

City of Pompano Beach

3rd Quarter FY2014
Strategic Plan
PERFORMANCE REPORT
August 19, 2014



Building a
21st Century City

Notes

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

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

Published quarterly, information and supporting data are collected and submitted by City department staff using a standardized methodology.¹ While the report is prepared under the auspices of the Budget Office, its content reflects the efforts of many analysts working in departments throughout the City. Indeed, the report would not be possible without their cooperation and hard work.

To the best of its ability, the Budget Office confirms that the information is reliable and complete.² Each department was given the opportunity to validate data submitted on their behalf. Information related to construction projects in particular (e.g., expenditures and/or project start and end dates) was validated by staff from the Community Redevelopment Agency (CRA) and the Public Works Department.³

Although the Strategic Plan comprises 356 performance objectives, only 173 of those objectives are reported on in the current cycle, because the objectives were assigned a target date of either *fiscal year 2014* or are scheduled to be implemented during the entire *2014 – 2018 period*.⁴

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

¹ 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>

² Data validation is ultimately the responsibility of submitting departments. Information collected from them is indeed subject to quality assurance procedures to assure the accuracy of the data to the extent that the Budget Office has the means or resources to do so.

³ While most of the information was submitted directly to the Budget Office, the financial information was retrieved through Naviline.

⁴ One of the 173 objectives, (Objective 6.1.6: Complete construction of the Beach Fire Station) has a FY 2013 target date. At the time of this writing, the project was still incomplete, hence the reason for reporting on it.

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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.

Strategy Components

Confidence Building Government	<ul style="list-style-type: none">Strengthen educational partnershipsStrengthen skilled and committed human capitalEnsure financial strength and stabilityProvide quality services based on data-driven performanceEffective communication & coordinationIncrease technological competitiveness
Superior Capacity	<ul style="list-style-type: none">Energy efficiency and sustainable developmentLeadership in water managementIncrease and improve recreation infrastructureCommunity accessibility and mobilityImprove neighborhoodsEnsure capacity for growthIncrease e-government capacityPlan for ocean level riseIncrease available parkingExpand property tax base and sales tax revenue
Quality and Affordable Services	<ul style="list-style-type: none">A safe communityActive communityInformed communityCustomer focused organization
Great Places	<ul style="list-style-type: none">Grow existing businessesMake the City more attractive & expand tourism marketsIncrease social capital in the communityGrowth in office, commercial, distribution and manufacturing sectorsEnhance corridor redevelopmentEnhance CRA area redevelopmentRedevelop Old Pompano/Downtown as a destinationJob growth for residents

2030 VISION

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

About this Report

This report is defined by the efforts of hardworking people across the City. Through their work on public safety, economic development, natural resource conservation, financial discipline, and a host of other functions, they will continue to try to make Pompano Beach an attractive and safe environment to do business, to live and visit.

This document is one of many reports on the state of organizational performance that the City issues regularly. Its quarterly release is a program requirement. It provides an update on progress toward achieving the goals/objectives described in the City Strategic Plan in the four areas which form the cornerstone of the grand strategy: mobilize resources, deploy human capital, and invest in our neighborhoods in order to make the City a preferred destination point by year 2030.

The document is organized around the Strategic Plan framework and focus. It comprises two sections:

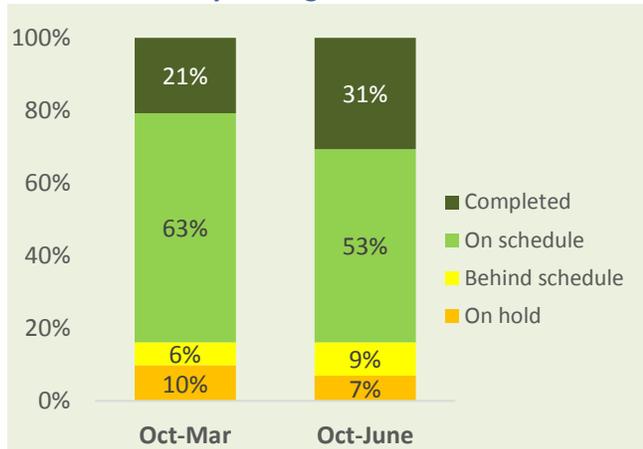
- The first section sets out to summarize progress toward the goals, using a user-friendly rating system. It follows brief background information reiterating some of the principles and vision that have guided the planning process since the introduction of the Strategic Plan over a year ago.
- Section II details the meaning of each performance objective to provide context to the reader. Each objective is then followed by a *status* report addressing steps that were taken in the first nine months – October through June - to achieve intended outcomes.

CAUTION

1. Before reading this report, readers are encouraged to read the City Strategic Plan first - if they have not done so already.
2. Much of the content in Section II of this report comes directly from City department staff through self-reporting. In many cases the information is highly subjective and open to interpretation.
3. The report's aim is to track mostly inputs; i.e., tasks, activities, spending or efforts being deployed. Outcome measurement is not yet the focus of this document. This reporting is therefore a *snapshot* of progress to inform the reader about what is being done at this time to drive and improve performance over the long run.
4. Understanding the relationship between future outcomes (results) and the policy choices and investments (inputs) the City is making today is fundamental and is something we should not lose sight of.
5. The volume of information in this publication may seem a bit overwhelming for some. Document size will continue to be trimmed over time. The 1st Quarter Report was a 145-page long document; it was drastically reduced to 70 pages for the 2nd Quarter. This new release (the 3rd Quarter Report) is 50 pages. The goal is to replace much of the narrative gradually with easy-to-follow illustrative charts and tables.

Progress Rating Summary

Chart 1: Summary of Progress to Date



This status report briefly explains the efforts that have been deployed to fulfill the City of Pompano Beach Mission in general and to pursue our 2030 Vision in particular. This is the City’s third Performance Report released since the Strategic Plan was adopted by the City Commission in September 2013. It fulfills the City’s commitment to communicate progress in relation to our goals. Indeed, the report defines each of the performance objectives for the current reporting cycle, cites a primary department contact, tracks progress, and sometimes defines the anticipated steps needed to achieve the desired outcomes – or the reason a project is not meeting its intended target.

Though still early in the implementation phase, there is evidence that the performance objectives are becoming part of the normal conversation across City departments. In some cases, they headline City Commission policy priorities or are linked to budget requests.

Consistent with previous reports, we have adopted a simple rating methodology to assess progress:

Positive movement

- Completed/achieved, on schedule/ongoing

Negative movement

- Behind schedule, on hold/not initiated

Chart 1 summarizes the rating of 173 objectives for fiscal year 2014. It illustrates the degree of progress experienced so far (October-June) and compares it to the previous reporting period (October- March).

While we have had a few setbacks, overall, considerable progress has been made towards the majority of the objectives set for the fiscal year. Indeed, for the vast majority of the targets there has been forward movement from the starting line; i.e., more positive than negative movement and achievement of the targets not yet achieved is considered within reach by reasonable measures. Of the 173 projects being reported on:

- 31% were completed or met their target, compared to a 21% completion rate registered during the previous period. The top-tier projects completed so far include:
 - Summer youth employment
 - Traffic signal arms painting
 - Beach re-nourishment
 - Bailey hotel renovation
 - Parking enterprise fund
 - Audit of debt service payments
 - Audit of revenues valued at +\$.5 million
 - Storm water master plan
 - Water mains replacement
 - Community bus route
 - Customer satisfaction survey
- 53% were on-schedule or on course to be completed successfully within the targeted timeframe.
- The remaining 16% of the projects were unfortunately reported to have been either put on-hold, not initiated, or behind schedule for various reasons.

Following is a *dashboard* posting the rating associated with each and every performance objective being pursued during the current fiscal year. Though by no means perfect, the dashboard approach crystallizes the narrative submitted on behalf of City departments as part of the reporting process.

Objective/ Target		Oct-Mar	Oct-June	Contact
CONFIDENCE BUILDING GOVERNMENT				
GOAL 1.0. Strengthen educational partnerships				
<u>1.1.1</u>	Enlarge Business Resource Center for entrepreneurial education by 5% per year	3	2	CRA
<u>1.2.1</u>	Annually hold a Student Government Day	3	4	PRCA
<u>1.2.2</u>	College scholarship program	3	2	OHUI
GOAL 2.0. Strengthen skilled and committed human capital				
<u>2.1.1</u>	Conduct analysis of essential functions (backup capacity)	3	2	HR
<u>2.2.1</u>	Benchmark against other communities percent of compensation allocated to benefits	3	3	HR
<u>2.3.1</u>	Compensate utility staff for obtaining higher level licenses	3	3	HR
<u>2.3.2</u>	Hold one (1) quarterly in-house training class for utility licenses	4	4	Utilities
<u>2.3.3</u>	Have 100% of job descriptions updated every five years to reflect new requirements	3	3	HR
<u>2.3.4</u>	Develop new policy to establish timeframes to obtain new credentials	1	3	HR
<u>2.4.4</u>	Officer development program	4	4	Fire Rescue
<u>2.4.5</u>	Have two command staff officials complete leadership program per year	1	2	BSO
<u>2.5.1</u>	Perform SOP audit on one major department every four (4) years	3	2	Internal Audit
<u>2.6.1</u>	TeleStaff Management System	4	4	Fire
<u>2.6.3</u>	Expand Annual Employee Breakfast to include individual achievements	3	3	HR
<u>2.6.4</u>	Maintain employee turnover to less 5% or less	3	3	HR
<u>2.6.5</u>	Annually hold at least one (1) strategic planning retreat with staff	4	4	City Manager
<u>2.7.1</u>	Employees interest in early retirement	3	3	HR
GOAL 3.0. Ensure financial strength and stability				
<u>3.1.1</u>	Obtain the Certificate of Achievement for Excellence in Financial Reporting	4	4	Finance
<u>3.1.3</u>	Increase collections on delinquent accounts 10%	3	3	Finance
<u>3.1.4</u>	Perform bi-annual internal audit of debt service payments	4	4	Internal Audit
<u>3.1.5</u>	Establish bond rating for Parking Enterprise Fund	3	3	Finance
<u>3.1.6</u>	Audit selected federal or state grants	4	4	Internal Audit
<u>3.2.1</u>	Evaluate in-house capacity versus contracting for service enhancements ...	1	2	Budget
<u>3.2.3</u>	Establish Sector Grounds Maintenance	3	3	Public Works
<u>3.2.4</u>	Update City Codes within a month of any approved changes	4	4	City Clerk
<u>3.3.6</u>	Audit revenues valued at +\$.5 million	4	4	Internal Audit
<u>3.3.7</u>	Explore establishing a lobbyist registration fee	3	3	City Clerk
<u>3.3.8</u>	Complete agreement with Broward County	3	3	Utilities
<u>3.4.1</u>	Evaluate competitiveness of rates and charges for a major department	4	4	Finance
<u>3.5.3</u>	Replace 90% of vehicles with low greenhouse	3	2	Public Works
GOAL 4.0. Provide quality services based on data-driven performance				
<u>4.1.1</u>	Review FBC data and identify two areas per year for productivity enhancements	1	2	City Manager
<u>4.1.3</u>	Annually update Fire Department Strategic Plan and integrate with the City's Plan	4	4	Fire
GOAL 5.0. Effective communication & coordination				
<u>5.1.1</u>	Add business to Tradewinds magazine mailing list	3	4	Public Comm.
<u>5.1.2</u>	Create E-Newsletter for businesses	3	4	Public Comm.

4 Completed / Achieved
3 Ongoing / on- schedule
2 Behind schedule
1 On hold / not initiated

Objective/ Target	Oct-Mar	Oct-June	Contact
<u>5.2.1</u> Ensure boards / committees are at 90% capacity with qualified members	3	3	City Clerk
GOAL 6.0. Increase technological competitiveness			
<u>6.1.1</u> Replace 15% of computers and servers	4	4	IT
<u>6.1.2</u> Implement new DUI detection by utilizing state of the art video camera systems	4	4	BSO
<u>6.1.4</u> Link SunGard Open System to City website	1	3	BSO
<u>6.1.7</u> Scan purchasing bids and purchase orders	3	3	Purchasing
<u>6.1.9</u> Upgrade equipment in Commission Chambers	3	1	Public Comm.
<u>6.2.1</u> Keep security system breach to less than 1%	4	4	IT
<u>6.2.2</u> IT security procedures reiterated annually	4	4	IT
<u>6.2.3</u> Perform Audit for computerized system(s)	4	4	Internal Audit
SUPERIOR CAPACITY			
GOAL 1.0. Leadership in energy efficiency and sustainable development			
<u>1.1.1</u> 100% of new facilities meet FL State Statute LEED guidelines	3	3	Public Works
<u>1.1.2</u> Publish article in Tradewinds featuring a facility built to LEED standards	1	1	Public Works
<u>1.2.2</u> Install low flow plumbing fixtures in City facilities	3	3	Public Works
GOAL 2.0. Leadership in water management			
<u>2.1.1</u> Complete 100% of Icanwater reuse connection backlog	4	4	Utilities
<u>2.1.2</u> Complete connection of 70% of newly available single family homes	3	3	Utilities
<u>2.1.4</u> Expand the reuse system 2 miles/year	1	3	Utilities
<u>2.1.5</u> Enforce year round irrigation restrictions	2	3	Dev. Services
<u>2.2.5</u> Replace Utilities Field Office	3	3	Utilities
GOAL 3.0. Increase and improve recreation infrastructure			
<u>3.3.1</u> Alsdorf Park improvements	1	2	PRCA
GOAL 4.0. Increase community accessibility and mobility			
<u>4.1.1</u> Establish Sidewalk Installation Prioritization Schedule	3	3	Public Works
<u>4.1.4</u> Install Traffic Calming Improvements where needed	3	3	Public Works
<u>4.2.2</u> Host a series of two (2) bicycle safety rodeos for local children during the summer	3	3	BSO
<u>4.2.3</u> BSO to partner with FDOT - to participate in pedestrian/bicycle safety campaigns	3	3	BSO
<u>4.2.4</u> Increase width of path around airport at .5 miles/year	3	3	Public Works
<u>4.2.5</u> Improve Air Park path landscaping and lighting at the rate of .5 miles per year	3	3	Public Works
<u>4.4.2</u> Establish a fourth Community Bus route	4	4	Budget
<u>4.4.3</u> Apply for grants to enhance commuter services	2	1	Dev. Services
<u>4.6.2</u> Allocate funds to annually repair or replace seawalls	3	3	Public Works
GOAL 5.0. Improve neighborhoods			
<u>5.1.3</u> Enter into three agreements with developers to develop affordable housing	3	3	OHUI
<u>5.2.2</u> Establish Façade Improvement Program	3	3	OHUI
<u>5.2.3</u> Increase number of rental housing BTR's and inspections by 20% per year	3	3	Dev. Services
<u>5.2.4</u> Conduct an inventory within each neighborhood and rate all structures	4	4	Dev. Services
GOAL 6.0. Ensure capacity for growth			
<u>6.1.1</u> Allocate funds for fire station renovations	4	4	Budget

4 Completed / Achieved 3 Ongoing / on- schedule 2 Behind schedule 1 On hold / not initiated

Objective/ Target	Oct-Mar	Oct-June	Contact
<u>6.1.1</u> Allocate funds for fire station renovations	4	4	Budget
<u>6.1.2</u> Construction of Cresthaven Fire Station	3	3	Fire
<u>6.1.4</u> Identify sites for Ocean Rescue Headquarters	1	1	Fire
<u>6.1.5</u> Ocean Rescue storage plan	1	1	Fire
<u>6.1.6</u> Beach Fire Station construction	2	2	Fire
<u>6.2.3</u> Develop report identifying zoning and land use challenges to Air Park development	3	4	Dev. Services
<u>6.2.4</u> Complete the relocation of Taxiway Kilo	4	4	Public Works
<u>6.3.1</u> Review 100% of development applications for compliance with City design standards	3	3	Dev. Services
<u>6.3.2</u> Develop urban design studio concept	2	3	Dev. Services
GOAL 7.0. Increase e-government capacity			
<u>7.1.1</u> Participate in plan review process for all new construction/renovation of City facilities	3	3	IT
<u>7.1.4</u> Establish capacity to receive crime tips/information via social media	4	4	BSO
<u>7.1.5</u> Inter-active online applications	3	3	HR
GOAL 9.0. Increase available parking			
<u>9.1.1</u> Establish a City Parking Enterprise Fund	4	4	Finance
<u>9.1.2</u> Identify alternate funding mechanisms for parking infrastructure	4	4	Finance
<u>9.1.3</u> Update parking demand study for beach	4	4	CRA
<u>9.1.7</u> Skolnick Center parking addition	3	3	Public Works
GOAL 10.0. Expand property tax base and sales tax revenue			
<u>10.2.1</u> Identify and assess current strategies and services	4	4	Dev. Services
<u>10.2.2</u> Identify what functions need to be expanded or redesigned	4	4	Dev. Services
<u>10.3.1</u> Complete MLK Shopping Center	3	2	CRA
QUALITY AND AFFORDABLE SERVICES			
GOAL: 1.0. A safe community			
<u>1.1.1</u> Certify four (4) deputies per year in Crime Prevention through Environmental Design	3	3	BSO
<u>1.1.3</u> Install license plate readers at Mitchell/Moore Park, Community Park and Golf Course	3	3	PRCA
<u>1.1.4</u> Train 20% of City staff each year in crime awareness	3	3	BSO
<u>1.2.6</u> Complete installation of generators and switches at designated centers	3	3	Fire
<u>1.3.1</u> Provide three (3) PSA's per year to the public on reporting suspicious activity	3	3	BSO
<u>1.3.2</u> Conduct Feasibility study on using CSIA's (Civilian) on road patrol duties	3	3	BSO
<u>1.4.1</u> Replace 3,700 feet of water mains per year	3	4	Utilities
<u>1.4.2</u> Rehabilitate five (5) wells per year	3	3	Utilities
<u>1.5.3</u> Inspect 20 miles of wastewater lines per year	3	4	Utilities
<u>1.5.4</u> Rehab 108 manholes per year	3	3	Utilities
<u>1.5.5</u> Allocate \$700K per year for rehabbing lift stations	3	3	Utilities
<u>1.6.1</u> Complete Stormwater Master Plan update	4	4	Utilities
<u>1.6.2</u> Review Stormwater Financing Plan	3	3	Utilities
<u>1.6.4</u> Achieve 100% compliance with NPDES permit	3	3	Utilities
<u>1.7.1</u> Complete Lower East Coast Ten Year Water Supply Plan	3	3	Utilities
<u>1.7.2</u> Increase reuse usage by 5% a year	3	3	Utilities

4 Completed / Achieved 3 Ongoing / on- schedule 2 Behind schedule 1 On hold / not initiated

Objective/ Target	Oct-Mar	Oct-June	Contact
<u>1.7.3</u> Annually review Large User Agreement with Broward County	4	4	Utilities
<u>1.8.1</u> Increase interaction with Civic and Homeowner's Associations	3	3	Dev. Services
<u>1.8.2</u> Increase public education on Code Compliance	3	3	Dev. Services
<u>1.9.1</u> Review Zoning Code to determine if CPTED principles can be incorporated into the code	4	4	BSO
<u>1.9.3</u> Participate in plan reviews with Development Services	4	4	BSO
<u>1.9.4</u> Have appropriate CRA projects incorporate CPTED principles	3	4	CRA
GOAL 2.0. The active community			
<u>2.1.1</u> Establish standards for the evaluation of existing recreation programs and events	3	3	PRCA
<u>2.1.4</u> Add a pocket park in areas where new housing is developed	3	2	CRA
<u>2.2.1</u> Develop community centers and parks visual and interaction aesthetic design standards	3	3	PRCA
<u>2.2.3</u> Complete North Pompano Park Center renovations	3	2	PRCA
<u>2.3.2</u> Increase golf revenues by 10% per year	3	2	PRCA
<u>2.4.1</u> Expand cultural arts programming by one program annually	3	4	PRCA
GOAL 3.0. The informed community			
<u>3.1.2</u> Create dashboard for Benchmarks and post on webpage	3	3	Utilities
<u>3.1.4</u> Annually hold one (1) open house for police facilities	1	1	BSO
<u>3.1.5</u> BSO ride alongs for City Officials	1	1	BSO
<u>3.2.1</u> Ensure Commission agenda packets are available to the public on the City website	3	3	City Clerk
<u>3.2.2</u> Action Agendas are distributed within two (2) days following each Commission Meeting	3	3	City Clerk
<u>3.2.3</u> Obtain City official signatures within 5 to 7 days of the Commission Meeting	3	3	City Clerk
GOAL 4.0. Have a customer focused organization			
<u>4.1.1</u> Provide two (2) classes on customer service per year	3	4	HR
<u>4.2.1</u> Conduct citizen satisfaction surveys in 24 month intervals	3	4	Public Comm.
<u>4.2.2</u> Measure customer satisfaction with utilities after each completed job	3	3	Utilities
<u>4.3.1</u> Complete 3rd floor renovation to improve customer service	3	3	Dev. Services
GREAT PLACES			
GOAL 1.0. Grow existing businesses			
<u>1.1.1</u> Utilize BTR database to facilitate inter-business connections	2	3	Dev. Services
<u>1.1.2</u> Expand use of local sub-contractors by 5% a year	3	3	CRA
<u>1.1.3</u> Expand incubator by 5% a year	3	3	CRA
<u>1.1.4</u> Develop CRA business directory	3	3	CRA
<u>1.1.5</u> Add job fair requirement to construction contract bids	1	1	Purchasing
<u>1.1.7</u> Develop Local Business Preference guidelines	3	3	Dev. Services
<u>1.2.1</u> Host Contractors Forum twice annually to gain feedback from the building community	3	3	Dev. Services
<u>1.3.1</u> Conduct analysis of current landscaping codes and enforcement practices	2	3	Dev. Services
GOAL 2.0. Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets			
<u>2.1.2</u> Hire an Amphitheater Manager	3	4	PRCA
<u>2.2.1</u> Organize Air Park open house every other year	3	3	Public Works
<u>2.3.3</u> East Library relocated and rebuilt	3	3	CRA
<u>2.3.5</u> Partner with Army Corps of Engineers to renourish beach	4	4	Public Works
<u>2.4.1</u> Create Sports Tourism Committee and hold regular planning meetings	3	4	PRCA

4 Completed / Achieved 3 Ongoing / on- schedule 2 Behind schedule 1 On hold / not initiated

Objective/ Target	Oct-Mar	Oct-June	Contact
2.4.4 Publish a sports calendar in coordination with the Convention & Visitors Bureau	3	3	PRCA
2.4.6 Resurface Tennis Courts	3	3	PRCA
2.6.2 Allocate \$100,000 annually to refurbish and replace park equipment	3	3	Public Works
2.7.1 Develop/execute marketing plan for promotion of fishing and scuba diving	3	2	Public Comm.
2.7.2 Establish City/CRA Beach/Tourism Marketing Campaign	3	3	CRA
2.8.1 Establish Staff Task Force to integrate cultural activities into recreation programs	4	4	PRCA
2.8.3 Develop a Public Art Master Plan	3	4	Dev. Services
2.8.5 Complete Ali Building	3	3	CRA
2.11.1 Apply for one (1) tree planting grant per year	2	4	Dev. Services
2.11.2 Create a citywide neighborhood assessment	2	3	Dev. Services
2.12.1 Implement annual way-finding sign installation	1	3	Public Works
2.13.2 Replace tiles on Public Safety Administration building	3	3	Public Works
GOAL 3.0. Increase social capital in the community			
3.1.2 Brazilian Police Citizen's Academy	1	1	BSO
GOAL 4.0. Improve growth in office, commercial, distribution and manufacturing sectors			
4.1.3 Analyze current merchant mix in CRA	3	3	CRA
4.2.1 Identify and map industrial and manufacturing targeted industries	2	3	Dev. Services
4.3.3 Update marketing plan for East CRA	3	3	CRA
GOAL 5.0. Enhance Corridor Redevelopment			
5.1.1 Implement recommendations from corridor studies	3	3	Dev. Services
5.1.2 Initiate corridor studies for Powerline Road, Copans Road, Andrews Ave, and A1A.	3	3	Dev. Services
5.1.3 Establish design guidelines and zoning in the Downtown Transit Oriented Corridor	3	4	CRA
5.2.2 CRA to sponsor an annual local realtor group tour	4	4	CRA
5.3.2 Identify grant funding opportunities for MLK Jr. Boulevard	2	1	Dev. Services
5.3.3 Complete MLK streetscape project	3	3	CRA
5.4.1 Complete full Corridor Code Compliance Assessment Program every other year	3	3	Dev. Services
5.4.2 Paint traffic signal arms	3	4	Public Works
5.4.6 Enhance landscaping on FDOT roadway projects	1	1	Public Works
GOAL 6.0. Enhance CRA area redevelopment			
6.1.1 Expand target area of programs to include major corridors	4	4	CRA
GOAL 7.0. Redevelop "Old Pompano/Downtown" as a dining, entertainment and arts destination			
7.1.1 Conduct tourism destination assessment	3	3	Public Comm.
7.1.2 Identify key niche tourism markets	3	3	Public Comm.
7.1.3 Establish relationship with Convention & Visitors Bureau	3	3	Public Comm.
7.2.1 Complete Bailey Hotel	4	4	CRA
7.2.2 Complete Commercial Kitchen	1	1	CRA
7.2.3 Complete First Baptist parking	2	2	CRA
7.3.1 Construct Library/Cultural Arts Center	3	3	Public Works
7.4.1 Complete Old Pompano streetscape	3	3	CRA
7.4.2 Complete Old Pompano Plaza	3	3	CRA

4 Completed / Achieved 3 Ongoing / on- schedule 2 Behind schedule 1 On hold / not initiated

Objective/ Target		Oct-Mar	Oct-June	Contact
GOAL 8.0. Job growth for residents				
<u>8.1.1</u>	Employ five (5) youth per year in summer youth employment program	3	4	HR
<u>8.2.2</u>	Assist new businesses coming into the City	3	3	HR
<u>8.3.5</u>	Expand micro lending by 5% a year	3	3	CRA

4 Completed / Achieved
 3 Ongoing / on- schedule
 2 Behind schedule
 1 On hold / not initiated

Construction Projects under Review

Of the 173 projects currently being tracked for this reporting cycle, twenty one measure results in areas related to construction or infrastructure in general. Exhibit 1(A) below lists the construction projects currently under review, using a scorecard to summarize progress towards their targets and expenditures to date. You can click the project number next to see more information about the projects, including project descriptions and status.

Exhibit 1(B) on Page 13 shows the same projects - breaking them down by components through the implementation process.

Exhibit 1(A). Construction Projects Expenditures to Date

Project #	Project Title	Lead Dept	Project Status	Expenditures
6.2.4	Relocation of Taxiway	PW	4 Complete	\$3,652,106
6.1.6	Beach Fire Station	Fire	2 Behind schedule	\$2,573,702
7.2.1	Bailey Hotel	CRA	4 Complete	\$1,355,850
2.3.3	Relocate East Library	CRA	3 On going	\$1,088,874
7.3.1	Construct Library/Cultural Arts Center	CRA	3 On going	\$824,173
6.1.2	Construct Cresthaven Fire Station	Fire	3 On going	\$767,334
2.8.5	Complete Ali Building	CRA	3 On going	\$612,380
2.2.5	Replace Utilities Field Office	PRCA	3 On going	\$468,266
5.4.2	Traffic Signal Arms	PW	4 Complete	\$353,170
5.3.3	MLK Streetscape project	CRA	3 On going	\$243,396
7.4.1	Old Pompano Streetscape	CRA/OHUI	3 On going	\$185,582
3.3.1	Aldorf Park improvement	PRCA	2 Behind schedule	\$151,774
4.1.4	Install Traffic Calming Improvements where needed	PW	3 On going	\$54,423
2.2.3	Complete North Pompano Park Center renovations	PRCA	2 Behind schedule	\$36,433
6.1.1	Allocate funds for Fire Stations renovation	Budget	4 Complete	\$23,291
2.4.6	Tennis Court resurface	PRCA	3 On going	\$1,100
2.3.5	Partner with Army Corps of Engineers to <i>renourish</i> beach	PW	4 Complete	\$0
7.4.2	Old Pompano Plaza	CRA	3 On going	\$0
10.3.1	Complete MLK Shopping Center	CRA	2 Behind schedule	\$0
7.2.3	Complete First Baptist parking	CRA	2 Behind schedule	\$0
5.4.6	Landscaping on FDOT Roadway	PW	1 On hold	\$0

Notes

- **Project 6.1.6:** The City received an insurance check for work previously performed on the Beach Fire Station. As a result, due standard accounting practice, construction expenses have been credited. Compared to the 1st Quarter Report, the 3rd Quarter Report shows a decrease in expenses: from \$3.2 million to \$2.6 million.
- **Project 2.3.5** (Beach re-nourishment) was fully funded by the Federal Government under the FCCE program in response to impacts from Hurricane Sandy in 2012. The zero expense shown above indicates no cost to the City.
- **Project 10.3.1:** MLK Shopping Center - commonly referred to as Hammondville Gateway - has no funding associated to it as of the publication of this report. The project was initially known with another name but morphed into MLK Shopping Center, which was not part of CRA’s plans. It is anticipated that the project will be handled through private investment, only.
- **Project 7.4.1** (Old Pompano Streetscape): In addition to the CRA’s improvements, the City will use a \$4.3 million HUD CDBG Section 108 loan, secured by the City’s future CDBG entitlement grants, to fund infrastructure in five locations in Old Pompano. See details on Page 47 of this report. Expenditures to date: \$185,582. This includes \$55,475 (OHUI related expenses) and \$130,107 (CRA).
- For the purpose of this reporting cycle the status of **Projects 5.3.3, 7.4.1, and 7.4.2** are being reported separately. For efficiency sake however, CRA staff opted to merge them into one project known as Downtown Pompano Streetscape. Funds were also consolidated into one account.
- **Project 7.2.3** (First Baptist Church) has no funding as of the publication of this report.

Exhibit 1(B): Construction Projects Scorecard, by Components



Note: See addendum to Project 7.4.1 (Old Pompano Streetscape) on Page 12 and Page 47.

Performance Objectives

Definition and Status

Confidence Building Government

GOAL 1.0. Strengthen educational partnerships

1.1.1. Enlarge Business Resource Center for entrepreneurial education by 5% per year (CRA)

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 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.

Status: Behind schedule - IED group continues to work to expand the current program. No new progress to report as of the end of 3rd Quarter. All programs are tracked on a monthly basis and contain narrative reports which include:

- Workshops and topics and # of attendees
- Loan Committee meetings
- # of consultations and technical assistance provided to # of clients
- Graduates from Microenterprise workshops
- Job Placement Center data, including jobs obtained for individuals and companies, job fairs and workshops
- Business Incubator/BRC events, consultations and training

1.2.1. Annually hold a Student Government Day (PRCA)

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.

Status: Completed

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

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

Status: Five scholarships were awarded out of the 10 applications received. The program is concluded for this fiscal year.

GOAL 2.0. Strengthen skilled and committed human capital

2.1.1. Conduct analysis of essential functions (backup capacity) (HR)

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).

Status: Staff identified five positions that are essential to the City's disaster relief plan that has only one incumbent in the position. The next step involves determining which method to use to secure back-up for these positions, which include: Air Park Manager, Electrician, Public Communication Director and Solid Waste Operations Manager.

No meaningful progress has been made. But, staff has had conversations regarding the five (5) positions as it relates to contracting out the services or assigning the essential functions to other employees.

2.2.1. Annually benchmark against other communities the percent of total compensation allocated to benefits (HR)

Compare the City's total compensation allocated to benefits with municipalities in the Broward and Palm Beach County areas.

Status: Staff identified seventeen cities in Broward County and seven in Palm Beach County that will participate in the cities comprehensive compensation and benefit survey. The cities in Broward are: Coconut Creek, Cooper City, Coral Springs, Dania Beach, Davie, Deerfield Beach, Fort Lauderdale, Hallandale Beach, Hollywood, Lauderdale, Margate, Pembroke Pines, Plantation, Miramar, Sunrise, Tamarac and the cities in Palm Beach County are: Boynton Beach, Delray Beach, Jupiter, Boca Raton, Palm Beach Gardens, West Palm Beach and Royal Palm Beach. The department is in the process of identifying compensation and benefit data to be captured in survey.

2.3.1. Compensate utility staff for obtaining higher level licenses (HR)

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.

Status: Union negotiations are in progress, and this is part of the City's proposal. The City is awaiting the union's counterproposal or agreement.

2.3.2. Hold one annual in-house training class for utility licenses (Utilities)

Water Plant Operators, Reuse Plant Operators and Distribution System staff must all be licensed in order to work on these systems. To encourage cross-training and dual licenses (which increase flexibility and system knowledge), Utilities has been conducting training courses since January 2013. Each course consists of about 21-hour sessions.

Status: The department is currently working on the Level II course for Water Plant Operators in an effort to cross train the Water Plant Maintenance staff. The Level II course for Water Plant Operators consisting of twenty one- hour sessions has been completed.

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

Maintain and update the City's job descriptions to reflect the changes in the job market, as well as, new performance requirements set by the department.

Status: A spreadsheet of all the City's job titles along with the dates the job description was last created or revised has been developed. The City has 184 active job classifications, 154 of which need revising. A plan is now being developed to have City department's revise job descriptions that are at least five years old.

2.3.4. Develop timeframes to obtain new credentials (HR)⁵

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 to obtain the new credentials. The job descriptions will be reviewed as needed and the timeframes for obtaining new credentials will be updated.

Status: Twenty-seven job classifications have been reviewed, putting us on pace to complete the review of thirty-six job classifications by the end of September 2014.

⁵ This objective is tied to the Confidence Building Government Objective 2.3.3, which references updating job descriptions.

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

Concept involves an all-encompassing program that will help to develop current and future fire department officer corps. The curriculum is derived from leadership materials, internal standard operating procedures, and general management principles. The National Fire Protection Association (NFPA) and National Fire Academy (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.

Status: Completed - Program curriculum has been developed. Implementation is underway.

2.4.5. Have two command staff officials complete Police Executive Leadership program per year (BSO)

The Sheriff 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.

Status: There has been no additional activity during the 3rd Quarter due to the lack of appropriate classes. But the District Criminal Investigations Sergeant (Stephanie Coker) has been attending the Leadership North Broward IV presented by the Greater Pompano Beach Chamber of Commerce.

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 (Internal Audit)

The FY14 Internal Audit Plan scheduled an audit of the standard operating policies and procedures of the Engineering Division of the Public Works Department.

Status: For FY 2014, the audit has 24 tasks to be performed, including six per quarter. For the 3rd quarter, 18 tasks were to be completed but 8 tasks were done. For the 3rd quarter, the target performance measure was 18% - 8% was achieved. The fieldwork phase of the audit was behind schedule as we were short-staffed until June 2014 with the hiring of a replacement deputy internal auditor. Note however that Internal Audit was significantly ahead on other audit projects of the Strategic Plan for the 3rd quarter. Each quarter, additional tasks will be completed with all tasks for this project to be completed by end of FY 2014.

2.6.1. Ensure complete implementation of TeleStaff Management System at the Fire Department (Fire Rescue)

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 employee contact has been reduced in recent years as a result. Moreover, management now has the ability to track employee attendance and evaluate potential impact on overtime, in real time.

Status: System has been fully integrated into Fire Department operations.

2.6.3. Expand Annual Employee Breakfast to include individual achievements (HR)

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.

Status: An announcement was made about the Award to all Departments in the City Manager's staff meeting explaining the award with a deadline of September 1st for HR to receive the potential recipients. This will remind management staff to circulate within their own divisions to explore and identify qualified candidates. To further prompt attention to this project, an article was placed in the July 2014 Issue of Success in the City Newsletter along with a two-part challenge question pertaining to the eligibility requirements and where to receive the award.

2.6.4. Keep annual full-time employee turnover to less than 5% (HR)

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.

Status: The turnover rate for Quarter 3 is 6.10%. However, if we discount retirements and positions for which we have a new hire start date by the end of June, the rate drops to 4.52%. No additional action is needed at this time.

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

The session is designed to generate and discuss ideas for future progress, analyze how to address potential challenges, and share views on how to best utilize the 1st Quarter Performance Report.

Status: Completed – The session was held on February 27, 2014.⁶

2.7.1. Survey employees to determine interest level in early retirement (HR)

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.

Status: Funding has been identified and survey instrument has been developed. Survey to be completed in summer 2014. It is contemplated that this incentive could be offered in the fall of 2014.

GOAL 3.0. Ensure financial strength and stability

3.1.1. Annually obtain the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (Finance)

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.

Status: Completed

3.1.3. Increase collections on delinquent accounts by 10% a year (Finance)

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

Status: As of the 3rd Quarter, Finance has achieved 118% of its target for annual collections. The department continues to work with the City Attorney's Office and Development Services 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 enable the Lien Search Office to age outstanding receivables quarterly and forward unresponsive files to the City Attorney's Office for review. Regarding other receivables (i.e. utilities and code compliance), Finance works with a collection agency to maximize collections. It is currently in the process of improving procedures governing these and all receivables, inclusive of working with management and the City Attorney's Office.

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

The FY14 Internal Audit Plan scheduled an audit of the debt service payments by auditing general obligations or enterprise obligations in alternating years.

Status: For FY14, the audit has 24 tasks to be performed and each quarter has six tasks to be performed. To date, 15 of 18 tasks - or 31% assigned to the 3rd quarter - were completed timely. To date, \$4.35M in debt service payments were timely paid. Each quarter additional tasks will be completed with all tasks completed by end of FY14. The report phase is ongoing in the 3rd quarter.

⁶ The session included presentations by Herb Marlowe (a consultant hired by the City to lead the City's Strategic Plan project) and Jean Lafalaise, a City employee assigned to coordinate the implementation of the Plan.

3.1.5. Establish bond rating for Parking Enterprise Fund (Finance)

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 to ensure the marketability of the debt and reduce the City's cost of borrowing.

Status: To date, Finance has established a fund balance policy for the City, which the Commission has approved. In addition, although the City has debt policies embedded in the City's charter/ordinances and has employed various policies relative to active debt issuance considerations, the Department has completed a draft cohesive debt management policy which will be presented to the Commission for approval in September 2014, prior to debt issuance. Finance 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 responsible 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. It is now necessary to update the study based on several developments, notably amended site plans by the pier developer.

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 recent engagement of a contractor to design/build the garage, as well as planned amendment of the existing pier development agreement to be presented to the City Commission for consideration in July 2014. Once a design is selected and a related budget is developed, a financial analysis will be completed to determine whether projected net revenues for the garage will be sufficient to support the suggested design/construction costs. 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.

3.1.6. Perform annual audit of a selected federal or state grant (Internal Audit)

The FY14 Internal Audit Plan scheduled an audit of selected federal or state grants.

Status: For FY14, this audit has 24 tasks to be performed. To date, 24 of 24 tasks - or 100% of the performance measure standard assigned for the audit - were completed timely. Target goals achieved.

3.2.1. Evaluate in-house capacity vs. contracting for proposed service enhancements or expired service agreements (Budget)

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.

Status: The information gathered to establish a baseline cost is currently being analyzed for compatibility purposes.

3.2.3. Establish sector Grounds Maintenance (Public Works)

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 approach is more efficient and establishes better crew accountability with a sense of ownership by crews for their assigned areas.

Status: 90% implemented to date. Operations Manager Position needs to be formalized with a change to City Ordinance, Chapter 34.

3.2.4. Update City Codes within a month of any approved changes (City Clerk)

To improve accessibility to the latest amendments to the City's Code of Ordinances, the City Clerk's office will, on a monthly basis, forward all adopted ordinances to American Legal Publishing Corporation for codification, at which point, the ordinances will be published online, and updated supplemental pages will be distributed accordingly.

Status: 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.

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

The FY14 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.

Status: For FY14, the audit has 24 tasks to be performed and each quarter has six tasks to be performed. To date, 24 of 24 tasks - or 100% of the performance measure standard assigned to this audit - were completed.

3.3.7. Explore establishing a lobbyist registration fee (City Clerk)

The goal is to recoup administrative costs for processing lobbyist registration applications. The registration fee is for recording, transcribing, administration and other costs incurred in maintaining these records for availability to the public. This office will survey other municipalities and, upon evaluation of information gathered, explore the possibility of implementing a lobbyist registration fee in the year 2015.

Status: The lobbyist registration fee implementation is on schedule and will continue throughout FY14. 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 FY15.

3.3.8. Complete agreement with Broward County to serve Highlands/Cresthaven through wholesale contract (Utilities)

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.

Status: Negotiations with Broward County are underway with the 3rd draft agreement under review.

3.4.1. Annually evaluate competitiveness of rates and charges for a major department (Finance)

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

Status: Completed - Staff has forwarded correspondence to departments with major fees 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, any regulatory constraints governing the City's ability to propose additional fee increases, if warranted.

Surveys were sent out for Special assessment fire fee, building permit fees, business tax receipts, engineering service fees, engineering project fees, charges for services for the golf fund, lien research fees, athletic and other programs fees, preschool fees, landscape service fees and EMS transport fees. We analyzed the results of the surveys and followed up with City staff from several departments. Depending on the responses we also compared our rates to other local municipalities similar to our size. Based on the results, the City's charges for major departments are deemed competitive for FY14.

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

The City Garage expects to replace general purpose vehicles with alternative fuel or more fuel efficient vehicles.

Status: City Garage received a total of 4 vehicles in the 3rd Quarter; 1 each during the months of April and May and 2 during June. Only the two vehicles received in June qualified with higher fuel efficiency. Six (6) vehicles were delivered to the Garage in the 2nd Quarter: five (5) in February and one (1) in March. Of the five (5) vehicles received in February, two (2) Ford Escapes qualified with higher fuel efficiency.

GOAL 4.0. Provide quality services based on data-driven performance**4.1.1. Review FBC data and identify two areas per year for productivity enhancements (City Manager)**

This project provides for a proactive endeavor to develop confidence in local government through increased transparency in our operations, as well as, improvements in the efficiency of our operations.

The Florida Benchmarking Consortium was created in 2004 to identify best practices through performance data comparison. As of the 2012 data collection cycle, the organization is comprised of 19 counties, 30 municipalities and 3 authorities of which 90% collected and reported on at least one of the 19 service areas.

Status: The Budget Office hired an intern to assist with Strategic Planning projects. Currently, FBC data is being analyzed and two service areas are expected to be identified prior to the release of the FY15 1st quarterly report.

4.1.3. Annually update Fire Department Strategic Plan and integrate with the City's Plan (Fire Rescue)

In FY07, the Fire Department developed a Strategic Plan, mapping out the future direction of the organization and the challenges to overcome in order to achieve the strategic goals identified in the document.

Status: In March 2014, the Fire Department held a 3-day session to assess progress on the implementation of the 2008-2018 Strategic Plan. The group comprised fire department staff, representatives from Local 1549, City associates, CERT members, and others for the State of Florida and Broward County's emergency medical apparatus. A report has since been developed. Its purpose, among other things, is to increase accountability of Department leadership and to make performance information more transparent and accessible to all employees, City officials, and the public at large.

GOAL 5.0. Effective communication & coordination

5.1.1. Add businesses to the Tradewinds magazine mailing list (Public Communications)

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

Status: Businesses were added to the Tradewinds Magazine mailing list in April.

5.1.2. Create E-Newsletter for businesses (Public Communications)

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

Status: E-Newsletter (Points of Interest) – to be sent to over 7,000 recipients using an e-mail distribution subscription service - was created in April.

5.2.1. Ensure boards / committees are at 90% capacity with qualified members (City Clerk)

To ensure City advisory boards/committees are maintained at a 90% capacity with qualified members. The City Clerk's office will retain an active list of applicants.

Status: 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 the City.

GOAL 6.0. Increase technological competitiveness

6.1.1. Annually replace 15% of computers and servers (IT)

For the past several years, we have put in place a plan to replace employee computer workstations and IT servers to the latest computer standards. With our budget allocation, we are able to replace 15% of computers and servers annually. This measures out to approximately 75 computer workstations and any servers that maintenance is due to expire.

Status: IT has reached 100% of this goal and is at 204% of the performance measure for the year: 47 workstations and 5 servers were replaced in the 3rd Quarter while 50 workstations and 5 servers were replaced in the 2nd Quarter.

6.1.2. Implement new DUI detection by utilizing state of the art video camera systems (BSO)

In a City as large as Pompano Beach, enforcement of DUI laws and the protection of the public is paramount. State of the art video equipment for DUI detection ensures for a higher prosecution rate while providing less down time for deputies.

Status: Completed

6.1.4. Link SunGard Open System to City website (BSO)

In October 2013, the Broward Sheriff's Office Pompano Beach District, switched to a new report writing system called OSSI/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.

Status: BSO is set to initiate in July 2014 a crime mapping program.

6.1.7. Scan purchasing bids and purchase orders (Purchasing)

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

Status: The scanning process has been implemented and is ongoing. Purchasing is able to scan documents at real time. Total documents scanned year to date is 595,981.

6.1.9. Upgrade audio/visual equipment in the City Commission Chambers (Public Communications)

While the existing equipment is still functioning, the City's Government Access Television Channel 78 Commission Chambers sound system is out of date and needs to come up to modern standards.

Status: On hold – until further notice.

6.2.1. Keep security system breach to less than 1% (IT)

There are people constantly working on attacking any computer that is unprotected. Computer viruses lurk on websites and in email and can seem like legitimate things you would feel safe opening. Daily we administer a server to protect us from viruses and other malware and prevent an attack to our computer network and data. Each city computer is protected with client software that links to the server to keep up-to-date with the latest protection files. We monitor attempts of attacks and delete any viruses that are quarantined. We have also implemented a service from Microsoft that scans email documents prior to receiving the mail on our email server. This service scans for virus and junk mail filtering.

Status: The objective is monitored daily and this quarter the City has not had any security breach.

6.2.2. Bi-annually inform users of IT security procedures (IT)

The Internal Audit Department requires that we inform our users of our IT procedures. The IT Department informs all users through email bi-annually of our current policies for their review. We update these procedures throughout the year. The IT department has been providing this information for many years to the users.

Status: This quarter we do not provide users with our policy. This is provided bi-annually.

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 (Internal Audit)

The FY14 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 FY14, 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.

Status: For FY14, the audit has 24 tasks to be performed. To date, 24 of 24 tasks - or 50% performance measure standard assigned for the audit - was completed timely. Target goals were achieved.

Superior Capacity

GOAL 1.0. Leadership in energy efficiency and sustainable development**1.1.1. 100% of new facilities meet FL State Statute LEED guidelines (Public Works)**

This program 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.

Status: Currently the following projects are expected to be LEED Certified:

- Fire Station 11- Under Construction
- Fire Station 103-Under Construction; commenced January 2014
- Broward County Library/City Cultural Center-Design at 100%
- Utilities Field Office-Design at 100%; demolition of site estimated to start 8/24/14

1.1.2. Publish article in Tradewinds featuring a facility built to LEED standards (Public Works)

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

Status: 0% - Waiting to finish constructing a building to LEED standards.

1.2.2. Install low flow plumbing fixtures in City facilities (Public Works)

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

Status: Plumbing Fixtures have been inventoried Citywide. Low flow fixtures currently installed: Toilet: 295/348 (85%), Urinal: 24/118 (20%), and Bathroom Faucet: 172/316 (55%). Most of these fixtures will become low flow when the new facility or CIP renovation project is completed within the next 2 years.

GOAL 2.0. Leadership in water management**2.1.1. Complete 100% of Icanwater reuse connection backlog (Utilities)**

Backlog of pending reuse connection jobs eliminated by August 2013.

Status: Completed

2.1.2. Complete connection of 70% of newly available single family homes (Utilities)

135 new single family residential properties are eligible for reuse as a result of the summer 2013 construction. To date, 36% of eligible customers have 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%.

Status: New marketing campaign underway and several new connections are in progress.

2.1.4. Expand the reuse system 2 miles/year (Utilities)

The construction of new reuse mains will begin in spring 2014 and will start beyond the NE 27th Terrace Bridge.

Status: Construction began in June 2014 in the area east of the NE 27th Bridge and will be completed by October 2014.

2.1.5. Enforce year-round irrigation restrictions (Development Services)

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

Status: Severe restrictions are not in place. Enforcement as of the end of the 3rd Quarter has been by way of Courtesy Notice, mainly to condo associations and commercial properties.

2.2.5. Replace Utilities Field Office (Utilities)

The building design is complete and the site plan went before the Development Review Committee on January 28, 2014. Construction was anticipated to start May 2014, following the review board and permits issuances, and will take 8 months to complete.

Status: Project is at 48% completion. Demolition permit application has been submitted and demolition of current building anticipated for September 2014.

GOAL 3.0. Increase and improve recreation infrastructure

3.3.1. Complete Alsdorf Park improvements (PRCA)

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.

Status: Submitted (2) match grant applications to BBIP and FIND. In March, the county marine advisory committee approved funding for \$440,323. This was a reduction due to issues with the lease of the canal. Once the issues are resolved, the City will apply for the remaining dollars. In May 2014, a second grant was submitted to FIND for \$880,646. Currently, we are awaiting FIND grant approval and beginning the permitting process.

GOAL 4.0. Increase community accessibility and mobility

4.1.1. Establish Sidewalk Installation Prioritization Schedule (Public Works)

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.

Status: Secured a Sidewalk Installation contractor last quarter that includes pre-priced line items for sidewalk construction. Based on pedestrian needs for sidewalk, a 5-Year Prioritization plan was established that impacts all 5 Commission Districts. Currently working out bond requirements for contractor. In the interim sidewalks are being repaired by Public Works Streets Division crews.

4.1.4. Install Traffic Calming Improvements where needed (Public Works)

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.

Status: Currently in Conceptual Design stage.

4.2.2. Host a series of two (2) bicycle safety rodeos for local children during the summer (BSO)

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.

Status: During the 3rd Quarter, planning took place for the first of 2 bicycle rodeos that is scheduled for August 16, 2014 (4th Quarter). BSO is partnering with the City's Recreation Department and a local bicycle repair shop.

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

With its beaches, weather and recreational facilities, to include a 4.6 mile bike path, Pompano Beach is 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.

Status: BSO has been approved to receive grant funding from FDOT to help fund the program. In the meantime, BSO's Traffic Unit began an educational and enforcement program for pedestrian crosswalks along A1A.

4.2.4. Increase width of path around airport at .5 miles per year (Public Works)

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.

Status: No path segments were widened this quarter.

4.2.5. Improve Air Park path landscaping and lighting at the rate of .5 miles per year (Public Works)

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.

Status: A bike path segment on the north edge of Municipal Golf Course was upgraded recently. 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. With the widening of the path, this segment was completed during the 2nd Quarter.

4.4.2. Establish a fourth Community Bus route (Budget)

The City applied for and was awarded a 4th community bus to service Pompano Highlands and Cresthaven. The new Orange Route will allow the City to expand services to North Pompano. Some of the major stops will include the NE Transit Center, North Broward Hospital, Pompano Beach Aquatic Center, and St. Elizabeth Gardens. In turn, the Blue Route will be modified to include servicing the Flea Market. It is anticipated to maintain a minimum average of 7.1 passengers per hour within six months after the start of service.

Status: The City has a 4th route and bus that is now fully operational.

4.4.3. Apply for grants to enhance commuter services (Development Services)

Community shuttles are a valuable resource for residents who cannot drive. The City strives to continuously apply for grants to help improve transportation options for all residents.

Status: A Grants Coordinator is being hired to assist with grant efforts. The performance standard is to apply for two grants over the course of five years. This objective will be met in an out year.

4.6.2. Allocate funds to repair or replace seawalls annually (Public Works)

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 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.

Status: 100% Design. The project has been advertised twice, each time substantially exceeding Engineer's estimate. Currently looking at grouping this seawall repair with possibly Alsdorf Park to create a larger project scope to get more reasonable bids. Budget 2014: \$500,000.

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

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

Status: OHUI has entered into agreements with two CHDOs to finance acquisition and rehabilitation of one home each for resale to low-income Pompano Beach households.

5.2.2. Establish Façade Improvement Program (OHUI)

A portion of the City's CDBG funds are designated for Economic Development activities. In addition to the Revolving Loan Fund Program, OHUI plans to establish a Façade Improvement Program.

Status: A draft of the Façade Improvement Program has been completed.

5.2.3. Increase the number of rental housing BTR's and inspections by 20% per year (Development Services)

The Rental Housing Program helps protect Pompano Beach residents living in rental units by establishing minimum standards for safety, sanitation and habitation.

Status: The Development Services Department continues to expand its rental housing program and is meeting the goal to increase rental housing BTRs in the city.

5.2.4. Conduct an inventory within each neighborhood and rate all structures as good, fair, or poor (Development Services)

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 Citywide were classified into the above mentioned levels, as follows: Fair = 109; Poor = 73; Unsafe = 38

Status: The assessment is 100% complete and is in progress for enforcement.

GOAL 6.0. Ensure capacity for growth**6.1.1. Allocate funds for the next three (3) years for fire station renovations (Budget)**

The City increased the Fire Assessment Fee to generate \$1.0 million. The funds will be used to refurbish City fire stations.

- Fire Station 61, 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.
- Fire Station 24, located at 2001 NE 10th Street, was built in 1969 to help provide fire EMS coverage to the community.

Status: \$1.0 million 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 mix gender use modernizations.

Design phase is underway. The design consultant has completed preliminary design for gender friendly, building code, and ADA improvements to Station 24. Planning for temporary facilities in preparation for construction is underway.

6.1.2. Complete construction of the Cresthaven Fire Station (Fire Rescue)

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.

Status: Everything has been progressing according to schedule, including the construction phase which was reached in March 2004. Upcoming events for August include pouring the concrete for the bays and installation of the roof thereafter.

We look forward to this new facility being completed by the end of December 2014. Estimated project start date: February 2014.

6.1.4. Examine sites for a new Ocean Rescue Headquarters (Fire Rescue)

Rather than moving Headquarters, staff recommends that HQ remains in the existing location. The building serves many purposes (e.g., storage of equipment, training room, break room, kitchen, bathrooms, etc.). The Ocean Rescue Officers must be on the beach in order to respond to emergencies. In addition, all 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 lifeguard towers. Also, every Ocean Rescue Lifeguard must receive short breaks and a one-hour lunch break. The Lifeguard relieving them comes to their tower on an all-terrain vehicle (ATV). The Lifeguard that has been relieved rides the ATV back to HQ for their break. The turnaround time is short. If HQ was not on the beach, this would not be possible. 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.

Status: On hold

6.1.5. Develop an Ocean Rescue storage plan (Fire Rescue)

Ocean Rescue has multiple rescue equipment that require large storage capacity. Several trailers are used to transport the watercraft and equipment on the beach and on the road. Their movement on and off the beach is a daily task that is both time consuming and personnel intensive. Beach vehicles and trailers must have special 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 it 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, 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 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 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. As of June 30, no other storage location options have been envisaged.

Status: On hold

6.1.6. Complete construction of the Beach Fire Station (Fire Rescue)

The replacement of 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.

Status: Behind schedule

6.2.3. Develop report identifying zoning and land use challenges to Air Park development (Development Services)

The Air Park is one of the City's most valuable resources. To help the existing aviation uses thrive, staff must determine if there are constraints in the Air Park that could prevent the establishment of complementary uses.

Status: Staff identified the existing planning and zoning challenges that could prevent development in the Air Park. Staff presented this report to the Economic Development Council (EDC).

6.2.4. Complete the relocation of Taxiway Kilo (Public Works)

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.

Status: Project is 100% complete. Expenditures to date: \$3,652,106

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

The design standards in the City's Zoning Code help ensure all new development is built with a high quality design.

Status: All new construction projects are being reviewed for compliance with the City's design standards. Staff has created a standard to allow vernacular design solutions, superior design intent, and comprehensive planning solutions.

6.3.2. Develop Urban Design Studio concept (Development Services)

The planning and design process can impact both the quality of the architecture and how the construction fits in with the existing neighborhood. The best design solutions are frequently determined at the beginning of a project before an applicant heavily invests into the details of a specific layout and style. The urban design studio concept means that staff will evaluate development proposals early in the process to ensure that there is a high level of design integrity and that the project is compatible with the character of the existing neighborhood.

Status: Staff has begun conducting design reviews early in the development process to ensure major design decisions are made at the onset of a project. Staff has created conceptual solutions for some properties of interest including the Pompano Inlet, Hidden Harbor, etc.

GOAL 7.0. Increase e-government capacity

7.1.1. IT to participate in plan review process for all new construction or renovation of City facilities (IT)

In 2012, IT 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 our communications infrastructure. For FY14, this objective consists of reviewing nine (9) City construction projects.

Status: During the 3rd Quarter, the Engineering Department contacted IT asking staff to review a project for Closed-Captioned TV (CCTV) at the Airpark and the Fire Department for the remodeling of Fire Station 24. IT has completed 77% of this performance measure for the year.

7.1.4. Establish capacity to receive crime tips/information via social media channels, i.e. Facebook, tweeting and text messaging (BSO)

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

Status: BSO is poised to roll out a new community-friendly crime mapping program. Crimemapping.com is a web-based tool, accessible by anyone, via the internet. Our goal is to reduce crime through a better informed citizenry. Creating more self-reliance among community members is a great benefit to community-oriented policing efforts everywhere and has been proven effective in combating crime.

The data available through Crime Map has been filtered to remove confidential information and is limited to three (3) months of data. This website is used by over 160 law enforcement agencies nation-wide to provide citizens access to crime information in their communities.

The program will be implemented in July 2014.

7.1.5. Develop inter-active online employment applications (HR)

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. The time savings will allow the recruiter and clerical staff more time to complete other work assignments.

Status: Training has commenced and implementation is expected to take place during Quarter 4.

GOAL 9.0. Increase available parking

9.1.1. Establish a City Parking Enterprise Fund (Finance)

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.

Status: Completed

9.1.2. Identify alternate funding mechanisms for parking infrastructure (Finance)

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.

Status: Completed

9.1.3. Update parking demand study for beach (CRA)

The City and the 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 Citywide.

Status: Completed

9.1.7. Complete Skolnick Center parking addition (Public Works)

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.

Status: 25% complete (Construction). Anticipated completion date is September 16, 2014.

GOAL 10.0. Expand property tax base and sales tax revenue

10.2.1. Identify and assess current strategies and services (Development Services)

Economic development related policy decisions and actions can impact Pompano Beach's standard of living and economic health. The City strives to identify the best mix of tools, functions and strategies to maximize the City's economic health. The Economic Development Council (EDC) offers expertise and influence in order to create jobs and expand the City's tax base. Planning documents – e.g., the corridor studies for Dixie Highway, Atlantic Boulevard, and Federal Highway, as well as, a 2009 economic study referred to as "The Lambert Report" - help guide these decisions.

Status: Staff reported on the City's existing economic strategies and programs to the EDC⁷ in March.

10.2.2. Identify what functions need to be expanded or redesigned (Development Services)

The EDC has been instrumental in supporting and creating the staff positions required in executing the enhanced development and review process.

Status: Staff has commissioned a local economist, Paul Lambert, to update his 2009 economic study, which will offer fresh economic driven direction to the City's decision makers.

10.3.1. Complete MLK Shopping Center (CRA)

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.

Status: Behind schedule - This project continues to be under evaluation. Funding is an issue and staff is looking for private developers to partner with.

⁷ Source: The Lambert Report (2009 Economic Strategies Final Report) is available online:
http://pompanobeachfl.gov/assets/pdfs/development_services/economic_development/Pompano%20Beach%20Economic%20Development%20Strategy_Final.pdf

Quality and Affordable Services

GOAL 1.0. A safe community**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 (BSO)**

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

Status: During this quarter, 2 Community Action Team deputies attended CPTED related classes.

1.1.3. Install license plate readers: Mitchell/Moore Park, Community Park and the Golf Course (PRCA)

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 Municipal 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 Broward Sheriff's Office-Pompano Beach/District 11 Building; no City employees will have access to the system.

Status: Working with IT, Public Works and BSO to implement the installation of the devices.

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

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 workforce each year with the goal of 100% by year 5.

Status: No classes were planned during this quarter. Future ones are planned.

1.2.6. Complete installation of generators and switches at designated centers (Fire Rescue)

In July 2010, the Fire Department held a meeting to assess the needs for emergency generator support impacting all City facilities. 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, 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

Status: Over 90% Completion

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

The Broward Sheriff's Office 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.

Status: During this quarter, the Sheriff's E-Alerts centered on alerting the public about car burglaries during night time periods in a method called "Flipping", where thieves will target unlocked vehicles simply by trying door handles on vehicles parked unattended.

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

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 augmenting our Road Patrol Deputies by responding to and handling non-emergency calls for service that do 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.

Status: No activity on this study was conducted during this quarter. During the next quarter, a report will be presented to the City Manager's Office.

1.4.1. Replace 3,700 feet of water mains per year (Utilities)

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.

Status: The 3,700-foot goal has been exceeded with 5,773 feet completed.

1.4.2. Rehabilitate five (5) wells per year (Utilities)

The City currently has 25 production wells for water supply. These wells are repaired and rehabbed through a CIP.

Status: Wells 23 and 17 have been completed. Well 20 is underway resulting in 3 out of 5 required rehabs completed or underway.

1.5.3. Inspect 20 miles of wastewater lines per year (Utilities)

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

Status: The 20-mile goal has been exceeded with 24.50 miles inspected.

1.5.4. Rehab 108 manholes per year (Utilities)

A CIP exists for the rehabilitation 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. This work is contracted out and will be conducted in the summer of 2014.

Status: Contract for this work was approved by the City Commission in June 2014. Currently at 46% completion.

1.5.5. Allocate \$700K per year for rehabbing lift stations (Utilities)

A CIP exists to rehabilitate the City's 78 wastewater lift stations. Lift Station 44 (2100 SE 12th Street) will be next, followed by Lift Station 65 (651 SE 10th Street) and Lift Station 81 (299 NW 18th Street).

Status: Lift Station 65 (651 SE 10th Street) and Lift Station 81 (299 NW 18th Street) rehab will start in August 2014. \$95K has been spent.

1.6.1. Complete Stormwater Master Plan update (Utilities)

In 1999, the City completed a Stormwater Master Plan containing a prioritized 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.

Status: Master Plan was completed in June 2013.

1.6.2. Review Stormwater Financing Plan (Utilities)

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.

Status: Commission approved financial plan concept. Final plan will go to the Commission in FY15.

1.6.4. Achieve 100% compliance with NPDES permit (Utilities)

The National Pollution Discharge Elimination Permit for the Municipal Stormwater System has approximately 115 requirements for 100% compliance. Staff developed a checklist to evaluate monthly compliance with the permit.

Status: Permit compliance at 76% based on information in documentation system.

1.7.1. Complete Lower East Coast Ten Year Water Supply Plan for Department of Community Affairs approval (Utilities)

Each municipality must develop a ten-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.

Status: Plan is currently at 50% completion with completion due before February 2015.

1.7.2. Increase reuse usage by 5% a year (Utilities)

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 CIP, steady growth annually in reuse usage indicates successful program expansion.

Status: Reuse water usage is up 28% over the past year.

1.7.3. Annually review Large User Agreement with Broward County to ensure sufficient capacity (Utilities)

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.

Status: Review completed.

1.8.1. Increase interaction with Civic and Homeowner's Associations (Development Services)

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.

Status: Code Compliance attended 22 HOA meetings during the 3rd Quarter and a total of 44 since October 1, 2013.

1.8.2. Increase public education on Code Compliance (Development Services)

To increase compliance through awareness, Code Compliance has been tasked with developing an educational program within the community. Paramount is representation at civic associations and HOA meetings, CRA events, and Contractor Forums hosted by the Development Services Department.

Status: Code Compliance has participated in 3 public education events in the 3rd Quarter and since October 1, 2013.

1.9.1. Review the Zoning Code to determine if specific CPTED principals can be incorporated into the code (BSO)

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.

Status: Meetings were held for this implementation. The proposed Zoning Code change will be presented to the City Commission during its July commission meetings.

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

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.

Status: This initiative has been completed. BSO plays an important part of the review process.

1.9.4. Have appropriate CRA projects incorporate CPTED principles (CRA)

The CRA understands the importance of enforcing Crime Prevention through Environmental Design (CPTED) guidelines.⁸ 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.

Status: During the current fiscal year, all projects have included CPTED guidelines and approved principles.

GOAL 2.0. The active community

2.1.1. Establish review standards for the evaluation of existing recreation programs and events (PRCA)

In FY12, 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 to 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.

Status: This reporting period, the review standards were further reviewed and categorized into the six (6) core operational areas of the department. Four (4) standards were categorized. As of the 3rd Quarter, another standard was added.

2.1.4. Add a pocket park in areas where new housing is developed (CRA)

The CRA conducted an extensive community survey to identify needs and wants. At the completion of the 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.

Status: Behind schedule - Staff identified the most appropriate site (corner on NW 30th Avenue and NW 4th Street). The CRA owns a parcel nearby and has offered the property owner a swap. However, the property owner's demands (\$100,000) far exceed the market value and negotiations have not progressed.

2.2.1. Develop community centers and parks visual and interaction aesthetic design standards (PRCA)

In FY12, PRCA conducted roundtable discussions to review 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.

Status: The internal committee was formed and has begun coordinating design standards. Four design standards have been established to date. As of the 3rd Quarter, the Centers have at least one of the four design standards.

2.2.3. Complete North Pompano Park Center renovations (PRCA)

As part of the Capital Improvement Plan for FY14-18, North Pompano Park is designated to undergo renovations. After assessing the needs of the community, 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.

Status: The contractor is working on preconstruction budgets and is clarifying scopes-of-work with the City and with the architect through RFI's. The City construction manager has been temporarily delayed in finishing the design phase of this project because of concurrent design phase responsibilities on Hillsboro Inlet Bridge, as well as, construction phase responsibilities on Fire Station 11 and Highlands Park. With Highlands Park near completion, it is anticipated that the design phase of this project will be completed by the end of September.

⁸ Source: See "Crime Prevention through Environmental Design" by Timothy Crowe or visit www.cpted.net.

2.3.2. Increase golf revenues by 10% per year (PRCA)

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.

Status: During the 3rd Quarter, the golf course operators experienced a continuing decline in business. Rounds and revenues were both lower than the comparable time period - the previous year. The decrease can be attributed to continuing issues with the golf course, lack of an advertising campaign, continued resistance to the fee structure, our competitors continued with strong marketing efforts; during the 4th Quarter, the operators should close the gap on rounds and revenues. A number of projects should be completed resulting in positive comments from members and guests. When players see the improvements and coupled with the off-season rates, the rounds and revenues should start to rebound.

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

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.

Status: Hosted the Crawfish Festival in April 2014.

GOAL 3.0. The informed community

3.1.2. Create dashboard for Utility Benchmarks and post on webpage (Utilities)

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

Status: Completion is expected in September 2014.

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

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.

Status: The BSO building is still under renovation with an anticipated date of completion for late September 2014. With this in mind, this particular strategy will need to be moved to FY15.

3.1.5. Establish BSO ride alongs for City Officials (BSO)

The Broward Sheriff's Office invites city officials, including department heads, to ride along with deputies in an effort to familiarize themselves with the aspect of the law enforcement services provided to them by BSO.

Status: Announcements were made for ride alongs in late July of 2014. It is anticipated that the program will commence during the 4th quarter.

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 (City Clerk)

This initiative is to increase public accessibility of City Commission meeting agenda items in a timely manner. 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.

Status: 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.

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

The goal is to ensure 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 accomplish this, the City Clerk's office will distribute the Action Agendas within two (2) days following each Commission Meeting.

Status: 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.

3.2.3. Obtain City official signatures within 5 to 7 days of the Commission Meeting (City Clerk)

The goal is to ensure the City's official documents are executed and distributed within 5 to 7 days after each Commission meeting.

Status: 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.

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

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.

Status: Six customer service classes have been held to date. 419 City Employees, 30 BSO and 10 CGA Code Compliance were trained. This training contributed to the noticeable improvement in the results of the recent Customer Service Survey.

4.2.1. Conduct citizen satisfaction surveys in 24 month intervals (Public Communications)

Status: Citizen Satisfaction Survey was completed in April.⁹

4.2.2. Measure customer satisfaction with utilities after each completed job (Utilities)

The Utilities Department has been providing customers with comment cards after jobs have been completed. The customer comments are tabulated to identify good customer service and areas for improvement.

Status: 100% of the 36 cards received from customers reflect a satisfied rating.

4.3.1. Complete 3rd floor renovation to improve customer service (Development Services)

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

Status: Drawings for the 3rd floor are complete and have been reviewed by the Building Inspection Division. The construction contract has been awarded and is currently being permitted. In order to provide a temporary location for staff during the remodel, the engineering office is being remodeled first, which will take approximately three months. The third floor work will take six months and will be broken out into three phases.

⁹ The City has already conducted two Citizen Satisfaction Surveys in 2010 and 2012.

Great Places

GOAL 1.0. Grow existing businesses**1.1.1. Utilize BTR database to facilitate inter-business connections (Development Services)**

In 2011, the Business Tax Receipt (BTR) office began collecting business data when they received new applications for BTR's. This data can help decision makers understand the characteristics of Pompano Beach's business community. Additionally, by making more information available online, the City of Pompano Beach can help facilitate interaction between our businesses.

Status: Staff evaluated the City's online resources related to our local businesses and is currently working on revisions to the City's Business Tax Receipt (BTR) webpage in order to make local business information more accessible. In September, staff will be giving a presentation to the Economic Development Council (EDC) for feedback on the changes to the webpage and for verification this objective has been met.

1.1.2. Expand use of local sub-contractors by 5% a year (CRA)

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

Status: Downtown Pompano Streetscape Project increased local participation to over 40% on MLK Boulevard and the Old Pompano's contractor has established a local office.

1.1.3. Expand incubator by 5% a year (CRA)

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

Status: No new progress to report.

1.1.4. Develop CRA business directory (CRA)

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

Status: CRA's marketing staff continues to work on master database and has prepared the basic format for the external database ready.

1.1.5. Add job fair requirement to construction contract bids (Purchasing)

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.

Status: This program has not been initiated. The plan is being evaluated. Working with Engineering Department to establish a process (possibly voluntary) to implement for construction projects. General Services Department is currently advertising for an Outreach Coordinator Intern to enhance relationships with Local/SBE firms. This position will also develop requirements for user departments to track Local/SBE use.

1.1.7. Develop Local Business Preference guidelines (Development Services)

The City of Pompano Beach believes in supporting local businesses. The Economic Development Council (EDC) formed a task force to analyze the benefits of developing guidelines that would give preference to local businesses in purchasing decisions.

Status: A subcommittee of the EDC is currently working on this objective. The task force has been working with other cities that have local purchasing policies, including Hallandale Beach. Task force members will be reporting back to the EDC with their analysis and observations from surrounding cities.

1.2.1. Host Contractors Forum twice annually to gain feedback from the building community (Development Services)

The Contractor's Forum was initiated as an outreach program so the City could respond to concerns and suggestions raised by homeowners, businesses, and the development community. The Forum provides a multi-disciplinary source of information, an opportunity to interact with customers, and a forum to initiate changes to Development Services.

Status: Contractors Forum VII took place on May 13, 2014. The theme was "Homeowners Permitting". Staff is brainstorming themes for the upcoming forums.

1.3.1. Conduct analysis of current landscaping codes and enforcement practices (Development Services)

Landscaping requirements help keep our community beautiful. Staff will monitor practices to ensure our standards and the enforcement of those standards is fair and comparable to other cities.

Status: Staff is currently completing this analysis.

GOAL 2.0. Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets**2.1.2. Hire an Amphitheater Manager (PRCA)**

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.

Status: The City Commission approved the agreement with Creative City Collaborative via Ordinance 2014-45 on June 24, 2014. The term of the agreement is July 1, 2014 - September 30, 2015. The department will be working closely with Creative City Collaborative for the Amphitheater and other venues.

2.2.1. Organize Air Park open house every other year (Public Works)

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.

Status: On November 9, 2013, there was a tenant sponsored open house by Sheltair Aviation for one of their sub tenants Majestic Jet. There were no open houses conducted during the 3rd Quarter.

2.3.3. East Library relocated and rebuilt (CRA)

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, very well attended by local residents and tourists alike.

Status: The contractor continues to work on interior build-out. Staff processed a change of plans addressing the issue of site access. Plans were approved by all City Departments and review boards. Site work is expected to commence after August 1st - pending plan approval - with September 30th still holding as the final completion date.

2.3.5. Partner with Army Corps of Engineers to re-nourish beach (Public Works)

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 work is 100% federally funded under the FCCE program, which is in response to impacts from Hurricane Sandy 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) reaches.

Status: The US Army Corps of Engineers accomplished an Environmental Assessment and determined a Finding of No Significant Impact (FONSI). Bid documents are being completed to accomplish the project and still to be determined if project can be accomplished during the upcoming construction season (November to April 2015). The Inter-local Agreement between the coastal cities (Pompano Beach, Lauderdale by the Sea and Ft. Lauderdale) and Broward County has still not been accomplished and therefore City's cost share is yet to be determined.

2.4.1. Create Sports Tourism Committee and hold regular planning meetings (PRCA)

The Sports Tourism Committee was created to find ways to capitalize on, promote 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.

Status: The committee met in April, May and June 2014. The Pompano Beach Tourism Manager and CEO of the Pompano Beach Chamber attended the June 2014 committee meeting. The committee asked the tourism manager to set up a meeting with the Broward Convention and Visitors Bureau. The next meeting will take place in July. The Sports Committee meets the 4th Wednesday of each month. The committee started in October 2013.

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

The Sports Tourism Committee was established to aid in the expansion of the tourism market in the city. 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 opportunities for the City's tourism industry.

Status: Meeting with the CVB in August 2014 to get on their FY15 calendar.

2.4.6. Resurface Tennis Courts (PRCA)

As part of the FY14 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.

Status: The tennis court resurfacing project began July 2014.

2.6.2. Allocate \$100,000 to annually refurbish and replace park equipment (Public Works)

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.

Status: Accomplished a survey in preparation to replace two playground modules at Harbor's Edge Park. There is not enough FY14 funds available, so the playground will be replaced the beginning of FY15.

Currently purchasing park benches and replacing at multiple park locations. Pursuing a quote from Burkhardt Construction to install additional poured-in-place safety surface around beach playground modules.

2.7.1. Develop and execute marketing action plan for promotion of fishing and scuba diving (Public Communications)

Both diving and fishing continue to be important tourism assets that are always included when addressing and promoting Pompano Beach tourism.

Status: During the 3rd Quarter staff introduced some hotel partners to a fishing operator at the inlet, hoping they will partner and further promote the sport. Also, a major tour operator from the Netherlands did a tour of both Sands Harbor Marina, as well as, Hillsboro Inlet. This is an ongoing process, promoting both whenever possible.

2.7.2. Establish City/CRA Beach/Tourism Marketing Campaign (CRA)

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 the Martin Luther King, Jr. Parade.

Status: This assignment continues to be on pace and should be finished ahead of schedule (September 2014).

2.8.1. Establish Staff Task Force to integrate cultural activities into recreation programs (PRCA)

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.

Status: Ongoing

2.8.3. Develop a Public Art Master Plan (Development Services)

Public Art can add visual interest and a sense of place to our community. The City Commission is interested in bringing more art to Pompano Beach. The first step will be the creation of a master plan that will thoughtfully guide the selection, themes and placement of public art.

Status: The consultants (IBI) have completed extensive public surveys, attended numerous cultural events, created Master Plan website and blog site and have been making monthly presentations to the Public Art Committee. IBI has presented a draft of the Master Plan principles, objectives, guideline and policies for the committee to provide input. A draft art-themed city wide map and sample public art projects were presented for consideration and prioritization.

The IBI group has completed draft maps, districts and policies and has met with the Public Art Committee, and staff, and is scheduling meetings with commissioners to get direct feedback on the draft plan before it is finalized.

2.8.5. Complete Ali Building (CRA)

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. Expenditures to date: \$612,380

Status: Phase I anticipated completion date is July 2014. Phase II will begin immediately after and it is expected to be done on/or before MLK day (mid-January). Most permits for Phase II are on hand.

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

The City strives to help keep our urban forest lush and continuously aims to find grant funding for this purpose.

Status: The Public Works Department applied for and was awarded a \$100,000, 2014 Highway Beautification Grant. The grant will be used to plant trees on Sample Road medians between Andrews Avenue and Federal Highway. This grant will be used in conjunction with another \$200K grant the City received from Broward County at the end of last fiscal year to enhance Sample Road medians with trees from Florida Turnpike to Andrews Avenue.

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

The best neighborhoods have great buildings, businesses, streetscapes, parks and gathering spaces. To maximize the potential of every neighborhood in Pompano Beach, the Development Services Department is beginning to prepare improvement plans for the City's neighborhoods. These plans will help guide public sector investment and will also help staff understand a neighborhood's needs when evaluating proposals for new construction projects.

Status: Staff has created an evaluation criteria form from which to assess a neighborhood's existing conditions, identify deficiencies, prioritize projects, and identify funding sources.

2.12.1. Implement annual way-finding sign installation (Public Works)

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.

Status: 75% completed. Full scale mock-ups were installed in Community Park to acquire public comment. On May 15th, opportunity for comments was closed. The consultant is now pursuing permits with the City and FDOT so the signage can be installed in planned locations:

- Destination Sign at Harbor's Edge Park
- Gateway Sign in roadway median at foot of Hillsboro Bridge

- Directional Sign at corner of A1A and Atlantic Blvd.

Total Budget: \$87,600

2.13.2. Repair and replace tiles on Public Safety Administration building (Public Works)

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, 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. New site fencing around entire property to be installed to provide a secure compound with keyed access gates.

Status: 70% (Construction). Demolition activities are complete and the building has been waterproofed. Exterior windows and doors are being installed. Stucco and precast panels are currently being installed. Site work has commenced with the removal and installation of fencing. Site lighting is complete, and all windows/doors have been installed.

Total Budget: \$5M

GOAL 3.0. Increase social capital in the community

3.1.2. Host one (1) Brazilian Police Citizen's Academy per year (BSO)

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

Status: A class is planned for next quarter and will be a joint adventure between the Brazilian community and the Pompano Beach & Deerfield Beach Districts of BSO.

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

4.1.3. Analyze current merchant mix in CRA (CRA)

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 for local residents.

Status: Staff has been analyzing current merchant database and is preparing to make recommendations for specific sites in Old Pompano, MLK Boulevard and in the East CRA.

4.2.1. Identify and map industrial and manufacturing targeted industries (Development Services)

A number of industries have been targeted for recruitment in economic development efforts at the State, County and local levels. These industries were selected based on multiple factors including existing businesses, workforce availability, environmental concerns and industry trends.

Status: Staff reported all targeted industries to the Economic Development Council (EDC) in March. The targeted industries are included within the Existing Conditions/Economic Assessment prepared by FIU Metropolitan Center. Staff is currently working to map this information. Once mapped, the targeted industry map will be presented to the EDC.

4.3.3. Update marketing plan for East CRA (CRA)

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

Status: Staff continues to make minor revisions. Many revisions are anticipated due to changes in the environment and market.

GOAL 5.0. Enhance Corridor Redevelopment**5.1.1. Implement recommendations from corridor studies (Development Services)**

The City understands the importance of a strong economic base to support the community and provide jobs for residents. As such, elected officials had the foresight to select a vision for each of the major corridors in the City. The resulting “Corridor Studies” identify the actions the public sector should take to ensure the corridors remain economically viable into the future and achieve their full potential.

Status: Staff is implementing priority projects listed in the Corridor Studies. One of the first projects involves working with FDOT to design a desirable streetscape for Dixie Highway. The City is interested in removing a lane along both sides of South Dixie Highway and beautifying the corridor with sidewalks, street trees, parking and other amenities. Staff is working with FDOT so North Dixie Highway receives similar enhancements; however, a lane reduction is not planned for this portion of the roadway.

5.1.2. Initiate additional corridor studies for Powerline Road, Copans Road and Andrews Avenue (Development Services)

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.

Status: Only one study can be completed each fiscal year based on funding. Corridor Studies were planned for Powerline Road (FY 2014) and A1A (FY 2015). The Metropolitan Planning Organization (MPO) staff has since informed the City of potential funding sources for roadway improvements along A1A in Pompano Beach, if the project is shovel ready. The first step towards this goal is to develop a conceptual design. This project will also coincide with the City’s efforts to place the utilities underground on A1A. Since there is an immediate opportunity to leverage outside funding sources, Development Services staff is prioritizing the A1A corridor study originally planned for FY 2015, and will delay the study planned for Powerline Road until next fiscal year. Renaissance Planning Group has been retained to complete corridor planning for A1A.

5.1.3. Establish design guidelines and zoning in the Downtown Pompano Transit Oriented Corridor (CRA)

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 to establish 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.

Status: Completed

5.2.2. CRA to sponsor an annual local realtor group tour (CRA)

Staff believes in engaging local real estate agents and firms to help stimulate the local economy and to lure developers to town.

Status: Completed

5.3.2. Identify grant funding opportunities for Martin Luther King Jr. Boulevard (Development Services)

Martin Luther King Jr. Blvd. (aka Hammondville Road) is an important entrance into the heart of Pompano Beach’s downtown. As the roadway continues west into Coconut Creek, it provides a connection to numerous educational opportunities, therefore earning its nickname “The Education Corridor.” The City and the Community Redevelopment Agency (CRA) are committed to beautifying this important corridor and actively seek new opportunities for grant funding when they become available.

Status: The Community Redevelopment Agency (CRA) staff has informed staff that construction related grant money is not needed at this time since most grants do not become available for several years out. The CRA has stated they could use assistance with public art along the MLK corridor. The performance standard is to apply for two grants over the course of five years. This objective will be met in an out year.

5.3.3. Complete MLK streetscape project (CRA)

This project involves improvements to Martin Luther King Boulevard, from Dixie Highway to NW 6th Avenue/Blanche Ely Avenue. It 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. The project is being coordinated with the CRA's overall incentives program including facades and interior renovations. This project replaces Project Nos. 10-104 and 10-105 and combines funding for MLK Boulevard Phases 1 and 2 and Old Pompano Streetscape Improvements into one project.

Status: Construction activities continue as of the end of the 3rd Quarter. The contractor has installed a new irrigation system, upgraded the exiting water main and sanitary sewer laterals, partially installed new drainage facilities along the south and north sides of the roadway, partially formed and constructed the sidewalk along the north side, and installed a new median and landscape. The fast travel lanes have been constructed with 1" of asphalt and re-open to the public. Next, the contractor will concentrate efforts on the outer lanes and sidewalks along the south.

5.4.1. Complete full Corridor Code Compliance Assessment Program every other year (Development Services)

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

Status: Assessment of the Andrews Avenue corridor has been completed. 88 out of 89 properties inventoried were not in compliance with a total of 186 violations. Courtesy notices were mailed out to all property owners.

5.4.2. Paint traffic signal arms (Public Works)

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.

Status: 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 5 more intersections/pedestrian crossings. 100% construction complete. Expenditures to date: \$336,170.

5.4.6. Enhance landscaping on FDOT roadway projects (Public Works)

FDOT has an established 5-Year Transportation Improvement Plan that identifies State roadway maintenance and repair projects within the City. These projects typically allow for very limited landscape improvements to medians and adjacent right of ways (2% of total Project Cost). The purpose of this 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 in the 5-year plan.

Status: Independent of any FDOT project, Public Works ground crews enhanced landscaping on Andrews Avenue due to failing plant materials.

GOAL 6.0. Enhance CRA area redevelopment**6.1.1. Expand target area of programs to include other major corridors (CRA)**

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 while serving to enhance redevelopment opportunities to merchants that service the beach area.

Status: Task is complete, but CRA staff still intends 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**7.1.1. Conduct research and assess our tourism Assets and available resources (Public Communications)**

The initial list of tourism assets was put together for the printing of the first tourist guide, as the assets grow and change so will the revisions and additions.

Status: The tourism manager strives to keep updated on new tourism assets that help bring Visitors to Pompano Beach. This quarter, The Sky Zone, a new trampoline park in the City was added to the website, and also included in the reprinting of the Tourist Guide. To keep our assets current when doing a reprint we do change around some of the images, however we keep our branding constant.

7.1.2. Identify key niche tourism markets (Public Communications)

Some niche markets will always be constant to the destination and others will develop based on need.

Status: As the City continues to evolve so will various niche markets. The domestic drive market is a very important summer niche market, so along with a hotel partner, the tourism manager made sales calls on AAA travel and auto club offices to help generate some summer business to the City. This is ongoing each and every summer. The medical tourism market is becoming very important. Tourism manager attended a seminar hosted by the Convention & Visitors Bureau for various tourism partners. This is an expanding niche market that the hotels are just getting to recognize.

7.1.3. Establish relationship with Convention & Visitors Bureau (Public Communications)

This partnership continues to grow as the City is part of the County.

Status: The City continues to work with the CVB and develop the partnership. The domestic leisure director was escorted around the City to see the changes. The City was the only partner invited to participate at Cruise 3Sixty conference at the Ft. Lauderdale Convention Center at no participation cost. This is the official cruise conference for the cruise tourism industry. Tourism manager attended a number of promotional events hosted by the City which were by invitation only. We also attended the CVB annual spring luncheon for the tourism industry.

7.2.1. Complete Bailey Hotel (CRA)

Located at 44 NE 1 Street, this site was the original location of the hotel back in the early 1900's. It is the subject of a CRA restoration plan to bring the building back to life. The design includes restoring the exterior façade to look the same as in the past 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.

Status: Completed. Expenditures to date: \$1,355,850

7.2.2. Complete Commercial Kitchen (CRA)

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 a 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, dedicated to the production of food products, can sell to the public at flea markets, farmers markets, and such, and can benefit as well. And, the manufactured products can support local restaurants.

Status: The project is temporarily on-hold due to funding availability.

7.2.3. Complete First Baptist parking (CRA)

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 Ave. 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.

Status: Behind schedule - Staff met with Church personnel and submitted a lease proposal (mid-May). Staff has not received a reply as of June 30. Staff continues to reach out to the Church in an attempt to secure temporary surface parking while working on a larger project to purchase a portion of the Church's site and add a garage.

7.3.1. Construct Library/Cultural Arts Center (Public Works)

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.

Status: 100% Design - now pursuing permits with the Building Department. Budget: \$7M. Expenditures to date: \$824,173

7.4.1. Complete Old Pompano Streetscape (CRA)

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.

Status: The contractor has installed a new irrigation system, upgraded the exiting water main and sanitary sewer, installed new drainage facilities, finished building a paver roadway on NE 1st Street between Flagler Avenue and NE 1st Avenue, installed sidewalks on Flagler Avenue from NE 1st Street to NE 3rd Street and along NE 3rd Street from Flagler Avenue and NE 1st Avenue. NE 1st Street and Flagler Avenue have been re-opened to vehicular traffic while the contractor concentrates efforts on NE 2nd Street and NE 1st Avenue. Expenditures to date: \$5,166,435

ADDENDUM TO 7.4.1

In addition to the CRA's improvements, the City will construct similar improvement using a \$4.3 million HUD CDBG Section 108 loan, secured by the City's future CDBG entitlement grants. The Section 108 proceeds will be utilized to fund infrastructure in five locations in Old Pompano: portions of NE 1st Street; NE 3rd Street; NE 4th Street; NE 2nd Avenue and NE 3rd Avenue. It will service the contiguous low and moderate-income residential neighborhoods surrounding the three project areas. The infrastructure improvements are consistent with the Dixie East Transit Oriented Development Plan, which the City has adopted.

Each street in the Section 108 project area will receive roadway improvements: water, sewer and reclaimed water utility improvements; signing and pavement markings; new landscaping and irrigation; and new lighting. In addition, NE 1st Street will have its number of traffic lanes reduced and NE 2nd Avenue and NE 3rd Street will have chronic drainage problems repaired. None of these streets is presently pedestrian-friendly.

Status: The City promptly commenced procurement of the required Federal NEPA Review and Compliance with Section 106 related to the improvements following HUD's loan approval and authorization by the City Commission to enter into the loan. The reviews are presently underway.

Basic conceptual drawings and cost estimates in support of the Section 108 loan application were prepared at a cost of \$35,475. Professional consulting services related to preparation and submission of the loan application were obtained for \$20,000. The Contract for the NEPA Review and Compliance with Section 106 sets forth a cost plus contingency totaling \$48,102.

7.4.2. Complete Old Pompano Plaza (CRA)

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 and Associates to help design the plaza.

Status: Designers and staff continue to work on design details and concepts for the plaza. The design is working side-by-side with designers representing a future restaurant (Hearth on 1st).

GOAL 8.0. Job growth for residents

8.1.1. Employ five (5) youth per year in summer youth employment program (HR)

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.

Status: The initial target was to hire five summer youth students. We were able to employ a total of eight (8) students. Five were assigned to City Hall (Human Resources, Risk Management and City Clerk's Office and two in Development Services) and two were assigned to Public Works (Solid Waste Division). The students started on June 16, 2014 and the program is scheduled to end on August 5, 2014. Six out of the seven students attend Blanche Ely High School.

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

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.

Status: No needs identified in third quarter from developers.

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

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

Status: Task is on pace to be completed as planned.