

# THE CITY

*that plans for the future.*

## 2014/15 Strategic Plan: Getting Us There from Here

**D**id you ever wonder what the future holds for the City and, maybe even more important, how we're going to get there? There *is* a plan - a detailed strategic plan based on resident and business input, financial projections and demographic analysis. This plan is not developed in a vacuum; it's based on the five strategic goals that Tamarac adopted a number of years ago:

- Inclusive Community
- Healthy Financial Environment
- Dynamic Organizational Culture
- Clear Communication
- A Vibrant Community

With these goals in mind, each year the City reviews input received through our various communications feedback channels: community meetings, transactional surveys, customer requests and personal conversations. We also do an environmental scan which charts any changes in each area of service we provide and makes financial forecasts based on projected property values, capital improvement projects and anticipated sources of revenue. Every two years, this information is supplemented with the results of our resident and business surveys. These take a statistically significant "pulse" of our community and help narrow the scope of areas on which to focus, so as to use limited dollars as prudently as possible.

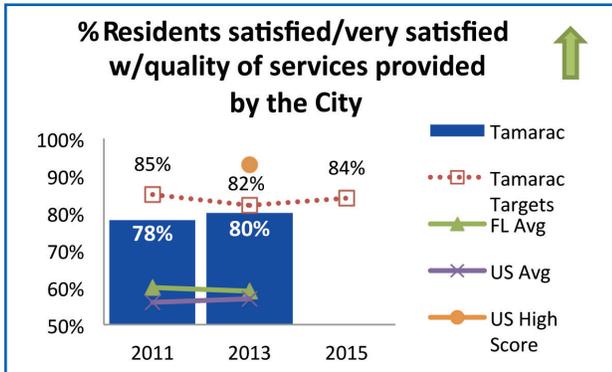


# BY THE NUMBERS

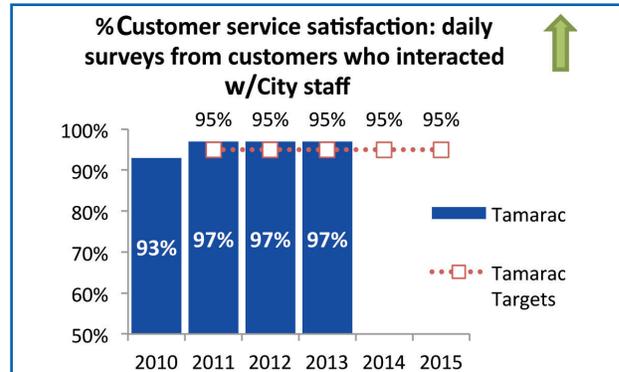
## GOAL #1: Inclusive Community

The City of Tamarac is committed to providing programs and services that meet the needs of our increasingly diverse community.

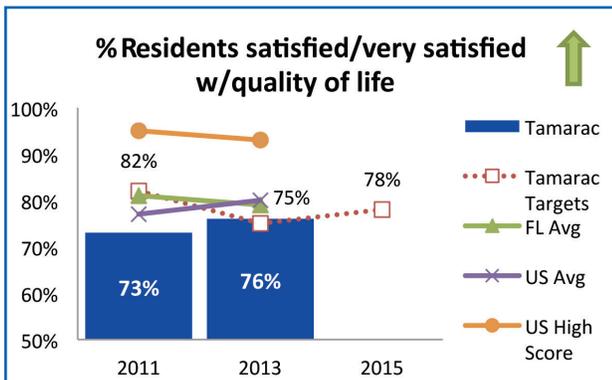
### KEY PERFORMANCE MEASURES (Green arrows indicate desired direction):



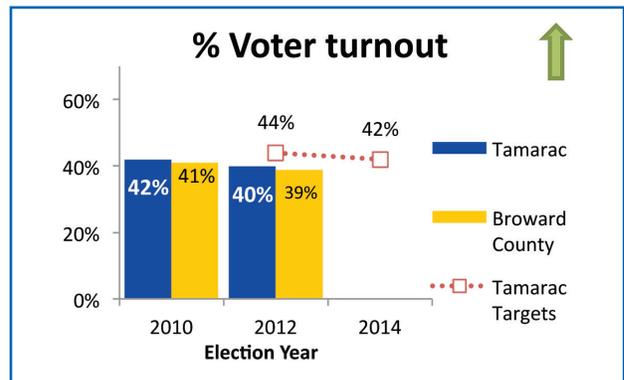
BIENNIAL SURVEY DATA



TRANSACTIONAL SURVEY DATA



BIENNIAL SURVEY DATA



### INITIATIVES:

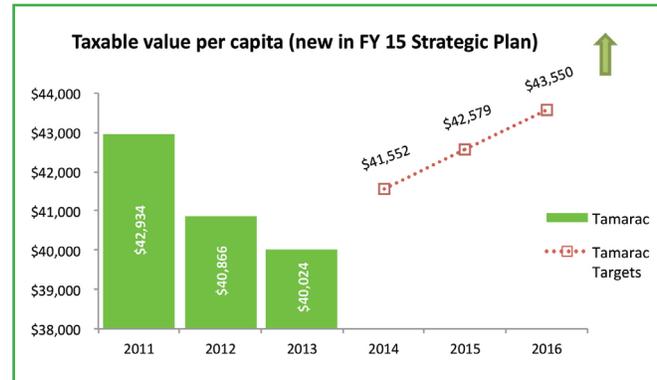
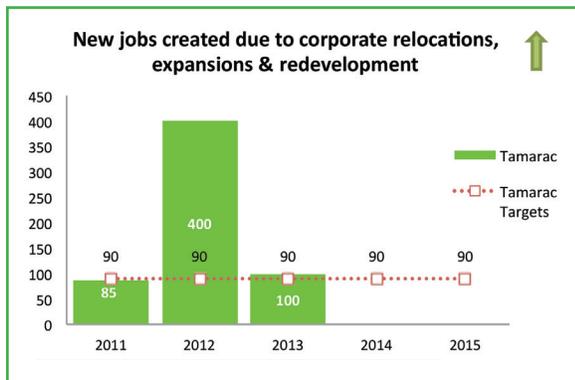
- The City has begun work on a 10-year parks, open space, recreation and social services master plan. It will encompass an assessment of facilities and programs, as well as funding sources in order to meet the changing needs of our community.
- We continue development of the City's network of walking and biking trails.
- Expansion of online services on the City's website will provide more government access around-the-clock.
- Our joint effort with the Broward Supervisor of Elections will help to increase voter participation in Tamarac.

# GOAL #2: Healthy Financial Environment

The City of Tamarac will utilize financial management to develop and maintain a healthy financial environment, encouraging and supporting economic development and redevelopment.

**KEY PERFORMANCE MEASURES** (Green arrows indicate desired direction):

BOND RATING					
	2012	2013	2014	2015	2016
<b>TAMARAC</b>	AA	AA			
<b>TAMARAC TARGETS</b>	AA-	AA+	AA+	AA+	AA+



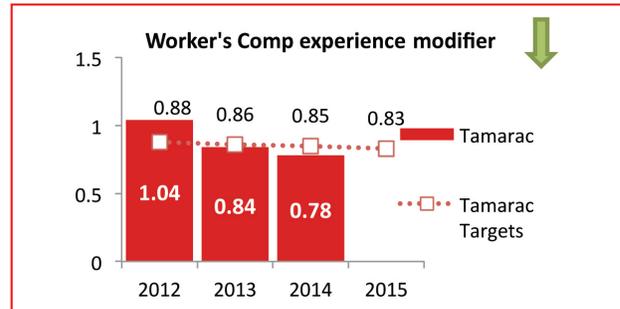
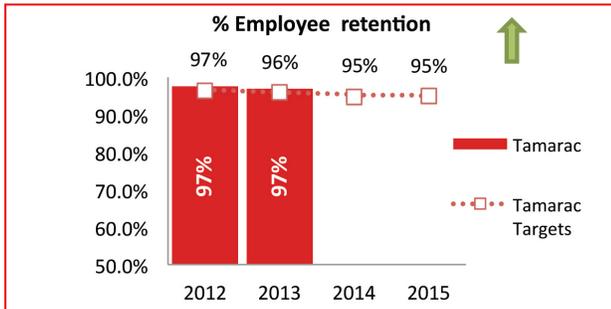
## INITIATIVES:

- We are implementing an aggressive Economic Development plan and business incentive program to bring more jobs to Tamarac.
- The City is developing action plans based on the results of comprehensive corridor and redevelopment studies. Implementation of the recommendations from these studies will help increase property values, as well as improve community appearance and safety.
- We are focused on achieving a bond rating of AA+, which will lower the City's cost of borrowing to make it easier to fund future initiatives.
- Over the next few years, we will be working to develop infrastructure for Tamarac Village. The City's new "downtown" will be a center for people to live, work and play, as well as provide an economic engine to help fund City services, minimizing the burden on residents.

## GOAL #3: Dynamic Organizational Culture

The City of Tamarac will create and sustain a culture conducive to development and retention of a skilled workforce.

**KEY PERFORMANCE MEASURES** (Green arrows indicate desired direction):



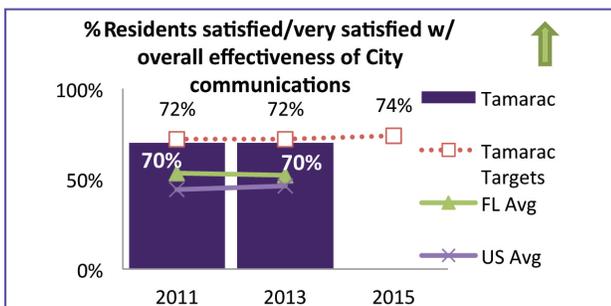
### INITIATIVES:

- By providing a rigorous selection process, proper training and emphasizing professional development opportunities, the City will retain a skilled and engaged workforce.
- We will continue to prevent employee accidents through the development of enhanced employee safety programs that target our leading accident cause indicators.

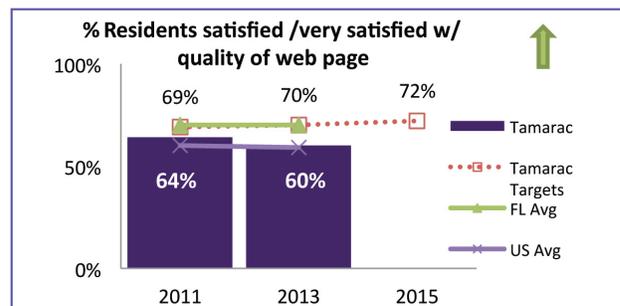
## GOAL #4: Clear Communication

The City of Tamarac will ensure effective communication within the organization and throughout the City, and enhance the visibility of City programs and services.

**KEY PERFORMANCE MEASURES** (Green arrows indicate desired direction):



BIENNIAL SURVEY DATA



BIENNIAL SURVEY DATA

### INITIATIVES:

- We will be expanding community outreach through our HOA liaison program and neighborhood meetings.
- The City will be making ongoing enhancements to our website including a portal to make search easier.
- Our increased use of social media will provide additional ways to conveniently access City information.

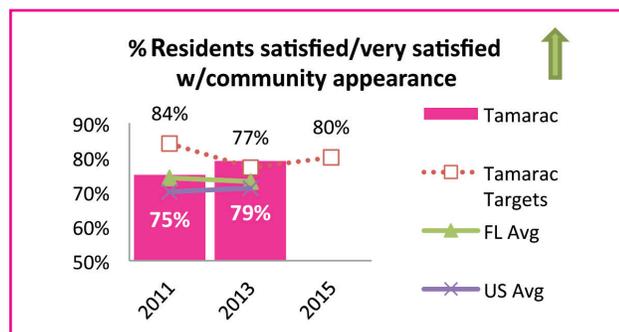
## GOAL #5: A Vibrant Community

The City of Tamarac will provide resources, initiatives and opportunities to continually revitalize our community and preserve the environment.

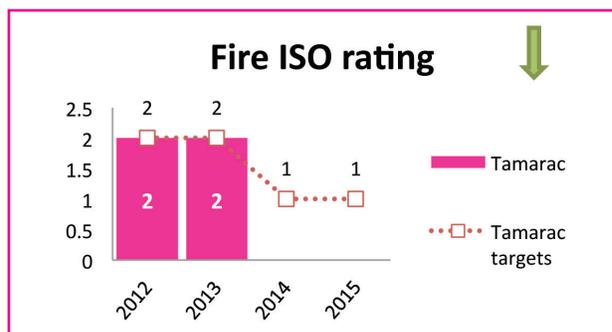
**KEY PERFORMANCE MEASURES** (Green arrows indicate desired direction):



FLORIDA DEPARTMENT OF LAW ENFORCEMENT DATA



BIENNIAL SURVEY DATA



ISO (INSURANCE SERVICE OFFICE) REVIEWS AND RATES THE FIRE PREVENTION AND FIRE SUPPRESSION CAPABILITIES OF A COMMUNITY.

### INITIATIVES:

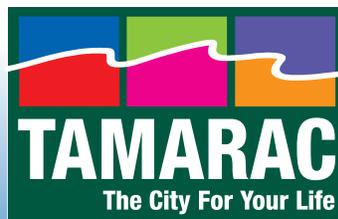
- Crime in Tamarac was down 18% in 2013 versus the previous year. That's an outstanding accomplishment, but it's also important to ensure that residents feel as safe as they actually are. Together with our partner BSO, we will continue communicating accurate crime information, as well as educating the community and training City staff to further enhance crime awareness, reporting and prevention efforts.
- To further increase resident satisfaction with community appearance, we are focusing on improving signage in the community and at City facilities. Tamarac has also embarked on a comprehensive program to pressure clean curbs and medians throughout the City.
- We are expanding Tamarac's Neighborhood Improvement Program or "NIP It", helping to improve community appearance by working in concert with homeowner associations as well as providing financial assistance to qualified residents.
- Tamarac is working to achieve the best possible Fire ISO rating: '1' (only 0.12% of fire departments nationwide and only 1.3% in Florida currently have such a rating). A lower Fire ISO rating tends to curtail homeowner insurance costs and drives down business property insurance costs.

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These are some of the steps we're taking on the journey to get us from here to there. Just where is there? There is the fulfillment of the City's vision to make Tamarac the community of choice through safe neighborhoods, a vibrant economy, exceptional customer service and recognized excellence. And we're well on our way.



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