

CITY OF TAMARAC

STRATEGIC PLAN 2010



on TARGET

Dear Residents,

I am pleased to present to you the City of Tamarac's latest Strategic Plan. You may be asking yourself, "What is a Strategic Plan?" and "Why does Tamarac need one?"

Glad you asked... like any organization or business, a government such as ours must always be looking toward the future; not just next month or next year, but two years from now; ten years from now; and, in some cases, even 15-20 years from now. Not only must we save for a rainy day, so to speak, but we must also be willing to invest in our future—it's a delicate balancing act that has many moving parts and stakeholders; stakeholders such as: our residents and business owners; and our elected officials and employees. The purpose of our Strategic Plan is to set priorities for resource allocation and to provide direction as we look to the future.



Tamarac is a young City—we'll turn fifty in 2013—with a rich history and a bright future. This Strategic Plan provides a glimpse of where we've been over the past several years and where we're heading.

Tamarac conducts Strategic Planning every year under the direction of the Mayor and Commission. City staff has diligently worked on this latest edition, taking into account the results of our most recent resident and business surveys, as well as input gathered through community meetings, focus groups and Citizen Advisory Boards. Our five key goals remain: Inclusive Community; Strong Economy in a Healthy Environment; Dynamic Organizational Culture; Clear Communication; and a Safe and Vibrant Community.

As you read through this Strategic Plan, check our progress and make note of our goals. I invite you to help us as we strive to achieve everything we've set out to accomplish—after all, this is your community—Tamarac, *The City for Your Life!*

Tamarac's vision is "leading the nation in quality of life through safe neighborhoods, a vibrant economy, exceptional customer service and recognized excellence." As you will see, this Strategic Plan shows that we're on target to meet, and exceed, most of the goals we have set for ourselves over the next two years. Our last Strategic Plan provided a framework for many of the initiatives and programs that were developed and implemented **Continued Inside...**

Sincerely,

Jeffrey L. Miller
City Manager

STRATEGIC GOAL #1

Inclusive Community

Provide programs and services to meet the needs of an increasingly diverse community.

This includes:

- Recognizing and embracing diversity
- Gathering and using feedback to continually refine programs and services

How we measure our success:

Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
Resident Satisfaction With City Services <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+30	+30	+29	+29	+30
Business Satisfaction With City Services <i>(Business satisfaction levels to mirror resident satisfaction +/- 5%.)</i>	yes	yes	yes	yes	yes	yes
Resident Satisfaction With Quality of Life <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+2	+2	+1	+1	+5
Workforce Diversity <i>(Diversity mirrors community +/- 5%.)</i>	yes	yes	yes	yes	yes	yes



Steps to ensure continued success:

- Conduct ongoing transactional surveys with monthly reviews in all operating departments
- Implement CSI Tamarac, an internet based customer service inquiry system, and review monthly
- Adopt and implement a Public Art Master Plan to provide a variety of cultural opportunities



DID YOU KNOW? To stay abreast of changing customer service needs, the City of Tamarac regularly conducts transactional surveys—if you’re asked to fill-out a survey, please be sure to take the time to let us know how we’re doing. These surveys help us to evaluate our overall customer service including professionalism, accuracy of information, responsiveness, and timeliness.

Continued From Cover... over the last couple of years. Additional feedback was gained through surveys our residents and the business community, as well as the City’s employees, took part in. It is this feedback from the community, along with lessons learned through our successes and challenges, that forms the basis for the 2010 Strategic Plan. As a City we have a lot to be

proud of and as we move forward we’ve set some lofty goals: whether to increase our already high customer satisfaction ratings; maintain our credit rating in these trying economic times; retain a qualified workforce; further enhance our recycling programs; increase the quality of communication we provide the community; or reduce the crime rate, we’re right on target!

STRATEGIC GOAL #2

Strong Economy in a Healthy Environment

Utilize innovative management practices to develop and maintain a strong financial base, balancing the financial needs of the City with preservation of the environment.

This includes:

- Maintaining a strong financial base
- Leveraging tax dollars by identifying alternative funding sources
- Utilizing HPO and Sterling frameworks to foster innovative management practices
- Improving and developing solutions to environmental concerns



How we measure our success:

Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
Bond Rating	↑	AA-	AA-	AA-	AA-	AA-
Recycling <i>(Annual pounds per capita.)</i>	↑	115	116	116	116	122
# General Fund Employees Per 1,000 Residents	↓	3.8	3.4	3.4	3.2	3.2
Water Conservation <i>(Monthly average per capita water use in gallons.)</i>	↓	98	92	99	101	101



Steps to ensure continued success:

- Retain Green Local Government Gold Level Certification and evaluate long range plan to pursue Platinum Level
- Continue to decrease reliance on property taxes through streamlining and the development of alternative revenue sources
- Expand the Residential Recycling Program
- Decrease greenhouse gas emissions through implementation of an energy conservation strategy
- Develop and implement financial plan to rehabilitate aging utilities infrastructure
- Enhance community value through creation of a Redevelopment Master Plan
- Ensure financial sustainability through the adoption of policies that solidify long range planning



DID YOU KNOW?

Tamarac is a leader in environmental initiatives. In fact, Tamarac was one of the first cities in Broward County to adopt a recycling program in the early 1990's. Today, Tamarac has one of the highest per capita recycling collection rates. Other environmental initiatives include a community garden, the distribution of low-flow water devices, rebates on low-flow toilets*, the use of Florida-friendly landscaping in City medians, facilities, and parks, as well as many more award-winning initiatives! **AWARDS:** Tamarac's environmental initiatives helped the City earn a **Gold Level Certification** from the Florida Green Building Coalition (the City was the first in South Florida to earn the Silver Level Certification back in May 2008). In addition, the City received the **Milestone Achievement Award for Climate Protection** from ICLEI - Local Governments for Sustainability. The Arbor Day Foundation named Tamarac a **Tree City USA** for the seventeenth year in a row. *Low-flow toilet rebates are available for a limited time only, call the City of Tamarac's Water Conservation Specialist at (954) 597-3792 for more information.

STRATEGIC GOAL #3



Dynamic Organizational Culture

Create and sustain a culture of high performance conducive to the ongoing development and retention of a skilled workforce.

This includes:

- Fostering an organizational culture focused on workforce development and retention
- Sustaining a professional and ethical organization
- Utilizing mentoring and succession planning to provide continuity

How we measure our success:

Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
Employee Satisfaction <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+10	+10	+23	+23	+30
Employee Engagement <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+1	+1	+11	+11	+15
Workforce Development <i>(Percentage vacant positions filled internally.)</i>	↑	40%	45%	44%	45%	50%
Turnover Rate <i>(Annualized “avoidable” employee separations.)</i>	↓	4 ½ %	5%	1 ⅓ %	1 ½ %	1 ½ %



Steps to ensure continued success:

- Identify and develop action plans to address high priority areas outlined in employee survey
- Deploy use of the intranet to share knowledge, streamline operations and expedite citizen requests
- Survey volunteers
- Align employee performance goals and development with the Strategic Plan



DID YOU KNOW? In 2007 the City of Tamarac invited customer input through focus groups and surveys to determine what was important to the customer. This helped us to develop our customer contact standards, known as “Play Your PART”: Professionalism; Accuracy of Information; Responsiveness; and Timeliness. Staff training and regular monitoring help ensure that we play our PART in all customer interactions.



OUR MISSION

The City of Tamarac, *Our Community of Choice*— Leading the nation in quality of life through safe neighborhoods, a vibrant economy, exceptional customer service and recognized excellence.

OUR VISION

We are:
“Committed to Excellence . . . Always”
 It is our job to foster and create an environment that: Responds to the Customer; Creates and Innovates; Works as a Team; Achieves Results; Makes a Difference

OUR VALUES

As Stewards of the public trust, we value:
*Vision
 Integrity
 Efficiency
 Quality Service*

STRATEGIC GOAL #4

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Clear Communication

Ensure effective communication within the organization and throughout the City, and enhance visibility of City programs and services.

This includes:

- Increasing citizen awareness of the role of local government
- Encouraging participation in local government
- Sustaining an open dialogue with the community and the workforce
- Using technology to automate the delivery of services and information

How we measure our success:



Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
Resident Satisfaction With Availability of Information About City Programs and Services <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+22	+22	+24	+24	+30
Resident Satisfaction With Quality of City Web Page <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	0	0	+8	+8	+10
Resident Satisfaction With City Efforts to Keep Residents Informed <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+27	+27	+28	+28	+30
Employee Satisfaction With Communication <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	0	0	+7	+7	+10

Steps to ensure continued success:

- Continuously improve neighborhood meetings
- Provide the community with 24/7 access to information and service requests via the internet



DID YOU KNOW?

Improvements made over the past two years to the City’s website have resulted in a 10% increase in the number of residents that are “satisfied” or “very satisfied” with the City’s website. The website is continually undergoing improvements and updates to serve our residents better, such as the “**Big RED Button**” and the “**Big GREEN Button**.” The RED button is your link to contact the City 24/7; leave comments, request information and more! The GREEN button is a quick, easy, and secure way to pay your utility bill any time of day or night.

STRATEGIC GOAL #5



Safe & Vibrant Community

Continually revitalize our neighborhoods and business districts.

This includes:

- Providing services to ensure communities remain safe
- Taking proactive measures to preserve and enhance community appearance

How we measure our success:

Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
City Crime Rate <i>(Occurrences per 100,000 residents; as compared to County average.)</i>	↓	2,526 (4,521)	2,807 (4,686)	2,673 (4,535)	2,660 (n/a)	2,650 (n/a)
EMS Return of Spontaneous Circulation <i>(Industry Average = 10%)</i>	↑	29%	46%	45%	50%	50%
Neighborhood Safety Index <i>(How safe residents feel during the day and at night; Percentage points above (+) or below (-) the national average.)</i>	↑	+5	+5	+7	+7	+10
Resident Satisfaction With Community's Appearance <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+12	+12	+17	+17	+20
ISO Rating - Fire	↓	2	2	2	2	2
ISO Rating - Floodplains	↓	7	7	7	7	7



Steps to ensure continued success:

- Establish business and commercial area police details
- Operate (at a minimum) one proactive, high visibility traffic enforcement activity per month
- Implement EMS Hypothermia Pilot Program
- Develop long-range master plan for the 57th Street corridor



DID YOU KNOW? Tamarac contracts with the Broward Sheriff's Office (BSO) for police services. BSO is the nation's largest accredited law enforcement agency and continues to increase their outreach efforts—in fact, representatives from BSO have increased their attendance at neighborhood and association meetings by more than 50%*. (*Based on 2007/2008 year-over-year figures).

WHO WE ARE: From the distinctive and vibrant entrance signs which welcome residents and visitors alike, to our amazing array of programs and services that offer something for everyone, young and old, it's easy to see why we say Tamarac is... *The City for Your Life!* Founded in 1963, Tamarac is ideally located in the heart of beautiful Broward County, Florida, near major highways, tourist attractions, shopping, and recreational activities. Visit us online at: www.tamarac.org.

