Atlantic Boulevard Streetscape	Project completed	Completed in FY2013
		5.4.4. Complete Pompano Beach Boulevard Streetscape	Project completed	Completed in FY2013
		5.4.5. Complete NW 6th Avenue Beautification	Project completed	Completed in FY2013
Goal 6.0. Enhance CRA area redevelopment				
6.1	Expand CRA incentive programs	6.1.1. Expand target area of programs to include other major corridors	Target areas added per 2014 Financial Plan ³⁶	Changed in FY2014
Goal 7.0. Redevelop "Old Pompano/Downtown" as a dining, entertainment and arts destination				
7.2	Complete the CRA redevelopment plan	7.2.1. Complete Bailey Hotel	% design and construction completed ³⁷	Changed in FY2014
		7.2.2. Complete Commercial Kitchen	% design and construction completed ³⁸	Changed in FY2014
		7.2.3. Complete First Baptist Parking	% design and construction completed ³⁹	Changed in FY2014
7.4	Complete CRA capital projects on connectivity	7.4.1. Complete Old Pompano streetscape	% design (0-20%) and construction completed (21-100%) ⁴⁰	Changed in FY2014
		7.4.2. Complete Old Pompano Plaza	% design (0-45%) and	Changed in

²⁷ Formerly: 2 Academies conducted (BSO)

²⁸ Formerly: Analysis completed (CRA)

²⁹ Formerly: # of Districts identified (Development Services)

³⁰ Formerly: FY2014 (Development Services)

³¹ Formerly: Plan updated (CRA)

³² Formerly: Guidelines established (CRA)

³³ Formerly: Project completed (CRA)

³⁴ Formerly: 5.4.1. Implement bi-annual Corridor Code Compliance Assessment Program (Development Services)

³⁵ Formerly: # of violations and warnings (Development Services)

³⁶ Formerly: Target areas added (CRA)

³⁷ Formerly: Project completed (CRA)

³⁸ Formerly: Project completed (CRA)

³⁹ Formerly: Project completed (CRA)

⁴⁰ Formerly: Project completed (CRA)

			construction completed (46-100%) ⁴¹	FY2014
SUPERIOR CAPACITY				
Goal 2.0. Leadership in water management				
2.1	Expand reuse capacities	2.1.5. Enforce year round irrigation restrictions	# of streets inspected ⁴²	Changed in FY2014
Goal 4.0. Increase community accessibility and mobility				
4.2	Increase bicycling and pedestrian network	4.2.2. Host a series of two (2) bicycle safety rodeos for local children during the summer ⁴³	# of bicycle safety rodeos held	Changed in FY2014
Goal 5.0. Improve Neighborhoods				
5.2	Decrease blight	5.2.2. Establish Façade Improvement Program	Program established ⁴⁴	Changed in FY2014
		5.2.4. Conduct an inventory within each neighborhood and rate all structures as good, fair, or poor	Inventory conducted citywide bi-annually ⁴⁵	Changed in FY2014
Goal 6.0. Ensure capacity for growth				
6.1	Ensure capacity for growth in public safety services	6.1.6. Complete construction of the Beach Fire Station	Project completed	Completed in FY2013
Goal 7.0. Increase e-government capacity				
7.1	Create additional e-government services	7.1.4. Establish capacity to receive crime tips/information via social media channels, i.e. Facebook, tweeting and text messaging	Establish capacity to receive tips ⁴⁶	Changed in FY2014
Goal 9.0. Increase available parking				
9.1	Expand and enhance parking facilities in the City	9.1.2. Identify alternate funding mechanisms for parking infrastructure	Identify various funding alternatives ⁴⁷	Changed in FY2014
		9.1.3. Update parking demand study for beach	% Updated study ⁴⁸	Changed in FY2014
		9.1.5. Construct Oceanside temporary parking lot	Project completed	Completed in FY2013
		9.1.6. Complete Harbor Village public space	Project completed	Completed in FY2013
Goal 10.0. Expand property tax base and sales tax revenue				
10.2	Expand economic development functions	10.2.2. Identify what functions need to be expanded or redesigned	Report prepared ⁴⁹	Changed in FY2014
10.3	Grow sales tax revenues	10.3.1. Complete MLK Shopping Center	% design and construction completed ⁵⁰	Changed in FY2014

⁴¹ Formerly: Project completed (CRA)

⁴² Formerly: # of citations or warnings issued (Development Services)

⁴³ Formerly: 4.2.2. Host a series of three (3) bicycle safety rodeos for local children during the summer (BSO)

⁴⁴ Formerly: Amount of funding appropriated (OHUI)

⁴⁵ Formerly: # of structures rated (Development Services)

⁴⁶ Formerly: # of tips received (BSO)

⁴⁷ Formerly: Examination of various DOT grants (Finance)

⁴⁸ Formerly: Updated study (CRA)

⁴⁹ Formerly: # of recommendations developed and implemented (Development Services)

⁵⁰ Formerly: Project completed (CRA)

QUALITY & AFFORDABLE SERVICES				
Goal 1.0. A safe community				
1.1	Improve crime response and crime prevention approaches and techniques	1.1.5. Complete security improvements at City Hall	Project completed	Completed in FY2013
1.3	Enhance police, fire and EMS response levels and times	1.3.1. Provide three (3) PSA's per year to the public on reporting suspicious activity ⁵¹	# of PSA's provided	Changed in FY2014
		1.3.5. Ensure that closest fire units are dispatched to all calls ⁵²	% of time closest units are dispatched	Removed in FY2014
		1.3.7. Replace Police Fire Alarm System ⁵³	System replaced	Removed in FY2014
1.5	Improve solid waste and wastewater disposal process	1.5.5. Allocate \$700K per year for rehabbing lift stations	\$700K spent/year ⁵⁴	Changed in FY2014
1.8	Improve code compliance services	1.8.1. Increase interaction with Civic and Homeowner's Associations	Meetings per year ⁵⁵	Changed in FY2014
		1.8.2. Increase public education on Code Compliance	# of public outreach efforts ⁵⁶	Changed in FY2014
		1.8.4. Educate the residents and business leaders about the importance of fire safety practices within the community ⁵⁷	% change in violation rates	Changed in FY2014
1.9	Expand the practice of crime prevention through environmental design	1.9.1. Review the Zoning Code to determine if specific CPTED principals can be incorporated into the code	CPTED principles incorporated ⁵⁸	
		1.9.3. BSO participates in all development plan reviews with Development Services Department	Participated in reviews ⁵⁹	Changed in FY2014
Goal 2.0. The active community				
2.1	Improve existing recreation programs	2.1.1. Establish review standards for the evaluation of existing recreation programs and events ⁶⁰	Standards developed	Changed in FY2014
		2.1.2. Establish review standards for the evaluation of recreation events ⁶¹	Standards established	Removed in FY2014
2.3	Promote and increase use of the golf course	2.3.2. Increase golf revenue by 10% per year ⁶²	10% increase over previous year ⁶³	Changed in FY2014
		2.3.3. Bi-annually evaluate the impact of fee increases on program participation ⁶⁴	Total rounds played	Removed in FY2014

⁵¹ Formerly: 1.3.1. Provide three (3) PSA's to the public on reporting suspicious activity (BSO)

⁵² (Fire Rescue)

⁵³ (Fire Rescue)

⁵⁴ Formerly: # of lift stations rehabbed (Utilities)

⁵⁵ Formerly: # of meetings attended (Development Services)

⁵⁶ Formerly: # of violations complied (Development Services)

⁵⁷ Formerly: Work with business leaders to decrease Fire violation rates of new construction plans by 3% a year (Fire Rescue)

⁵⁸ Formerly: # of recommendations adopted (BSO)

⁵⁹ Participation rate and from FY2014-2018 to FY2014 only (BSO)

⁶⁰ Formerly: 2.1.1. Establish review standards for the evaluation of existing recreation programs (PRCA)

⁶¹ (PRCA)

⁶² Formerly: 2.3.2. Increase golf play by 10% per year (PRCA)

⁶³ Formerly: % change (PRCA)

⁶⁴ (PRCA)

CONFIDENCE BUILDING GOVERNMENT

Goal 1.0. Strengthen educational partnerships

1.2	Improve civic and educational opportunities for teens	1.2.1. Annually hold a Student Government Day	Event held ⁶⁵	Changed in FY2014
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Goal 2.0. Strengthen skilled and committed human capital

2.3	Increase the educational credentials of staff via certifications or licenses	2.3.1. Compensate utility staff for obtaining higher level licenses	Union agreement ⁶⁶	Changed in FY2014
		2.3.3. Have 100% of City job descriptions / requirements updated every five (5) years to reflect skills and abilities required	% of job descriptions updated annually ⁶⁷	Changed in FY2014 and moved to FY2014 -2018
		2.3.4. Develop timeframes to obtain new credentials ⁶⁸	# of job categories reviewed ⁶⁹	Changed in FY2014 and moved to FY2014 -2018
		2.3.5. Increase the number of Fire employees taking Fire Inspector Promotional exams by 3% a year ⁷⁰	% Inc./ (Dec.) per year	Removed in FY2014
2.4	Enhance mid-management capacity and skills	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 ⁷¹	# of positions reviewed	Removed in FY2014
		2.4.4. Create officer development program to better prepare employees who may want to move into management positions in the Fire Department ⁷²	Program created	Changed in FY2014
2.5	Increase the capacity of the organization to manage personnel succession	2.5.1. Perform Standard Operating Procedures audit on one (1) major department every four (4) years by auditing one major division of the selected department annually ⁷³	% of division audits performed ⁷⁴	Changed in FY2014
		2.5.3. Develop leadership program designed to prepare employees who may want to move into management positions in the Fire Department ⁷⁵	Program created	Changed in FY2014 (Duplicate of 2.4.4.)
2.6	Increase employee commitment and ownership	2.6.8. Develop action sheet to improve acclamation of new employees ⁷⁶	New employees trained (hrs)	Removed in FY2014

⁶⁵ Formerly: # of attendees (PRCA)

⁶⁶ Formerly: % of eligible utility staff with higher level licenses (Utilities)

⁶⁷ Formerly: # or % of job descriptions updated annually (Human Resources)

⁶⁸ Formerly: 2.3.4. Develop new policy to establish timeframes to obtain new credentials (Human Resources)

⁶⁹ Formerly: Policy developed (Human Resources)

⁷⁰ (Fire Rescue)

⁷¹ (Human Resources)

⁷² Formerly: 2.4.4. Create employee development program to better prepare employees who may want to move into management positions in the Fire Department (Fire Rescue)

⁷³ Formerly: 2.5.1. Perform Standard Operating Procedures audit on one (1) major department every four (4) years and its divisions within the 4 year time interval. (Internal Audit)

⁷⁴ Formerly: # of audits performed (Internal Audit)

⁷⁵ This objective is a duplicate of item 2.4.4 - Confidence Building Government (Fire Rescue)

⁷⁶ (Fire Rescue)

2.7	Plan financially to allow early retirement	2.7.2. Identify funding available for health insurance coverage to encourage early retirement for eligible employees ⁷⁷	Funding source identified	Removed in FY2014
Goal 3.0. Ensure financial strength and stability				
3.1	Establish a good bond rating	3.1.3. Increase collections on delinquent accounts by 10% a year	10% increase in delinquent collections ⁷⁸	Changed in FY2014
		3.1.4. Perform bi-annual internal audit of debt service payments by auditing general obligations or enterprise obligations in alternating years ⁷⁹	% of audit performed ⁸⁰	Changed in FY2014
		3.1.6. Perform annual audit of a selected federal or state grant ⁸¹	% of audit performed for federal or state grant selected ⁸²	Changed in FY2014
3.2	Examine shared service approaches, or other means of more cost-effective service delivery	3.2.1. Evaluate in-house capacity versus contracting for proposed service enhancements or expired service agreements	One (1) evaluation conducted annually ⁸³	Changed in FY2014
3.3	Identify and pursue cost-recovery options	3.3.6. Perform an audit every two (2) years on revenues valued at +\$.5M to ensure appropriate remittance to the City ⁸⁴	% of audit performed ⁸⁵	Changed in FY2014
		3.3.7. Explore establishing a lobbyist registration fee	% of surveying other cities to determine average fee charged ⁸⁶	Changed in FY2014
Goal 4.0. Provide quality services based on data-driven performance				
4.2	Institute practices to improve productivity and quality standards	4.2.3. Work with City Garage to reduce fire fleet downtime by 10% per year	% change in fleet downtime	Moved to Public Works ⁸⁷
Goal 6.0. Increase technological competitiveness				
6.1	Ensure the City remains current in terms of technological innovations	6.1.2. Implement new DUI Detection by utilizing state of the art video camera systems ⁸⁸	System implemented	Changed in FY2014
6.2	Ensure information is securely maintained	6.2.3. Perform IT control and security audit for selected computerized system(s) or areas over a two (2) year period by auditing an IT security component annually ⁸⁹	% of audit performed ⁹⁰	Changed in FY2014

⁷⁷ (Human Resources)

⁷⁸ Formerly: % increase in delinquent collections (Finance)

⁷⁹ Formerly: 3.1.4. Perform bi-annual internal audit of debt service payments to ensure 100% compliance (Internal Audit)

⁸⁰ Formerly: % of payments in compliance (Internal Audit)

⁸¹ Formerly: Perform bi-annual audit of federal and state grants (Internal Audit)

⁸² Formerly: % of federal or state grants audited (Internal Audit)

⁸³ Formerly: # of evaluations conducted (Budget)

⁸⁴ Formerly: 3.3.6. Perform an audit every two (2) years on revenues valued at +\$.5M to ensure 100% remittance to the City (Internal Audit)

⁸⁵ Formerly: % compliance (Internal Audit)

⁸⁶ Formerly: Survey other cities to determine average fee charged (City Clerk)

⁸⁷ Transferred to Public Works and implemented in FY2015. (Fire Rescue)

⁸⁸ This was changed from FY2015 to FY2014. The objective is complete. (BSO)

⁸⁹ Formerly: 6.2.3. Perform control audit for security of information for selected computerized system(s) every two (2) years (Internal Audit)

⁹⁰ Formerly: % complete of physical and logical assessment (Internal Audit)

Appendix B: The Self-Evaluation Report

In addition to reporting directly on progress being made from each objective identified in the plan for fiscal year 2014, progress is assessed using a scorecard. The scorecard is based on a Self-Evaluation Tool (SET) or a survey instrument designed to receive feedback from people implementing the performance objectives. It is a way to evaluate the level of commitment to the plan's execution and to determine the overall effectiveness of program performance. Specifically, the scorecard tracks how well City departments feel about the execution of the four strategy-category objectives (i.e., Great Places, Superior Capacity, Quality & Affordable Services, and Confidence Building Government) identified in the Strategic Plan.

The table that follows compares the results for the 1st Quarter survey with the October baseline:

Self-Evaluation Report (Scorecard)								
Departments	Great Places	Superior Capacity	Quality & Affordable Services	Confidence Building Govt.	Great Places	Superior Capacity	Quality & Affordable Services	Confidence Building Govt.
	Baseline (as of October 2013)				FY 2014 1st Quarter Report			
BSO	4	3	4	3	4	5	3	4
Budget		5		3		5		3
City Clerk			5	4			5	4
City Manager				4				4
CRA East/NW	2	3	3	1	3	4	3	2
Dev. Services	4	4	4		4	4	4	
Finance		5		4		5		4
Fire Rescue		1	3	2		2	3	4
HR	3	4	4	3	5	5	5	5
Internal Audit				5				5
IT		5		5		5		5
OHUI		4		4		5		5
PRCA	4	2	4	5	4	2	4	5
Public Comm.	4		5	3	4		5	3
Public Works	4	3		4	4	3		4
Purchasing	2			4	2			5
Utilities		4	4	4		4	4	4

Score	Rating	Color
4 to 5	Significant Progress	Green
2 to 3	Moderate Progress	Yellow
1	Little to no Progress	Orange

Interpreting the results

Orange rating basically means that overall the initiatives are behind schedule – or little to no progress has been made in those areas - due possibly to one or a combination of factors, including:

1. The objectives are not clear and therefore unable to provide focused direction to staff. Performance objectives were apparently not carefully analyzed and discussed during the planning stage or before inclusion in the strategic plan.
2. Staff did not have a systematic way to collect accurate or reliable data on program objective.
3. Department does not have a formalized platform to discuss progress or go over performance measures on a regular basis. Or due to lack of time/resources other matters are routinely prioritized.
4. Department does not have adequate control over the project/program to decide on a course of action due to lack of resources or a need to cooperate with other agencies.
5. After careful deliberation, staff is convinced that sufficient progress is not being made to achieve program objective according to plan.

Cautionary Note

An ineffective rating does not mean that the department is unable to perform its day-to-day mission or provide normal services to residents. The rating is a snap shot of progress on matters related to execution of the Strategic Plan.

Appendix C: Priority Indicators

	FY2012	FY2013	FY2014			Qtr. 1
	Year End	Year End	Oct	Nov	Dec	
CITY OPERATIONS						
Wastewater main inspections (Miles of lines inspected)	19.2	23.5	2.47	2.37	2.76	7.60
Connection of 70% of newly available single family homes	N/A	N/A	11%	5%	6%	22%
Rehab (5) wells per year	N/A	N/A	0	1	1	2
Increase Golf revenues by 10% per year	N/A	N/A	5%	6%	5%	5.3%
East Library relocated and rebuilt (Cumulative)	N/A	N/A	15%	35%	40%	40%
Complete Ali Building (Cumulative)	N/A	N/A	20%	30%	30%	30%
Complete MLK Streetscape (Cumulative)	N/A	N/A	10%	20%	22%	22%
% of 1 neighborhood improvement plan completed (Cumulative)	N/A	N/A	0%	0%	5%	5%
% of urban design studio concept developed (Cumulative)	N/A	N/A	10%	10%	30%	30%
Complete Alsdorf Park Improvements	N/A	N/A	0%	0%	0%	0%
Complete North Pompano Park Renovations	N/A	N/A	0%	0%	10%	10%
Ensure Commission agenda packages are on the City's website after receipt from City Manager's Office	N/A	N/A	100%	100%	100%	100%
Action agendas distributed within (2) days following Commission Meeting	N/A	N/A	100%	90%	100%	96.6%
City official signatures obtained within 5-7 days of the Commission Meetings	N/A	N/A	100%	100%	100%	100%
SOCIAL AND ECONOMIC INDICATORS						
Taxable assessed valuation (Billions of dollars)	8.7	9.0	N/A	N/A	N/A	
Bachelor's degree or higher, % of persons age 25+, 2008-2012	24.2	N/A	N/A	N/A	N/A	
Median home sale price (in Dollar) *	118,000	151,000	146,000	151,000	N/A	
Inflation CPI-U, All items, 12-month % change (Regional)**	1.8	1.3	0.9	N/A	1.9	
Inflation CPI-W, All items, 12-month % change (Regional)	2.2	1.1	0.4	N/A	1.5	
Unemployment Rate (Regional)	7.4	5.9	5.4	5.2	N/A	
Voting turnout (%)	51%	10%	N/A	N/A	N/A	
Murder rate (Number of people)***	5	7	N/A	N/A	N/A	
Fire fatality	0	0	0	0	0	

Sources: City of Pompano Beach, US Census, Bureau of Labor Statistics, Zillow.com and the Broward County Supervisor of Elections

Notes: Inflation (CPI-U) = All Urban Consumers, base: 1982-84=100, not seasonally adjusted

Inflation (CPI-W) = Urban Wage Earners and Clerical Workers, base: 1982-84=100, not seasonally adjusted.

Color Green = Significant Progress; Yellow = Moderate Progress; and Orange = Little to no Progress

* All Home Types in Pompano Beach

** Regional = Fort Lauderdale-Pompano Beach-Deerfield Beach, FL Metropolitan Division

*** 2013 statistics from January through November. Florida Department of Law Enforcement (FDLE) does not have the final year completed at the time of this writing. Source: FBI – Uniform Crime Reporting (UCR)

Appendix D: Acronyms

A	Affordable Housing Advisory Committee (AHAC) Americans with Disabilities Act (ADA)
B	Broward Sheriff's Office (BSO) Business Tax Receipts (BTR)
C	Capital Improvement Plan (CIP) Community Development Block Grant (CDBG) Community Emergency Response Team (CERT) Community Redevelopment Agency (CRA) Convention & Visitors Bureau (CVB) Crime Prevention Through Environmental Design (CPTED) Crime Scene Investigative Aide (CSIA)
D	Department of Transportation (DOT) Development Review Committee (DRC)
E	Economic Development Council (EDC) Emergency Medical Services (EMS) Emergency Operations Center (EOC)
F	Federal Aviation Administration (FAA) Fiscal Year (FY) Flood Control and Coastal Emergency (FCCE) Florida Benchmarking Consortium (FBC) Florida Department of Transportation (FDOT)
G	Government Finance Officers Association (GFOA)
H	Home Owners Association (HOA)
I	
J	
K	Kimley-Horn and Associates, Inc. (KH)
L	Lauderdale-by-the-Sea (LBTS) Leadership in Energy & Environmental Design (LEED)
M	Mayor's Stimulus Task Force (MSTF)
N	National Fire Academy (NFA) National Fire Protection Association (NFPA) National Pollutant Discharge Elimination System (NPDES) Neighborhood Stabilization Program (NSP)

O	Occupational Safety and Health Association (OSHA) Office of Housing & Urban Improvement (OHUI)
P	Parks, Recreation & Cultural Arts Department (PRCA) Public Service Announcement (PSA)
Q	
R	Redevelopment Management Associates (RMA) Request for Letters of Interest (RLI) Request for Proposals (RFP) Resurfacing, Restoration & Rehabilitation (RRR)
S	Standard Operating Procedures (SOP) State Housing Initiatives Program (SHIP) Strengths, Weaknesses, Opportunities & Threats (SWOT)
T	Threats, Opportunities, Weaknesses & Strengths (TOWS) Transit Oriented Corridor (TOC)
U	
V	
W	
X	
Y	
Z	