

City of Fort Lauderdale

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Meeting Minutes

Thursday and Friday

January 17 and 18, 2019

*Fort Lauderdale Woman's Club
20 South Andrews Avenue
Fort Lauderdale, Florida 33301*

2019 - 2020 Commission Prioritization & Goal Setting Workshop

FORT LAUDERDALE CITY COMMISSION

DEAN J. TRANTALIS Mayor - Commissioner
BEN SORENSEN Vice Mayor - Commissioner - District
HEATHER MORAITIS Commissioner - District I
STEVEN GLASSMAN Commissioner - District II
ROBERT L. McKENZIE Commissioner - District III

CHRIS LAGERBLOOM, City Manager
JOHN HERBST, City Auditor
JEFFREY A. MODARELLI, City Clerk
ALAIN BOILEAU, City Attorney

ATTENDANCE ROLL CALL

Present: Mayor Dean J. Trantalis
Vice Mayor Ben Sorensen
Commissioner Heather Moraitis
Commissioner Steven Glassman
Commissioner Robert L. McKinzie

Quorum Established

Also Present: City Manager Chris Lagerbloom, City Auditor John Herbst, City Clerk Jeffrey A. Modarelli, City Attorney Alain Boileau

No public comments were submitted by email regarding this meeting.

Working Documents referenced by section and page are attached to these minutes.

January 17, 2019

Call to Order: City Manager Chris Lagerbloom opened the meeting at 9:10 a.m.

Mr. Lyle Sumek, PhD. of Lyle Sumek Associates, Inc. provided an overview of the Goal Setting and Prioritization Agenda (Section 1 of Working Documents).

Mayor Trantalis joined the meeting at 9:17 a.m.

Mayor Trantalis requested Mr. Sumek discuss the goals and achievements over the last 12 months. Mr. Sumek directed the Commission to Section 4, page 14 of the working documents. Commission discussion ensued regarding major successes and achievements.

The Commission recessed briefly at 10:36 a.m. and the workshop continued at 10:38 a.m.

Mr. Sumek continued with Section 4, page 14, item number 16 of the working documents. Commission discussion ensued. Mayor Trantalis noted the Marina expansion and the location of the restaurant. Commissioner Glassman updated the Commission that the restaurant will be eliminated and the update will go to Development Review Committee in a few weeks. Discussion continued with item number 26 on the list.

In response to Mayor Trantalis' question regarding the One Stop Shop and the North Beach Restaurants and Shoppes (NBRS), City Manager Lagerbloom noted that the City received quotes to sod, install irrigation and move forward with demolition. Mr. Lagerbloom confirmed he would provide an update regarding the NBRS in the future. Commissioner Moraitis provided an update on the progress of the NBRS. Mayor Trantalis provided an update on the Joint Government Complex. The City and County are moving forward slowly and a lot depends on the Federal Courthouse location. Mayor Trantalis also noted the possibility of a public-private partnership.

Commissioner Moraitis requested to add “Education Officer” as a deliverable for the list along with school security. Commissioner Glassman commented on public schools and priorities for the new Education Officer Position and response to the recent Education Advisory Board Report.

The Commission recessed for lunch at 11:58 a.m. and the workshop continued at 12:51 p.m.

Mr. Sumek directed the Commission to Section 6, page 2 of the Working Documents – Preferred Future for Fort Lauderdale in 10-15 years. The Commission discussed future preferences.

Commissioner Moraitis commented on developing the uptown area with a great park, school and other opportunities to be implemented.

Commissioner Glassman noted he hoped for all issues already discussed earlier to be resolved in a satisfactory manner and that the City improves aesthetics, including public art.

Vice Mayor Sorensen commented that the City should be the leader in addressing homelessness and affordable housing as a beacon of inclusivity and protecting the environment.

Commissioner McKinzie noted that his priorities have not changed and the City is moving in the right direction. He commented on handling the environmental issue in his district so that development can proceed.

Mayor Trantalis noted homeless undertakings and that the programs should be integrated with a continuum of care. He commented on sea level resiliency, fresh water contamination prevention and integrating new development into old neighborhoods while mitigating traffic issues. Mayor Trantalis noted artistic endeavors and integrating them into the City. He also commented on the City stepping into a more international role.

Mayor Trantalis commented that the City should begin to look into commercial recycling. Commissioner Glassman noted the importance of focusing on greenspace, open space and public land for public purpose. He also commented on repurposing buildings rather than demolishing.

Mr. Sumek began the discussion on Section 6, page 4 of the Working Documents - Legacy for Fort Lauderdale. Commissioner Moraitis noted her legacy items as parks, education and recreational spaces.

Commissioner McKinzie noted the importance of continuing the momentum for being “the City you don’t want to leave” by continuing smart growth, education and public safety to make the City better as a whole.

Vice Mayor Sorensen noted a vibrant downtown with thriving economic activity and beauty that brings people back. Safe-guarding neighborhoods and having beauty in a place so that people with moderate means can live.

Commissioner Glassman noted the City should have a sense of place and be distinctive. How education leads to economic opportunities for young people is also very important.

Mayor Trantalis noted the sustainability of the economy as impacted by the marine, tourism and real estate industries. He commented on attracting other opportunities by having a business climate that includes low and affordable taxes, affordable housing and quality education to maintain a sustainable economy. Commissioner Moraitis expounded on the importance of aviation education to help with a sustainable economy. Discussion ensued on building code, affordable housing and Community Redevelopment Agency projects.

Mr. Sumek requested the Commission provide new initiatives for 2020. The Commission provided initiatives.

2020 New Commission Priorities and Initiatives are attached to these minutes.

The Commission discussed the upcoming agenda for the second workshop day, January 18, 2019, and recessed the Workshop at 2:34 p.m.

January 18, 2019

Call to Order: Mayor Trantalis called the meeting to order at 9:13 a.m.

ATTENDANCE ROLL CALL

Present: Mayor Dean J. Trantalis
Vice Mayor Ben Sorensen
Commissioner Heather Moraitis
Commissioner Steven Glassman
Commissioner Robert L. McKinzie

Quorum Established

Also Present: City Manager Chris Lagerbloom, City Auditor John Herbst, City Clerk Jeffrey A. Modarelli, City Attorney Alain Boileau

City Manager Chris Lagerbloom updated the Commission regarding the Joint Government Complex.

Mr. Sumek outlined the agenda for the day to include the vision, update on current action plan for FY 2019 and 2020 and determine priorities as top, high and moderate. He directed Commission to Section 7, page 2 of the Working Documents. Discussion ensued on the City's vision.

Commissioner McKinzie arrived at 9:36 a.m.

Mr. Sumek directed the Commission to Section 4, page 5 of the Working Documents – Stormwater Masterplan and Rate Methodology for discussion. City Manager Lagerbloom commented on both rates and previewed what would be coming before the Commission and the timeline. Discussion ensued regarding methodology.

Mr. Sumek summarized the previous day's four (4) actions regarding affordable housing.

1. Look at zoning to include affordable housing
2. Meeting with property owners to initiate discussions
3. Working with Housing Authority for further opportunities
4. How to incentivize affordable housing in development

Commissioner Glassman commented on land trust and City's surplus land for affordable housing development opportunities. Commissioner McKinzie commented on the County's role. Commissioner Moraitis inquired about current funding sources for affordable housing. Further discussion ensued.

Continuing discussion on Section 4, page 5 of the Working Document, Mr. Lagerbloom updated the Commission on the Breakers-Birch Streetscape project, and Commissioner Glassman commented on funding and schedule.

Mr. Sumek directed the Commission to Section 4, Page 6 of the Working Document – Other Commission Initiatives. Discussion ensued.

The Commission recessed briefly at 10:22 a.m. and the workshop continued at 10:46 a.m.

Commissioner Moraitis requested to add an item to 2019 – Contract options for a high school. Vice Mayor Sorensen wanted to add a budget item for 2019 in preparation for 2020. Mr. Sumek commented on addressing scooters and the Fort Lauderdale Aquatic Center. Commissioner Glassman noted the need to address event space policy, thresholds for development projects to be heard by the Commission and open spaces. Further discussion ensued.

Mr. Sumek handed out 2020 New Commission Priorities and Initiatives. He commented that numbers 1-10 were discussed yesterday and called attention to those added to the list beginning with item number 11. Discussion ensued regarding the priorities.

2020 New Commission Priorities and Initiatives are attached to these minutes.

Commissions Priorities List

- Item 1- Stays
- Item 2- Stays
- Item 3- Stays
- Item 4- Stays
- Item 5- Stays
- Item 6- Not Voted on – Moved to other Commission Initiatives
- Item 7- Not Voted on – Moved to other Commission Initiatives
- Item 8- Stays
- Item 9- Stays
- Item 10- Stays
- Item 11- "Critical Utility" added
- Item 12- Stays
- Item 13- Moved to Management List
- Item 14- Stays
- Item 15- Stays
- Item 16- Changed to "Water Quality/Algae Bloom"
- Item 17- Stays
- Item 18- Moved to Management List
- Item 19- Moved and combined with Item 11

Top 5 Ranked Priorities

1, 3, 4, 11, 14, 16

High Ranked Priorities

5, 8, 9, 10, 12

Other Initiatives

2, 6, 7, 15, 17

City Manager Lagerbloom requested direction regarding timing for closing the 2019 Action Plan and continuing to the 2020 Plan.

ADJOURNMENT

Mayor Trantalis adjourned the meeting at 11:55 a.m.

CAAP FY 2020 PRIORITIES

PRIORITY

			TOP	HIGH
1.	Homeless Eradication Action Plan	FY 2019		
2.	Traffic Center	FY 2019		
3.	Stormwater Management Master Plan	FY 2019		
4.	Affordable Housing: Incentives	FY 2019		
5.	Breakers - Birch Streetscape Project	FY 2019		
6.	Parks Master Plan	FY 2019		
7.	Police Station	FY 2019		
8.	Joint Government Complex	FY 2019		
9.	Lauder Trail Development	FY 2019		
10.	Las Olas Corridor Mobility Working Group	FY 2019		
11.	City Infrastructure			
12.	Streetscapes and Trees			
13.	Smart City: Overall			

TOP HGT

14. Sidewalks

15. The Arts / Community Beautification

16. Redtide / Algae Bloom

17. Historic Preservation

18. Broward County Transportation Sales Tax

19. Water Treatment

FY2019

20.

21.

22.

23.

24

MANAGEMENT INITIATIVES FY2020

1. Education Quality Strategy
2. Building Permit Process Improvements
3. War Memorial Auditorium
4. 17th Street Mobility Plan
5. Five Year Vision Zero Plan: Implementation
6. Lockhart Stadium
7. Fire Stations
8. Beach/CRA Las Olas Projects
9. Wastewater Treatment
10. Internships / Youth Engagement Program
11. Resiliency Strategic
12. \$200 Million Project

LEADER'S GUIDE

FY 2020

Working Document

Mayor and City Commission



CITY OF FORT LAUDERDALE

Fort Lauderdale, Florida
January 2019



Lyle Sumek Associates, Inc.

SECTION 1

LEADERSHIP AND STRATEGIC PLANNING WORKSHOP FOR MAYOR AND CITY COMMISSION – CITY MANAGER: OBJECTIVES AND AGENDA

OUTCOMES:

- To review the City's performance for the past year - celebrating achievements and their value to the community
- To have a dialog on this Mayor-City Commission's Vision for Fort Lauderdale's Future
- To provide an opportunity for the Mayor-City Commissioners to discuss their legacies, accomplishments for 2024, and action ideas for the future
- To explore Fort Lauderdale today - strengths, areas for improvement, threats to the future, opportunities for the future and message from neighbors and community
- To have a strategic discussion on critical issues: key issues, desired outcomes and initiatives for FY 2020
- To review the Commission Initiatives FY 2019/2020 with initial priorities from the Mayor and City Commission and Management Initiatives FY 2020.
- To provide direction for CAAP FY 2020 priorities for Commission Initiatives and to adjust CAAP FY 2019/2020
- To refine the governance process to enhance the effectiveness of the Mayor-City Commission-City Manager through Protocols and Responsibility Expectations

AGENDA:

Day 1

1. Opening Comments
 - a. Mayor
 - b. City Commissioners
 - c. City Manager
2. Leadership and Strategic Planning Workshop: Overview
 - a. Outcomes
 - b. Processes
 - c. Ground rules for Workshop
3. Strategic Planning Model for City of Fort Lauderdale
 - a. Five Key Elements
 - b. Connecting the "Dots"
 - c. Link to Existing City Processes
4. Performance Report 2018
 - a. Mayor-City Commission Successes for 2018
 - b. CAAP Achievements
 - c. Other City Achievements 2018
 - d. Departmental Achievements 2018
5. Leadership during Increasingly Turbulent Times
 - a. Key Challenges for City Leaders
 - b. Discussion for Fort Lauderdale
6. Looking to Fort Lauderdale's Future
 - a. Vision - Preferred Future for Fort Lauderdale
 - b. Accomplishments for 2024
 - c. My Legacy for Fort Lauderdale
 - d. Major Challenges facing Fort Lauderdale
 - e. My Action Ideas for 2020 for Mayor-City Commission
 - f. Management Perspective
 - g. Departmental Worksheet: Review
7. Mayor-City Commission Vision for Fort Lauderdale
 - a. Dynamic
 - b. Resiliency
 - c. Inclusive
 - d. Vibrant
 - e. Energetic
 - f. Nimble
 - g. Discussion

Day 2

1. CAAP FY 2019-2020: Update
 - a. CAAP FY 2019
 - i. Status
 - ii. Outcomes for 2019
 - iii. Expectations
 - iv. Deliverables 2019
 - b. CAAP FY 2020
 - i. New Initiatives
 - ii. Outcomes for 2020
 - iii. Expectations
 - iv. Deliverables 2020
2. CAAP FY 2020: Initial Priorities
 - a. Top Priority
 - b. High Priority
3. Governance Framework Refinements: Mayor and City Commission/City Manager in Action
 - a. Success means...
 - b. Desired Image in the Community...
 - c. House Rules: Code of Conduct and Civility
 - d. Operating Protocols: Mayor and City Commission in Action
 - e. Expectations and Actions
 - i. City Commissioner
 - ii. Mayor
 - iii. City Manager
4. Other Governance Topics
5. Wrap Up

SECTION 2

STRATEGIC PLANNING MODEL FOR CITY OF FORT LAUDERDALE

Strategic Planning: Connecting the “Dots”

Strategic planning is not a strategic plan. Strategic planning is developing and institutionalizing a process that connects the "Dots" linking a long term vision and mission of the city with goals for five years and performance expectations to a one year "to do" list for Mayor and City Commission, management and the City.

A simple way of conceptualizing this model is to think about taking your city to a trip to the future. One difference is that the city is going on a trip to the future, the question is – who will lead the journey? Will city leaders react to the situation/moment or lead with intention. Strategic planning is a tool for leading to the future. You begin with determining the destination, then selecting the best vehicle for the trip, then making a map to the designation, then fueling the vehicle and selecting the route. Let's begin the journey by defining the "Dots"

CREATING THE "DOTS"

STEP 1: DESTINATION

The destination is the Mayor and City Commission's vision for the city's future. Vision is a set of value-based principles that describe the desired future for the city. It is a combination of realism of today, current and untapped assets, and dreams for the future. Each principle is defined by descriptive statements paint a picture of tomorrow. A true vision is unique for that city, should evoke reactions and feelings, and inspire other community leaders. A city without a true vision is like taking a trip to nowhere.

STEP 2: VEHICLE

The vehicle for the trip to the destination is the city government's mission. The mission is defining the purposes of the city government – why the city should exist and its service responsibilities. Each city government has its own unique mission based upon the state legal framework, the needs of the community and the available resources. The right vehicle is needed if the trip is to be successful.

STEP 3: MAP

The map to the city's destination is a five-year plan. This plan begins by focusing the areas of importance, which become goals. Each goal consists of five-year outcome based objectives, criteria for measuring value to residents, understanding the short/long term challenges and opportunities to achieving the goal, and action ideas for 1-5 years. This plan is the guide to policy development, land use and development planning, master plans for infrastructure and facilities, budget: services and resource allocation, and decision-making. It guides the creation of the city's future.

STEP 4: FUEL

The fuel is the people – the city's managers and employees. The fuel is defined not in octane but in the performance expectations and standards for all city employees. The performance standards are based upon personal values and defined in observable behaviors and actions by managers and employees. Vehicles need the right fuel for a trip to be successful; cities need the right people if they are to be successful in carrying out the mission. The fuel makes the vehicle go, people turn direction and ideas into reality through actions.

STEP 5: ROUTE TO DESTINATION

A map has multiple routes to the destination; a city has many routes to the future. Leaders define the route for the city in the development of action agenda for the year – an annual work program. The work plans consists of a policy agenda of the top ten priorities for the Mayor and City Commission, a management agenda of the top ten priorities for City management, a management in progress that need full implementation, and major projects that need to complete construction. The selection of the route provides focus for resources and work activities.

CONNECTING THE "DOTS"

The next step is to take the trip to the future. The decisions and actions by city leaders, managers and employees create the city's future. The "Dots" need to be connected through an ongoing process in order to reach the destination-to realize the vision and to achieve the goals. Let's take the journey by connecting the "Dots".

STEP 6: ITINERARY

The itinerary outlines the daily activities using the map and following the designated route. The itinerary for the city is annual action outlines for each priority and project. The action outline contains: key issues for direction and action, activities, milestones, time frame for completion, key partners and responsible person. Leaders can use the action outlines to guide and monitor work activities and products. When taking a trip, there is always something unexpected. The action outlines need to be modified when anomalies occur. This allows the city to be flexible and resilient in its pursuit of the vision and goals.

STEP 7: TOUR GUIDE

During our trip, everyone has a copy of our Tour Guide. Everyone is expected to know and follow the guide. For the city, it begins with sharing and marketing the strategic plan with the community and with residents through a variety of methods – personal presentations, website, newsletters, etc. It is posting the strategic plan through the city as a daily reminder to all – in departments and in the Commission Chambers. Repetition is good, people will remember and use the strategic plan to guide their actions.

STEP 8: TAKING THE TRIP

We take the trip following our map with the designated route and our itinerary. Taking the Trip for the city means using the strategic plan in daily operations, in policy development, and in decision-making.

It is developing and refining organizational processes to maximize capacity by using the strategic plan as a guide. It is managers and employees using it to improve daily work activities. City leaders receive regular performance reports on recent accomplishments, setbacks and obstacles, next steps and areas for adjustment or modification. Taking the trip is an ongoing process if the city is to be successful.

STEP 9: ACHIEVING A MILESTONE AND CELEBRATING

When we have achieved major milestones on our trip or successfully completed activities, we pause and take time to toast and celebrate our success. City leaders and managers need to make the time to recognize the contributions of others who have contributed to the success and to share with residents how the successes have added value to their lives – great convenience, enrichment of lives, protection of property values and neighborhoods. A celebration of the success is a memorable event focusing what we have achieved as a city and energizes us for the next step in our journey to the future.

STEP 10: PREPARING FOR DAY TWO

At the end of the day, we review the past day, look at our map and route, and prepare for the next day. For cities, an annual strategic planning workshop updates the strategic plan and develops a new work plan for the next year. It is time to prepare a performance report for residents and the community, to discuss individual ideas about the next five years and specifically ideas for actions during the next year, to refine the goals, to have strategic discussions about critical issues and opportunities, and to prepare the work plan for the next year. We continue to connect the "Dots".

IMPORTANCE OF STRATEGIC PLANNING

The importance in institutionalizing a strategic planning process for cities can be found in the following:

1. Clear direction and performance standards for managers and employees: they know where we are going and what is expected of them.
2. Financial institutions and bond rating agencies having confidence in the city leadership and decision-making: bond rating, willingness to loan money.
3. Economic expansion and businesses having confidence in the city's future and as a reliable economic partner: willingness to invest in the city.
4. Community organizations having confidence in the city's direction: opportunities to partner with the City: contributing to the community.

5. Citizens having confidence in their city leaders and government's ability to deliver on their promises, respond to changing needs, add value in their daily lives.

KEYS TO A SUCCESSFUL TRIP/JOURNEY

City leaders can take the city to the future by demonstrating the following:

- 1) **DISCIPLINE** to follow and use the strategic planning process in light of pressure to go a different direction;
- 2) **ADVOCACY** to be a cheerleader for the vision and goals, project optimism about the future, get residents excited about the city's future;
- 3) **RESPONSIBLE CHOICES** to make timely decision based upon the vision, goals, plan and the best available data;
- 4) **ACCOUNTABILITY** to take responsibility for actions and results.

City leaders who connect the "Dots" create a better future guided by their vision and goals while others will be guided by political pressure and the moment.

STRATEGIC FRAMEWORK

VISION 2035

“Desired Destination for Fort Lauderdale”

PLAN 2024

“Map to Fort Lauderdale’s Destination”

EXECUTION

“Route for Next Year”

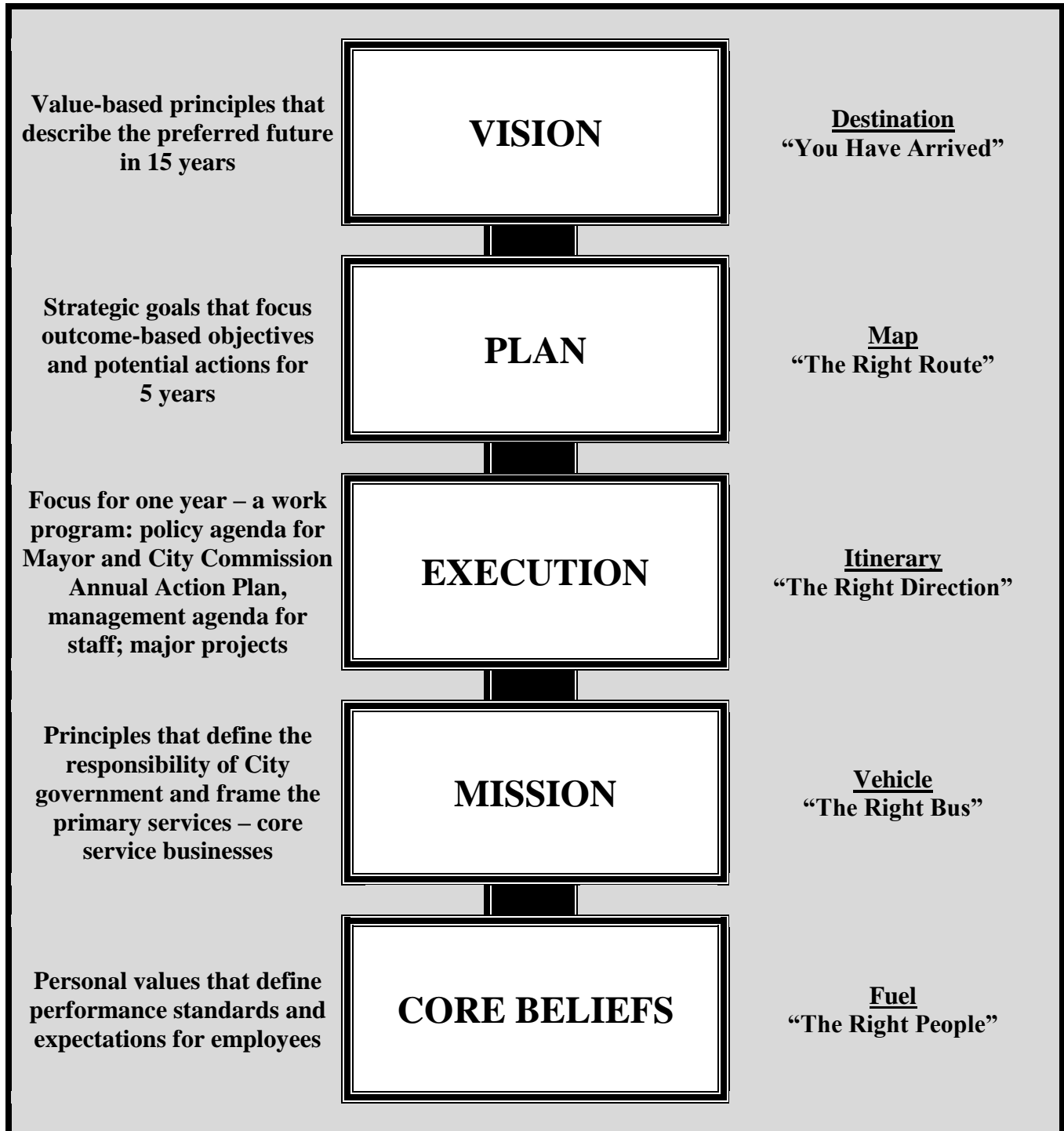
MISSION

***“Responsibilities of Fort Lauderdale’s City
Government”***

BELIEFS

***“How Fort Lauderdale’s City
Government Should Operate”***

STRATEGIC PLANNING MODEL



Formulas for Strategic Planning

P	≠	F
Past		Future

<i>FOCUS ON THE FUTURE</i>		

W₁	+	W₂	=	0
Why		What If	Lead to	Nothing

<i>FOCUS ON WHAT → HOW</i>				

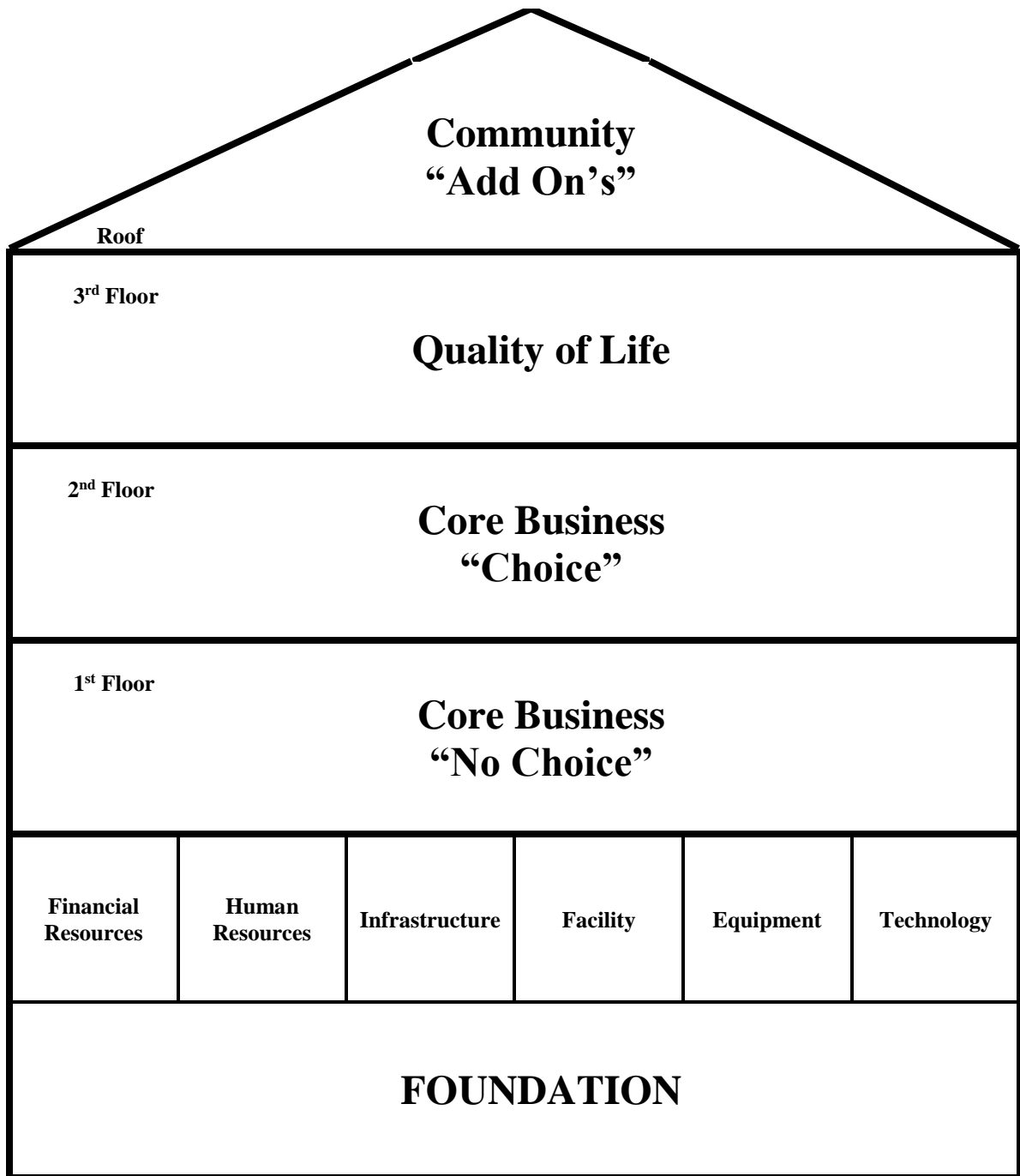
S	=	R	-	E
Satisfaction		Reality	Compared To	Expectation

<i>BUILD MOMENTUM THROUGH LITTLE SUCCESSES</i>				

MR	=	R	a₁	F₁
			a₂	F₂
		...		
Maximum Result		Ready	Aim	Fire
			<evaluate>	
			Aim	Fire

<i>HAVE AN END IN MIND – TAKE DECISIVE ACTION</i>				

City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

"INVISIBLE" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF CITY SERVICES

1st FLOOR - NO CHOICE

SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

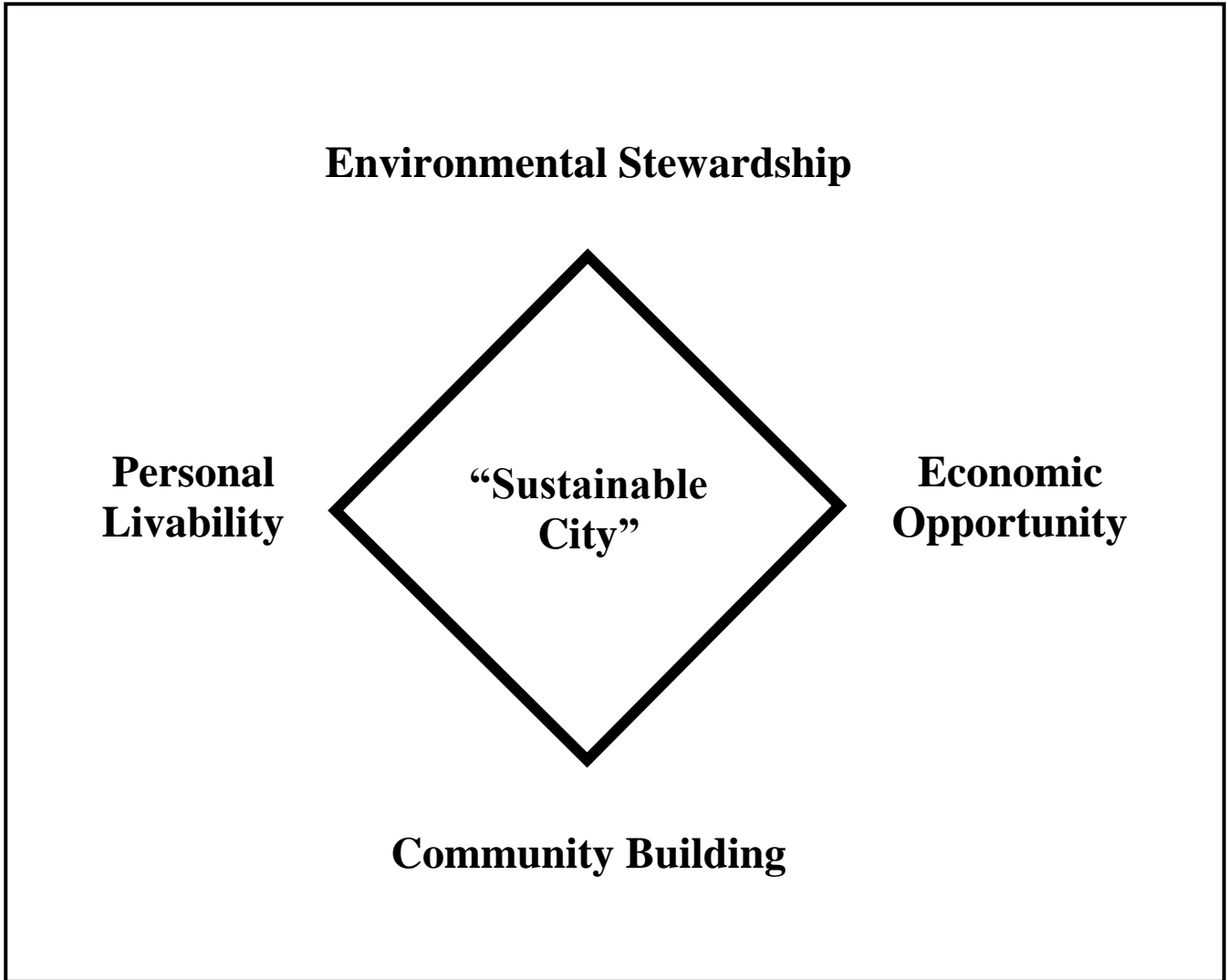
3rd FLOOR - QUALITY OF LIVING

SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

- Feeling safe
- Quality schools and educational programs for lifelong learning
- Quality medical services and personal wellness opportunities
- Neighborhoods with a ranges of housing opportunities
- Easy mobility within the city and to/from outside
- Reliable utility services: water, sewer, telecommunications
- Timely response to an emergency call for service

Environmental Stewardship

- Preservation of the city's natural resources
- Conservation of water
- Effective stormwater management system
- Recycling for residents and businesses
- Reducing the city's and community's carbon footprint
- Use of alternative energy sources

Economic Opportunities

- Creating a positive environment that supports private investments and entrepreneurship
- Retaining and growing current businesses
- Workforce trained for 21st century jobs
- Opportunities for higher education and job training
- Developing public-private relationships with a return on the investment
- Attracting businesses targeted for the community

Community Building

- Partnering with community based organizations
- Strong community events with active participation that bring neighbors together
- Community gathering places where residents go to enjoy
- Residents positively engaged in the city's governance processes
- Proactive communications about the city and the community
- Residents volunteering and contributing to the community
- Celebrating the community's history and heritage

SECTION 3

STRATEGIC PLANNING DOCUMENTS FY 2019

Table of Contents

Section 1	Fast Forward Fort Lauderdale: Our City, Our Vision 2035	1
Section 2	Press Play Fort Lauderdale: Our City, Our Strategic Plan 2024	3
Section 3	Goals for 2024 – City of Fort Lauderdale	5
Section 4	Commission Annual Action Plan FY 2019	7
Section 5	Commission Annual Action Agenda FY 2019	23
Section 6	Management Initiatives FY 2019	26
Section 7	Partners Initiatives FY 2019	29

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SECTION 1

FAST FORWARD FORT LAUDERDALE: OUR CITY, OUR VISION 2035

Fast Forward Fort Lauderdale Our City, Our Vision 2035

» VISION STATEMENT



WE ARE CONNECTED.

We move seamlessly and easily through a safe transportation system where the pedestrian is first.



WE ARE READY.

We are a resilient and safe coastal community.



WE ARE COMMUNITY.

We are a neighborhood of neighborhoods.



WE ARE HERE.

We are an urban center and a vacationland in the heart of South Florida.



WE ARE PROSPEROUS.

We are a subtropical City, an urban laboratory for education and business.



WE ARE UNITED.

We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

**We are Fort Lauderdale, a community of choice.
We are the City you never want to leave.**

SECTION 2

PRESS PLAY FORT LAUDERDALE: OUR CITY, OUR STRATEGIC PLAN 2024

Press Play Fort Lauderdale: Our City, Our Strategic Plan 2024

Definitions:

Goal = focus areas for five years

Objectives = desired outcomes in five years

Commission Initiatives FY 19 = Commission priority with one-year deliverables

Management Initiatives FY 19 = Management actions/activities with one deliverable, likely to require Commission decision(s)

Partner Initiative FY 19 = Action with partner responsibility for the actions and completion

Management in Progress FY 19 = Direction set, actions/activities underway with completion or significant progress during the next year

Future – On the Horizon FY 20 – FY 24 = Not a priority for FY 19, may be addressed in FY 20 to FY 24

SECTION 3

GOALS FOR 2024

CITY OF FORT LAUDERDALE

Goals for 2024

City of Fort Lauderdale

The “10” Goals

- 1. Be a pedestrian friendly, multi-modal city**
- 2. Be a sustainable and resilient community**
- 3. Be a community that finds opportunities and leverages partnerships to create unique, inviting, and connected gathering places that highlight our beaches, waterways, urban areas and parks**
- 4. Be a healthy community with fun and stimulating recreational activities for our neighbors**
- 5. Be an inclusive community of strong, beautiful, distinct yet complementary, and diverse neighborhoods**
- 6. Be a well-positioned city within the global economic and tourism markets of the South Florida region, leveraging our airports, seaport, and rail connections**
- 7. Be known for educational excellence**
- 8. Be the safest urban coastal city in South Florida through preventative and responsive police and fire protection, and able to recover from all hazards**
- 9. Be a well-trained, innovative, and neighbor-centric workforce that builds community**
- 10. Be a leading government organization, managing resources wisely and sustainably**

SECTION 4

COMMISSION ANNUAL ACTION PLAN FY 2019

GOAL 1	Be a pedestrian friendly, multi-modal city
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<p>► Objectives</p> <ol style="list-style-type: none"> 1. Improve transportation options through road and waterway designs and by working with partners and neighbors 2. Integrate transportation land use and planning to create a walkable, bikeable, transit-oriented community 3. Improve pedestrian, bicyclist, and vehicular safety through sustainable road designs 4. Use water as a blue roadway system to facilitate of the movement of people and boats, and for recreational purposes

<p>► Commission Initiatives FY 19</p> <ol style="list-style-type: none"> 1. Traffic Signal Synchronization 2. New Transportation Technologies: Direction 3. Breakers-Birch Streetscape Project 4. LauderTrail Development 5. Las Olas Corridor Mobility Working Group 6. 17th Street Mobility Plan Implementation 	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>Top Priority</td></tr> <tr><td>Top Priority</td></tr> <tr><td>High Priority</td></tr> <tr><td>High Priority</td></tr> <tr><td>High Priority</td></tr> </table>	Top Priority	Top Priority	High Priority	High Priority	High Priority
Top Priority						
Top Priority						
High Priority						
High Priority						
High Priority						
<p>► Management Initiatives FY 19</p> <ol style="list-style-type: none"> 1. Sidewalk Policy 2. Five Year Strategic Vision Zero Plan 3. Beach Mobility Master Plan 4. Parking Improvements 5. Bike Amenities Development 6. Transit-Oriented Development (TOD) Ordinance 	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>High Priority</td></tr> <tr><td>High Priority</td></tr> </table>	High Priority	High Priority			
High Priority						
High Priority						
<p>► Partner Initiatives FY 19</p> <ol style="list-style-type: none"> 1. Tunnel Pedestrian Plaza and Intersection Improvements [FDOT] 2. Improve Bus and Mass Transit Amenities and Improvement (BC) 3. Broward Boulevard Gateway Project [FDOT] 4. Downtown Mobility Hub Agreement [MPO] 5. Traffic Management System Improvement Projects [FDOT/BC] 						

► **Management in Progress FY 19**

1. Railroad Crossing to Sistrunk: Completion
2. Executive Airport Walking Trail: Funding for Design
3. Sistrunk Parking Lots Development and Renovations
4. Traffic Calming Projects
5. Coral Ridge Safety Improvements Design
6. SE 2nd One-Way Road
7. Broward County 1 Cent Sales Tax Initiative for Transportation
8. Amenities for Downtown Walkability
9. Maintenance of Traffic (MOT) Inspection Program

► **Future – On the Horizon FY 20 – FY 24**

1. Citywide Transportation Working Group
2. City Takeover Management Traffic Signals
3. Central Broward East – West Transit
4. Commuter Car Pooling/Mass Transit Expansion
5. Bike Lanes: Expansion
6. Sun Trolley Expansion: Next Steps
7. Bahia Mar Traffic Management Plan
8. Galleria Traffic Management Plan

GOAL 2

Be a sustainable and resilient community

► **Objectives**

1. Proactively maintain and develop for the future our water, wastewater, road, bridge, and civic infrastructure
2. Reduce flooding and adapt to sea level rise
3. Improve climate change resiliency by incorporating local, regional, and seven counties plans
4. Reduce solid waste disposal and improve and expand waste diversion programs
5. Improve water quality in our river, lakes, streams, and canals, as well as our natural environment, while increasing recreational opportunities
6. Secure and renew our community’s water supply

► **Commission Initiatives FY 19**

1. Stormwater Management Master Plan and Rate Methodology
2. Comprehensive Infrastructure Report and Direction [Water, Wastewater, Storm Water, Sea Walls, Sidewalks, Roads, Sea Level Rise]

Top Priority

► **Management Initiatives FY 19**

1. City Asset Management: GIS Database and Preventive Maintenance Schedule: Development
2. Sea Level Rise Action Plan
3. Fiveash and Peele-Dixie Water Treatment Plants
4. Design and Construction Manual for Sustainable and Resilient Community

Top Priority

► **Partner Initiatives FY 19**

1. Flooding Study [Army Corps of Engineers]

► **Management in Progress FY 19**

1. Water Master Plan Implementation: Projects
2. Wastewater Master Plan Implementation: Projects
3. Sea Wall Projects
4. Road and Sidewalk Infrastructure Upgrade: Projects
5. Bridges Infrastructure Upgrade: Projects
6. Road Condition and Maintenance Program (Pavement Condition Index)
7. Sustainability Action Plan: Annual Report
8. Compost Site
9. National Pollution Discharge Elimination System (NPDES) Program

► **Future – On the Horizon FY 20 – FY 24**

1. Commercial Recycling Code Amendments
2. Environmental Compliance Rate and Business Impacts Study
3. Wastewater Reuse Study
4. Regional Long Term Water Supply Strategies (South Florida Water Management District)
5. Water System: Reserves Funding

GOAL 3	Be a community that finds opportunities and leverages partnerships to create unique, inviting and connected gathering places that highlight our beaches, waterways, urban areas and parks
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<p>► Objectives</p> <ol style="list-style-type: none">1. Improve access to and enjoyment of our beach, Riverwalk, waterways, parks, open spaces, and urban areas2. Enhance and reinvest in the City’s identity and image through well-maintained green spaces, parks, major corridors, gateways, city buildings and streetscapes3. Encourage and integrate arts and cultural elements in public places4. Cultivate our urban forest5. Work with partners to reduce homelessness by promoting independence and self-worth through advocacy, housing, enforcement, and comprehensive solutions6. Protect public spaces as density increases

<p>► Commission Initiatives FY 19</p> <ol style="list-style-type: none">1. Homelessness Eradication Action Plan Top Priority2. One Stop Shop: Direction Top Priority <p>► Management Initiatives FY 19</p> <ol style="list-style-type: none">1. Nighttime Economy Plan: Implementation Top Priority2. Landscape Beautification and Maintenance Program <p>► Management in Progress FY 19</p> <ol style="list-style-type: none">1. Park Impact Fees <p>► Future – On the Horizon FY 20 – FY 24</p> <ol style="list-style-type: none">1. Open Space Policy2. Uptown Vacant Parcels

GOAL 4

Be a healthy community with fun and stimulating recreational activities for our neighbors

► **Objectives**

1. Offer diverse range of youth, adult and senior recreational programs, integrated with community organizations, such as libraries, churches and schools
2. Celebrate our community through a variety of special events and sports
3. Preserve and enhance Fort Lauderdale signature events

► **Commission Initiatives FY 19**

1. Parks Master Plan: Bond Package
2. War Memorial Auditorium

High Priority

► **Management Initiatives FY 19**

1. Special Events Policy Manual and Guidelines
2. Water Park Development

High Priority

► **Management in Progress FY 19**

1. Park Upgrade: Projects
2. Coontie Hatchee Park: Lagoon Construction
3. Downtown/Island Wayfinding Program
4. Youth Recreational Programming Expansion: Youth Development Leagues
5. Facilities Utilization Study
6. Aquatic Center
7. After School Program: Expansion
8. Free Events at All Parks: Direction
9. Park Upgrade Projects

► **Future – On the Horizon FY 19**

1. Downtown Open Space Parks: Needs Assessment
2. Youth Sports Needs Assessment

GOAL 5

Be an inclusive community of strong, beautiful, distinct yet complementary, and diverse neighborhoods

► Objectives

1. Enhance the beauty, aesthetics, and environmental quality of neighborhoods
2. Evolve and update the land development code to balance neighborhood quality, character, and livability through sustainable development
3. Ensure a range of quality housing options for current and future neighbors
4. Preserve current housing stock and protect neighborhood property values through effective code enforcement
5. Preserve historic buildings and structures
6. Increase neighbor engagement and improve communication networks within and among neighbors and neighborhoods
7. Create an environment where all neighbors feel like part of the community
8. Enhance the pride and ownership of each neighborhood

► Commission Initiatives FY 2019

1. Incentive Tools for Affordable Housing: Direction
2. Historic Preservation Policy and Programs: Direction
3. City Beautification Plan
4. Unified Land Development Regulations: Codification of Master Plans

Top Priority

► Management Initiatives FY 2019

1. NCIP Maintenance
2. Annual Residential Rental Property Inspection Program
3. Comprehensive Plan Elements: Phase 2
4. Code Civil Citation Policy and Process

Top Priority

Top Priority

► **Management in Progress FY 2019**

1. Code Compliance Process: Refinements
2. Adopt-a-Neighbor Program: Program Evaluation
3. Citywide Neighborhood Block Party: Implementation
4. Northwest – Progresso – Flagler Heights CRA
5. Central City RAC Rezoning
6. Central Beach Master Plan
7. South Andrews Avenue Redevelopment
8. Beach CRA
9. Transfer of Development Rights
10. Entrance to Sistrunk Corridor
11. NCIP: Grants to Neighborhoods Expansion
12. Median Landscaping
 - a. Federal Highway
 - b. 62nd
 - c. 26th
13. Broward County Allocation of Units: Review

► **Future – On the Horizon FY 20 – FY 24**

1. Minimum Property Standards Enhancement: Enforcement Review, Direction
2. Workforce Housing: Needs Assessment, Direction, City Role, City Actions

GOAL 6

Be a well-positioned city within the global economic and tourism markets of the South Florida region, leverage our airports, seaport, and rail connections

► **Objectives**

1. Define, cultivate, attract, retain, and grow targeted and emerging industries
2. Facilitate a responsive and proactive business climate through efficient permitting processes
3. Preserve and enhance our beach, including the advancing of beach resiliency and re-nourishment
4. Deliver best-in-class regional general aviation airport amenities and services to domestic and international stakeholders

► **Commission Initiatives FY 19**

1. Building Permit Process: Review

High Priority

► **Management Initiatives FY 19**

1. Fort Lauderdale as a Destination for International Business Development
2. Airport Outparcels Lease
3. eSports Arena

► **Partner Initiatives FY 19**

1. Sister Cities
2. Business F1rst [Chamber of Commerce]

► **Management in Progress FY 2019**

1. BEAMS Program
2. ECI Success Performance Indicators (FAU)
3. Small Business Development Program Implementation

► **Future – On the Horizon FY 20 – FY 24**

1. Economic Performance Indicators/Benchmarks: Impacts from CIP and Streetscape Investments
2. North Beach Area Commercial Area Rehabilitation: Direction, City Actions
3. Spring Training Baseball: Direction
4. North Beach Commercial Area Rehabilitation
5. CVB Evaluation/Performance Report
6. City – City International Business Development (Targeted Areas)
7. City Economic Development Advisory Board: Strategic Plan

GOAL 7

Be known for educational excellence

► **Objectives**

1. Pursue a call to action with our partners to elevate our focus on excellent Pre-K through 12th grade quality public and private education
2. Develop strategic alliances with business associations, colleges and universities to connect skill development with jobs

► **Commission Initiatives FY 19**

1. Education Quality Strategy

High Priority

► **Management Initiatives FY 19**

1. Schools Security/SRO

► **Future – On the Horizon FY 20 – FY 24**

1. Targeted Industries Talent Development [Colleges, Universities and Trade Schools]
2. Business Incubators Program: Development
3. Downtown Charter School: Investigation, Direction
4. Youth Engagement Plan and Programs
5. Uptown Charter Elementary to High School
6. Arts Incubator Development

GOAL 8	Be the safest urban coastal city in South Florida through preventative and responsive police and fire protection, and able to recover from all hazards
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<p>► Objectives</p> <ol style="list-style-type: none">1. Prevent and solve crimes in all neighborhoods through smart and transparent policing strategies2. Strive to have neighbors and visitors feel safe at home and in public spaces3. Develop partnerships with the community resulting in neighbors sharing responsibility for creating a safe Fort Lauderdale4. Provide timely and exceptional fire, medical, and emergency response5. Prevent fires through education and enforcement6. Provide and effectively communicate comprehensive emergency management planning and disaster recovery7. Involve neighbors and partner agencies in prevention efforts and emergency preparedness

<p>► Commission Initiatives FY 19</p> <ol style="list-style-type: none">1. Police Station of the 21st Century: Bond Package High Priority2. Community Policing: Re-evaluation Commitment
<p>► Management Initiatives FY 19</p> <ol style="list-style-type: none">1. EMS Only Stations High Priority2. Fire Stations3. Police Body Cameras4. Civil Citation Program: Adult5. Public Cameras in High Crime Areas
<p>► Partner Initiatives FY 19</p> <ol style="list-style-type: none">1. Partner with Agencies to Address Mental Health, Elderly, Neglect, and Homelessness Issues

► **Management in Progress FY 19**

1. Automatic Vehicle Location (AVL) System: Implementation
2. Electronic Ticketing and Crash Reporting: Implementation
3. Firefighter Wellness Program: Implementation
4. Juvenile Prolific Offenders Program: Implementation
5. Street Crimes Division: Implementation
6. Traffic Services Division: Implementation
7. Emergency Management Accreditation Program (EMAP): Completion
8. Annual Fire Inspection Software: Installation
9. Fire Public Education Opportunities

► **Future – On the Horizon FY 20 – FY 24**

1. FEMA Reimbursements: Status
2. At Risk Youth Strategy

GOAL 9	Be a well-trained, innovative, and neighbor-centric workforce that builds community
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- Objectives**
1. Foster professional and rewarding careers with a professional workforce dedicated to building community and serving neighbors
 2. Be an employer of choice with competitive, total compensation, and high employee morale
 3. Improve employee safety and wellness
 4. Continuously improve and innovate internal communications and service delivery
 5. Provide a reliable, secure, and cutting edge technology infrastructure

- Management Initiatives FY 19**
- | | |
|-------------------------------------------------------------------|---------------|
| 1. ERP Implementation | Top Priority |
| 2. Organization Development: Training Program Expansion | Top Priority |
| 3. City Organization Values: Implementation | High Priority |
| 4. City Attorney: Hiring | |
| 5. Citywide Electronic Document Management System (EDMS): Finance | |
| 6. Classification and Compensation Study | |
| 7. Flexible Working Arrangements (9/80) | |
- Management in Progress FY 19**
1. Accela: Implementation
 2. SharePoint Software: Direction, Funding, Commission Decision
 3. “We Build Talent” Employee Training and Development Program: Completion (Current Phase)
 4. Performance Evaluation Process and Tool: Revision
 5. Employee Engagement Tools: SharePoint
 6. City Policies and Procedures Communications/Messaging to Employees
 7. Lean Process Implementation: Academy
 8. Customer Bill Payment at City Locations: Implementation
 9. Public Works Succession Plan: Development and Implementation
 10. Modern Communications and Branding: Guide Development
 11. Citywide Succession Planning Program: Development

GOAL 10	Be a leading government organization, managing our resources wisely and sustainably
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<p>► Objectives</p> <ol style="list-style-type: none">1. Ensure sound and transparent fiscal management2. Achieve excellent procurement services that reflect best practices through technological advancements, and improved processes and procedures3. Provide safe, efficient, and well-maintained vehicles, equipment, and facilities, and integrate sustainability into daily operations4. Ensure the City’s real assets are utilized in a wise, effective manner

<p>► Commission Initiatives FY 19</p> <ol style="list-style-type: none">1. City Hall/Civic Campus with Broward County: Direction	High Priority
<p>► Management Initiatives FY 19</p> <ol style="list-style-type: none">1. New Non-Ad Valorem Special Assessments – Undergrounding Utilities	
<p>► Partner Initiatives FY 19</p> <ol style="list-style-type: none">1. Energy Management Plan: Development (Department of Energy)	
<p>► Management in Progress FY 19</p> <ol style="list-style-type: none">1. City Fleet Fuel Reduction2. KRONOS (Time and Attendance Automation Management Software): Fire Rescue Department Implementation3. Energy ESCO Audits4. Smart Irrigation Control Parks: Pilot Program5. Water Rates: Review6. Building Costs: Evaluation Report	
<p>► Future – On the Horizon FY 20 – FY 24</p> <ol style="list-style-type: none">1. Boards/Committee Consolidation	

SECTION 5

COMMISSION ANNUAL ACTION AGENDA FY 2019

CAAP FY 2019

City of Fort Lauderdale

TOP PRIORITY

Homelessness Eradication Action Plan
New Transportation Technologies Direction
Traffic Signal Synchronization
Stormwater Management Master Plan and Rate Methodology
Incentive Tools for Affordable Housing: Direction
One Stop Shop: Direction

HIGH PRIORITY

Education Quality Strategy and City Actions
Breakers-Birch Streetscape Project
Parks Master Plan: Bond Package
Police Station of the 21st Century: Bond Package
City Hall/Civic Campus with Broward County: Direction
LauderTrail Development
Las Olas Corridor Mobility Working Group
Building Permit Process: Review

OTHER COMMISSION INITIATIVES

Comprehensive Infrastructure Report and Direction

War Memorial Auditorium

17th Street Mobility Plan: Implementation

Community Policing: Re-Evaluation and Commitment

Historic Preservation Policy and Programs: Direction

City Beautification Plan

ULDR: Codification of Master Plans

SECTION 6

MANAGEMENT INITIATIVES FY 2019

Management Initiatives FY 2019

City of Fort Lauderdale

TOP PRIORITY

City Asset Management

Nighttime Economy Plan: Implementation

Annual Residential Rental Property Inspection Program

ERP Implementation

Organization Development: Training Program Expansion

NCIP Maintenance

HIGH PRIORITY

Sidewalk Policy

Five Year Vision Zero Plan

Special Events Policy Manual and Guidelines

EMS Only Stations

City Organization Values: Implementation

OTHER MANAGEMENT INITIATIVES

Beach Mobility Master Plan

Parking Improvements

Bike Amenities Development

Transit Oriented Development (TOD) Ordinance

Sea Level Rise Action Plan

Fiveash and Peele-Dixie Water Treatment Plants

Landscape Beautification Maintenance Program

Water Park Development

**Design and Construction Manual for
Sustainable and Resilient Community**

Comprehensive Plan Elements: Phase 2

Code Civil Citation Policy and Process

Fort Lauderdale as a Destination for International

Business Development

Airport Outparcels Lease

School Security/SRO

Fire Stations

Police Body Cameras

Civil Citation Program: Adult

Public Cameras in High Crime Areas

City Attorney: Hiring

Classification and Compensation Study and Implementation

Citywide Electronic Document Management System: Finance

Flexible Working Arrangements (9/80)

New Non-Ad Valorem Special Assessments: Undergrounding Utilities

eSports Arena

SECTION 7

PARTNER INITIATIVES FY 2019

Partner Initiatives FY 2019

Tunnel Pedestrian Plaza and Intersection Improvements

**Improve Bus and Mass Transit Amenities Improvement:
Design and Development**

Broward Boulevard Gateway Project

Downtown Mobility Hub Agreement

Traffic Management System Improvement Project

Flooding Study [Army Corps of Engineers]

Sister Cities Program

Business First Program

**Partner with Community Agencies to Address
Mental Health, Elderly, Neglect and Homelessness Issues**

Energy Management Plan

**City of Fort Lauderdale
CAAP FY 2019
Action Outlines**

ACTION HOMELESSNESS ERADICATION ACTION PLAN

PRIORITY
<i>Com – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City role • City funding • Broward County: role actions and funding • Impacts on businesses • Working with Business Council • Working with County Task Force on Homeless • Compassion Approach and enforcement • Working with Continuum of Care Board • Community Court • Day Shelters • Storage • Duplication of efforts 	<ol style="list-style-type: none"> 1. Community Court: Development <ol style="list-style-type: none"> a. Finalize purpose from sentencing to treatment b. Finalize concept and development implement plan c. Commission Information Memo d. Community Court: Opens Doors 2. Ordinance Enforcement <ol style="list-style-type: none"> a. Strong enforcement [after Community Court operational] b. Adult Citation Ordinance 3. Criminal Activity Enforcement <ol style="list-style-type: none"> a. Increase enforcement by Police Department b. Commission Report: Actions Taken and Impacts 4. Aids Healthcare Foundation (AHF) Proposal <ol style="list-style-type: none"> a. Receive development proposal b. Commission Decision: Rezoning, RAC Units Allocation, Location 5. Broward County Encampment Ordinance [Task Force on Homeless/Broward County] 6. Continuum of Care Board: Participation (Commissioner Sorensen) 7. Food Repatriation/Collection Partnership: Development <ol style="list-style-type: none"> a. Identify food sources b. Identify partners to collect and take food to pantry or other sources c. Commission Conference: Report with Recommendations and Direction d. Commission Decision: Budget FY 19 Funding for Program 	<p>6/18</p> <p>8/18</p> <p>9/18</p> <p>10/18</p> <p>10/18</p> <p>Ongoing</p> <p>Ongoing</p> <p>7/18</p> <p>7/18</p> <p>8/18</p> <p>TBD</p> <p>Ongoing</p> <p>6/18</p> <p>7/18</p> <p>8/18</p> <p>9/18</p>

Responsibility: Rick Maglione, Police Chief and SIT

ACTION HOMELESSNESS ERADICATION ACTION PLAN (Continued)		PRIORITY
		<i>Com – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	8. Family Unification Program: Continuation	Ongoing
	9. Day Shelter – One Stop Shop Option	
	a. Complete report evaluating options, cost per foot, and total costs	6/18
	b. Commission Memo: Presentation and Direction	7/18
Responsibility: Rick Maglione, Police Chief and SIT		

ACTION NEW TRANSPORTATION TECHNOLOGIES		PRIORITY
		<i>Com – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Shared ride	1. Commission Memo: VIA and other options	8/18
• Public transit/trolley	2. Investigate transportation options	10/18
• Mobility/transit options	3. Develop report on new transportation options and best practices with options and routes	11/18
• Option costs	4. Commission Conference: Presentation and Direction	12/18
• Funding		
• Las Olas Shuttle: ridership		
• “On Demand” options		
• Shuttle options		
• “Micro” transit routes, online request		
Responsibility: Julie Leonard, Transportation and Mobility and SIT		

ACTION TRAFFIC SIGNAL SYNCHRONIZATION

PRIORITY
<i>Com – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • FDOT Initiatives • Broward County Initiatives • Traffic Flow • Trains • Bridges • Split responsibilities • Traffic volume • City responsibilities and funding 	<ol style="list-style-type: none"> 1. Develop report with options 2. Address major corridors: U.S. 1 Oakland Park Avenue: Commercial Avenue, Sunrise Boulevard, Broward Boulevard 3. Commission Report 4. Commission Decision: Direction 	<p>6/18 6/18 6/18 TBD</p>

Responsibility: Jeff Lucas, Interim Fire Chief

ACTION STORMWATER MANAGEMENT MASTER PLAN AND RATE METHODOLOGY

PRIORITY
<i>Com – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Rate structure/methodology 	<ol style="list-style-type: none"> 1. Budget Advisory Board: Review 2. Commission Decision: Rate Methodology Direction 3. Commission Conference/Joint Meeting 4. Commission Decision: Budget FY 19 Project Funding 5. Complete Phase 1 Funded Projects <ol style="list-style-type: none"> a. 1416 SE 11th Court [P12034] b. 800-850 SW 21st Terrace [P12023] c. 4848 NE 23rd Avenue [P12028] d. Hector Park [P12020] 6. Dock Permit Ordinance <ol style="list-style-type: none"> a. Complete public input process b. Finalize draft ordinance c. Commission Conference: Presentation and Direction d. Commission Decision: Ordinance Adoption 	<p>6/18 6/18 8/18 9/18 10/19 10/19 10/19 10/19 7/18 8/18 9/18 11/18</p>

Responsibility: Chris Lagerbloom, City Manager and SIT

ACTION INCENTIVE TOOLS FOR AFFORDABLE HOUSING: DIRECTION		PRIORITY
		<i>Com – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Recommendations from Affordable Housing Advisory Committee • Inclusive Zoning [Downtown RAC] • Building Fees • Impact Fees 	<ol style="list-style-type: none"> 1. Prepare report 2. Commission Conference: Direction 	<p>6/18 7/18</p>
<p>Responsibility: Chris Lagerbloom, City Manager and SIT</p>		

ACTION ONE STOP SHOP: DIRECTION		PRIORITY
		<i>Com – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Future reuse options • Condition of building • Project costs • Funding 	<ol style="list-style-type: none"> 1. Prepare report with options 2. Commission Conference: Direction 	<p>7/18 8/18</p>
<p>Responsibility: Tarlesha Smith, Human Resources</p>		

ACTION EDUCATION QUALITY STRATEGY		PRIORITY
		<i>Com – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City role • Position description • Strategy/Game Plan • Key issues with schools • Joint uses • School safety and security • Promotion of quality schools • Integrating City with schools • Communications on schools • Control by Broward County Schools • City staffing: education policy 	<ol style="list-style-type: none"> 1. Prepare budget proposal, including Education Policy/Liaison Position 2. Commission Decision: Budget FY 2019 Funding for Position and other activities 3. Hire position 	<p>6/18</p> <p>9/18</p> <p>11/18</p>
Responsibility: Hal Barnes, Neighbor Support and SIT		

ACTION BREAKERS-BIRCH STREETSCAPE PROJECT		PRIORITY
		<i>Com – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • De-coupling projects • Scope of project(s) 	<ol style="list-style-type: none"> 1. Birch Project: complete design 2. Birch Project: construction 3. Breakers: Re-allocation of funds 4. Breakers: hire engineer for design 5. Breakers: complete engineering and design 6. Breakers: conduct conversation with community 	<p>9/18</p> <p>10/18-4/19</p> <p>7/18</p> <p>10/18</p> <p>6/19</p> <p>6/19</p>
Responsibility: Paul Berg, Public Works and SIT		

ACTION PARKS MASTER PLAN: BOND PACKAGE		PRIORITY
		<i>Com – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Park amenities • Park priorities • Open space • Funding/Bonds 	<ol style="list-style-type: none"> 1. Discuss with Commissioners expectations and park priorities 2. Seek input from Parks, Recreation and Beach Board 3. Commission Briefing 4. Commission Decision: Overall Direction, Park Priorities, and Bond Package 5. Sell bonds 	<p>7/18</p> <p>8/18</p> <p>9/18</p> <p>12/18</p> <p>4/19</p>
<div style="border: 1px solid black; padding: 5px;"> Responsibility: Kirk Buffington, Finance </div>		

ACTION POLICE STATION OF THE 21st CENTURY: BOND PACKAGE		PRIORITY
		<i>Com – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Stages/phasing • Demolition costs • Furnishing costs • Updated cost estimates for construction 	<ol style="list-style-type: none"> 1. Prepare report on design and all costs 2. Commission Decision: Direction and Funding Mechanism 	<p>12/18</p> <p>3/19</p>
<div style="border: 1px solid black; padding: 5px;"> Responsibility: Mike Maier, Information Technology and SIT </div>		

ACTION CITY HALL/CIVIC CAMPUS WITH BROWARD COUNTY: DIRECTION		PRIORITY
		<i>Com – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Terms with Broward County • Shifting costs • City participation • City funding • Estimated costs • Location 	<ol style="list-style-type: none"> 1. Finalize Interlocal Agreement on Campus with Broward County 2. Commission Decision: Direction 	<p>7/18</p> <p>8/18</p>
<div style="border: 1px solid black; padding: 5px;"> Responsibility: Chris Lagerbloom, City Manager </div>		

ACTION LAUDERTRAIL DEVELOPMENT
[7 mile scenic trail]

PRIORITY
<i>Com – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Task Force: Mayor/Commission (5) + Parks & Recreation (2) • Purposes/Charge • Parameters • Paths • Amenities (e.g. bathroom, bike racks, etc.) • Destinations in Fort Lauderdale • Funding Mechanism 	<ol style="list-style-type: none"> 1. Define purposes/ and membership of Task Force, including “sunset” time frame 2. Commission Decision: Resolution 3. Commission Decision: Appointments 4. Prepare report with recommendations and funding mechanism 5. Commission Conference: Presentation and Direction 	<p>6/18</p> <p>6/18</p> <p>7/18</p> <p>6/19</p> <p>7/19</p>

Responsibility: Phil Thornburg, Parks and Recreation and SIT

ACTION LAS OLAS CORRIDOR MOBILITY WORKING GROUP

PRIORITY
<i>Com – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Commissioners convene Working Group 2. Review current plans 3. Develop Plan with Actions Steps 4. Prepare report 5. Commission Report 6. Commission Report: Las Olas Safety Survey/Report 	<p>6/18</p> <p>9/18</p> <p>12/18</p> <p>3/19</p> <p>4/19</p> <p>TBD</p>

Responsibility: Commissioner Glassman and Commissioner Sorensen; Anthony Fajardo, Sustainable Development

ACTION BUILDING PERMIT PROCESS: REVIEW		PRIORITY
		<i>Com – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Engineering • Landscape • Filling positions • E-Permitting/Billing • Accela Implementation • Building Fees 	<ol style="list-style-type: none"> 1. Commission Decision: Plumbing Plan Review Ordinance 2. Commission Decision: Florida Friendly Landscaping Ordinance Amendment 3. Hire engineer 4. Complete Accela implementation 5. Complete e-Permitting/Billing implementation 6. Complete fee study 7. Commission Decision: Building Fees 	<p>9/18</p> <p>11/19</p> <p>7/18</p> <p>11/18</p> <p>2/19</p> <p>6/18</p> <p>8/18</p>
<div style="border: 1px solid black; padding: 5px;"> Responsibility: Aricka Johnson, Structural Innovation and SIT </div>		

ACTION COMPREHENSIVE INFRASTRUCTURE REPORT AND DIRECTION [Water, Wastewater, Stormwater, Seawalls, Sidewalks, Roads, Sea Level Rise]		PRIORITY
		<i>Com</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Projects • Priorities • Funding Mechanisms 	<ol style="list-style-type: none"> 1. Commission requested report in 90 days 2. Prepare staff report with recommendations 3. Commission Conference: Presentation of Reports, Direction, Next Steps, Project Priorities and Funding Mechanism 	<p>Completed</p> <p>8/18</p> <p>9/18</p>
<div style="border: 1px solid black; padding: 5px;"> Responsibility: Paul Berg, Public Works </div>		

ACTION WAR MEMORIAL AUDITORIUM		PRIORITY
		<i>Com</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Re-purpose • Programming • Facility/Building Upgrade • No “Shows” • Events with Seating • Panther’s Ice Rink 	<ol style="list-style-type: none"> 1. Parks, Recreation and Beach Board: Review 2. Commission Report: Building Upgrade with Cost Estimates 	<p>6/18</p> <p>6/18</p>
<p>Responsibility: Phil Thornburg, Parks and Recreation</p>		

ACTION 17th STREET MOBILITY PLAN (INCLUDING BY-PASS ROAD)		PRIORITY
		<i>Com</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • By-pass road • City role • Broward County project • Costs • Funding 	<ol style="list-style-type: none"> 1. Mobility Plan: Implementation <ol style="list-style-type: none"> a. Commission Update 2. By-Pass Road [Broward County] <ol style="list-style-type: none"> a. Evaluate by-pass route b. Review proposal from Broward County 	<p>Bi-monthly</p> <p>9/18</p> <p>TBD</p>
<p>Responsibility: Julie Leonard, Transportation and Mobility</p>		

ACTION	COMMUNITY POLICING: RE-EVALUATION AND COMMITMENT	PRIORITY	
		Com	Time
<u>Key Issues</u>	<u>Activities/Milestones</u>		
<ul style="list-style-type: none"> • Perception of crime • Visibility/Police presence in the community • Working with youth 	<ol style="list-style-type: none"> 1. Complete staffing of Community Engagement Team (8 Police Officers) 2. "Real Men Read" Program 3. Father MIA Program 4. Front Porch Briefings 5. Police/Fire Breakfasts/Lunches at Schools 6. LED Light – Cruise at Night 7. Patrol by Foot 8. Teen Summit (one day) 9. Junior Explorers at Airport 10. Summer Sizzle (War Memorial) 		12/18-12/19 Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing 7/18 6/18 Annually
Responsibility: Rick Maglione, Police			

ACTION	HISTORIC PRESERVATION POLICY AND PROGRAMS: DIRECTION	PRIORITY	
		Com	Time
<u>Key Issues</u>	<u>Activities/Milestones</u>		
<ul style="list-style-type: none"> • Beach • Victoria Park • Colee Hammock • Rio Vista <p>[Note: different actions by neighborhood]</p>	<ol style="list-style-type: none"> 1. Complete neighborhood survey 2. Prepare report with recommendations 3. Commission Conference: Historic Districts/Contributing Structure Direction 4. Commission Decision: District/Contributing Structures 5. Commission Decision: Administrative Approval Ordinance 6. Commission Decision: Ordinance with Boundaries 		9/18 10/18 7/18 10/18 11/18 TBD
Responsibility: Anthony Fajardo, Sustainable Development			

ACTION CITY BEAUTIFICATION PLAN		PRIORITY
		<i>Com</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • More attractive entrances • Partnership with AutoNation 	<ol style="list-style-type: none"> 1. Signage <ol style="list-style-type: none"> a. Resolve issues with FDOT b. Secure Permit c. Install signs 2. Federal/U. S. 1 Landscaping <ol style="list-style-type: none"> a. Work with AutoNation b. Plant pink flowers 	<p>9/18</p> <p>1/19</p> <p>4/19</p> <p>6/18</p> <p>9/18</p>
<p>Responsibility: Paul Berg, Public Works</p>		

ACTION ULDR: CODIFICATION OF MASTER PLANS		PRIORITY
		<i>Com</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Downtown • NW RAC • South Andrews • North Federal Highway • Davie Boulevard 	<ol style="list-style-type: none"> 1. Issue RFP for Consultant 2. Commission Decision: Award Contract 3. Prepare draft ordinance 4. P & Z: Draft Ordinance Review 5. Commission Decision: Ordinance Adoption 	<p>6/18</p> <p>8/18</p> <p>2/19</p> <p>3/19</p> <p>4/19</p>
<p>Responsibility: Anthony Fajardo, Sustainable Development</p>		

Management Initiatives FY 2019

ACTION	CITY ASSET MANAGEMENT: GIS DATABASE AND PREVENTATIVE MAINTENANCE SCHEDULE: DEVELOPMENT (MGMT)***	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Wastewater	
	a. Complete Plan	6/18
	b. Plan Implementation	12/20
	2. Stormwater	
	a. Complete City Works	12/21
Responsibility: Paul Berg, Public Works		

ACTION	NIGHTTIME ECONOMY PLAN: IMPLEMENTATION	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• City actions	1. Prepare report	8/18
• Funding	2. Commission Conference: Presentation of Report and Direction	9/18
	3. Team Creation	8/18
Responsibility: Sarah Hannah-Spurlock, Nighttime Economy		

ACTION	ANNUAL RESIDENTIAL RENTAL PROPERTY INSPECTION PROGRAM	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: Ordinance Adoption	9/18
	2. Implementation: Initiated	1/19
Responsibility: Hal Barnes, Neighbor Support		

ACTION	ERP IMPLEMENTATION	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Schedule Benchmark	10/19
Responsibility: Mike Maier, Information Technology Services		

ACTION	ORGANIZATION DEVELOPMENT: TRAINING PROGRAM EXPANSION AND FUNDING	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: Budget FY 19 Funding for Program Expansion	9/18
	2. Refine implementation plan	8/18
	3. Implement program expansion	10/18
Responsibility: Tarlesha Smith, Human Resources		

ACTION	NCIP MAINTENANCE	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Maintenance needs • Service level • Funding 	1. Commission Conference: Direction and Funding	6/18
	2. Commission Decision: Budget FY 19 Funding for Maintenance	9/18
Responsibility: Hal Barnes, Neighbor Support		

ACTION SIDEWALK POLICY		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City responsibility • Property owner responsibility • Code modifications • Funding 	<ol style="list-style-type: none"> 1. Prepare report 2. Commission Conference: Code Modification and Funding 	<p>9/19</p> <p>10/19</p>
<div style="border: 1px solid black; padding: 5px;"> Responsibility: Paul Berg, Public Works </div>		

ACTION FIVE YEAR STRATEGIC VISION ZERO PLAN		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Retrofit • City owned lights • FPL lights • Dark pedestrian areas 	<ol style="list-style-type: none"> 1. Develop Street Light Plan 2. Commission Decision: Budget FY 19 Project – Critical Areas and Funding 3. Street Light Projects: Completion 	<p>8/18</p> <p>9/18</p> <p>TBD</p>
<div style="border: 1px solid black; padding: 5px;"> Responsibility: Julie Leonard, Transportation and Mobility; Paul Berg, Public Works (support) </div>		

ACTION SPECIAL EVENTS POLICY MANUAL AND GUIDELINES		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Prepare report 2. Commission Conference: Presentation of Report and Direction 	<p>3/19</p> <p>4/19</p>
<div style="border: 1px solid black; padding: 5px;"> Responsibility: Sarah Hannah-Spurlock, Nighttime Economy </div>		

ACTION EMS ONLY STATIONS		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • One bay/two bay • Station concept 	<ol style="list-style-type: none"> 1. Complete Space Needs Study/Concept 2. Identify site 3. Complete conceptual design 4. Commission Briefing 	<p>1/19</p> <p>1/19</p> <p>1/19</p> <p>4/19</p>
<p>Responsibility: Jeff Lucas, Interim Fire Chief</p>		

ACTION CITY ORGANIZATION VALUES: IMPLEMENTATION		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Complete draft organization values 2. Management Review: Organization Values 3. Implement Organization Values 	<p>8/18</p> <p>9/18</p> <p>11/18</p>
<p>Responsibility: Tarlesha Smith, Human Resources</p>		

ACTION BEACH MOBILITY MASTER PLAN		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Options • Projects • Funding 	<ol style="list-style-type: none"> 1. Commission Report: Data Gathering Findings – Phase 1 2. Develop Plan with recommendations – Phase 2 3. Commission Conference: Plan with Recommendations and Direction 	<p>5/18</p> <p>10/18</p> <p>12/18</p>
<p>Responsibility: Julie Leonard, Transportation and Mobility</p>		

ACTION PARKING IMPROVEMENTS		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Memo	6/18
	2. Curbside Drop Off/Pick Up	
	a. Prepare report	7/18
	b. Commission Decision: Direction	9/18
	3. Parking Demand Management System	
	a. Commission Decision: Award Contract	7/18
	4. Register for App (GIS Linked): Operational	6/19
Responsibility: Julie Leonard, Transportation and Mobility		

ACTION BIKE AMENITIES DEVELOPMENT		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Bike Rack installation – 15 to 20	12/18
Responsibility: Julie Leonard, Transportation and Mobility		

ACTION TRANSIT-ORIENTED DEVELOPMENT (TOD) ORDINANCE		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Design Ordinance and Manual – Technical Review	9/18
	2. Prepare draft ordinance	9/18
	3. Commission Decision: Ordinance Adoption	TBD
Responsibility: Julie Leonard, Transportation and Mobility		

ACTION SEA LEVEL RISE ACTION PLAN		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: Budget FY 19 Funding for Tidal Valves (110)	9/18
	2. Comprehensive Plan Element: Climate Change	
	a. Prepare element on Climate Change	4/19
	b. Commission Decision: Comprehensive Plan Element on Climate Change	6/19
	3. Design and Construction Manual	11/19
Responsibility: Paul Berg, Public Works		

ACTION FIVEASH AND PEELE-DIXIE WATER TREATMENT PLANTS		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Evaluation Report	12/19
Responsibility: Paul Berg, Public Works		

ACTION LANDSCAPE BEAUTIFICATION AND MAINTENANCE PROGRAM		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Scope: Medians	1. Commission Conference: Direction	6/18
• Service level	2. Prepare budget request	6/18
• Funding	3. Commission Decision: Budget FY 19 Funding for Medians	9/18
Responsibility: Phil Thornburg, Parks and Recreation		

ACTION	WATER PARK DEVELOPMENT (MGMT)***	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Negotiate lease agreement	8/18
	2. Commission Decision: Lease Approval	9/18
Responsibility: Chris Lagerbloom, City Manager		

ACTION	DESIGN AND CONSTRUCTION MANUAL FOR SUSTAINABLE AND RESILIENT COMMUNITY	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Finalize manual	2/19
	2. Commission Decision: Adoption	3/19
Responsibility: Paul Berg, Public Works		

ACTION	COMPREHENSIVE PLAN ELEMENTS: PHASE 2	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Conduct public outreach	6/19
	2. Finalize Phase 2	12/19
	3. Commission Decision: Phase 2 Adoption	1/20
Responsibility: Anthony Fajardo, Sustainable Development		

ACTION	CODE CIVIL CITATION POLICY AND PROCESS	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: Policy Direction	7/18
Responsibility: Rick Maglione, Police Chief		

ACTION	FORT LAUDERDALE AS A DESTINATION FOR INTERNATIONAL BUSINESS DEVELOPMENT	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare budget request	6/18
	2. Commission Decision: Budget FY 19 Funding	9/18
Responsibility: Chris Lagerbloom, City Manager		

ACTION	AIRPORT OUTPARCELS LEASE	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: Parcel "C" Lease	6/19
Responsibility: Luisa Agathon, City Manager's Office		

ACTION	SCHOOL SECURITY/SRO	PRIORITY	
		Mgmt	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
	1. Prepare report with options	6/18	
	2. Commission Conference: Direction	6/18	
	3. Receive agreement from Broward County School District	TBD	
Responsibility: Rick Maglione, Police Chief			

ACTION	FIRE STATIONS	PRIORITY	
		Mgmt	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
	1. Fire Station 54: Complete Construction	8/18	
	2. Fire Station 8: Groundbreaking/Construction	12/18-12/19	
	3. Fire Station 13: Land Resolution Birch State Park	12/18	
	4. Commission Decision: Budget FY 19 Funding for Fire Station Alerting	9/18	
Responsibility: Jeff Lucas, Interim Fire Chief			

ACTION	POLICE BODY CAMERAS	PRIORITY	
		Mgmt	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
	1. Complete Pilot Program – Police	11/18	
	2. Evaluate application to Fire	11/18	
	3. Management Decision: Direction	11/18	
	4. Implementation	12/18	
Responsibility: Rick Maglione, Police Chief			

ACTION	CIVIL CITATION PROGRAM: ADULT	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Waiting response from Broward County	TBD
	2. Commission Decision: Resolution to Rescind	8/18
Responsibility: Rick Maglione, Police Chief		

ACTION	PUBLIC CAMERAS IN HIGH CRIME AREAS	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Locations	1. Install cameras	
• Installation Timing	a. Oceanside Park	8/19
• Funding	b. Sistrunk	8/19
• Entrances to HOA	2. Commission Decision: Budget	9/18
• Parks Installation	FY 19 Funding for Additional	
• Parking Garages Installation	Cameras	
Responsibility: Rick Maglione, Police Chief		

ACTION	CITY ATTORNEY: HIRING	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: Selection	8/18
Responsibility: Mayor and City Commission		

ACTION	CLASSIFICATION AND COMPENSATION STUDY AND IMPLEMENTATION	PRIORITY
		Mgmt
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Labor contracts Job duties Salary level 	<ol style="list-style-type: none"> Study Completion City Manager Review Commission Conference: Presentation on Concept and Plan, and Direction Commission Decision: Policy Direction and Funding Commission Decision: Labor Contracts 	<p>6/18</p> <p>6/18</p> <p>6/18</p> <p>9/18</p> <p>11/18</p>
Responsibility: Tarlesha Smith, Human Resources		

ACTION	CITYWIDE ELECTRONIC DOCUMENT MANAGEMENT SYSTEM: FINANCE [FY 18]	PRIORITY
		Mgmt
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> Complete Finance 	9/18
Responsibility: Mike Maier, Information Technology Services		

ACTION	FLEXIBLE WORKING ARRANGEMENTS (9/80) (MGMT)***	PRIORITY
		Mgmt
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> Finish Teamster Labor Contract Commission Decision: Contract Ratification Finalize Flex Policy Go live 	<p>9/18</p> <p>9/18</p> <p>11/18</p> <p>10/19</p>
Responsibility: Tarlesha Smith, Human Resources		

ACTION	NEW NON-AD VALOREM SPECIAL ASSESSMENTS - UNDERGROUND UTILITIES [FY 18]	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Utility Undergrounding Plan	3/19
	2. Commission Decision: Direction	4/19
Responsibility: Hal Barnes, Neighbor Support		

ACTION	eSPORTS ARENA	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility: Chris Lagerbloom, City Manager		

City of Fort Lauderdale Management in Progress FY 2019

► Management in Progress FY 2019

	TIME
1. Railroad Crossing to Sistrunk Improvement: Completion	
a. Agreement with FDOT	9/18
b. Design/Engineering	TBD
2. Executive Airport Walking Trail: Budget FY 19 Funding	9/18
3. Sistrunk Parking Lots Development and Renovation	9/18-9/19
4. Traffic Calming Projects	
a. Coral Ridge Country Club Estates	12/19
b. Tarpon River	12/19
c. Shady Banks	12/19
d. Twin Lakes	12/19
e. Lake Ridge	12/19
f. Dorsey River Bend	12/19
g. SE 13 th Street Speed Humps	Completed
h. SE 7 th Street Speed Humps	Completed
i. SW 18 th Avenue Speed Humps	8/18
5. Coral Ridge Safety Improvements: Design	TBD
6. SE 2 nd One-Way Road	9/18
7. Water Master Plan Implementation: Projects	
a. Water Tower [P11887]	12/18
b. Water Mains Replacement	
1) Victoria Park [P10850/11901]	7/18
2) Port Condo [P11080]	5/18
3) Croissant Park [P12180]	11/18
8. Wastewater Master Plan Implementation: Projects	
a. 30" Force Main [P12319]	5/18
b. Lift Stations (6) [P11879/11881/11889/12124/12202/12145]	1/19
c. I & I Projects [P11563/11566/11991/12049/12055]	9/20
d. Pipe Replacement [P12351/12352/12413/12414]	6/19
e. Oxygen Generation Plan Replacement [P11917]	11/20
f. Force Main Condition Assessment Report [P12419]	9/19
9. Sea Wall Projects	
a. Isle of Palms	6/19
b. Cordova Road	12/20
c. Bayview Drive	12/18

► Management in Progress FY 2019	TIME
10. Road and Sidewalk Infrastructure Upgrade Projects	
a. Annual Concrete and Paver Stones	2/19
b. Annual Asphalt Resurfacing	2/19
c. ADA Sidewalk Installation	TBD
d. Twin Lakes North	8/18
e. Annual Micro-Surfacing	12/18
f. Bayview Drive Asphalt Resurfacing	TBD
g. Sistrunk Boulevard Median Improvements	Completed
h. Annual Asphalt Milling and Resurfacing	TBD
11. Bridges Infrastructure Upgrade Projects	
a. Coconut Isle Bridge: Bid Award	12/18
b. NE 1 st : Design	6/19
c. South Ocean Drive	6/19
12. Road Condition and Maintenance Program (Pavement Condition Index)	1/19
13. Sustainability Action Plan Annual Report	12/18
14. Compost Site	Completed
15. National Pollution Discharge Elimination System (NPDES) Program	
a. Submit Report	6/18
b. Bacterial Control Plan	6/19
16. Coontie Hatchee Park: Lagoon Construction	10/18-10/20
17. Way-finding Program: Installation	5/19
18. Park Upgrade Projects	
a. Warfield Park Lighting	6/18
b. Provident Park Lighting	7/18
c. Elizabeth Hays Playground	6/18
d. Mills Pond Softball Playground	6/18
e. Holiday Dog Park Upgrades	8/18
f. Snyder Park Bike Path	6/18
g. Snyder Park Dog Lake ADA Ramp	6/18
h. Electric Improvements on New River	7/19
i. Mills Pond Boat Ramp	5/19
j. Sweeting Dock Replacement	3/19
k. ADA Pool Ramps: Croissant, Lauderdale Manors, Carter and Riverland	7/19
19. Youth Recreational Programming Expansion: Youth Development Leagues – Volleyball and Cheer Leading	10/19
20. Code Compliance Process: Civil Citation	7/19
21. Adopt-a-Neighbor Program: Program Evaluation Report	Completed
22. Citywide Neighborhood Block Party: Implementation	Completed
23. ECI Success Performance Indicators: Development	2/19
24. Small Business Development Program: Implementation (FY 18)	Completed

► Management in Progress FY 2019 <i>(Continued)</i>	TIME
25. Automatic Vehicle Location (AVL) System: Implementation	9/18
26. Electronic Ticketing and Crash Reporting: Implementation	Completed
27. Firefighter Wellness Program: Implementation	9/18
28. Juvenile Prolific Offenders Program: Implementation	Completed
29. Street Crimes Division: Implementation	Completed
30. Traffic Services Division: Implementation	Completed
31. Emergency Management Accreditation Program (EMAP): Completion	8/18
32. Annual Fire Inspection Software: Installation	11/18
33. Fire Public Education Opportunities: Budget FY 19 Funding	9/18
34. “We Build Talent” Employee Training and Development Program: Completion	Ongoing
35. Performance Evaluation Process and Tools: Revision (ERP)	10/19
36. Employee Engagement Tools	9/18
37. City Communications Policies and Procedures/ Messaging to Employees	Ongoing
38. Lean Process Plan: Implementation/Academy	9/18
39. Customer Bill Payment at City Locations: Implementation a. Phase 1 b. Full	12/18
	12/19
40. Public Works Succession Plan: Development and Implementation	Ongoing
41. Modern Communications and Branding: Guide Development	9/18
42. KRONOS (Time and Attendance Automation Management Software): Refinements	10/18
43. Siemens Report	7/18
44. Energy ESCO Audits	Completed
45. Smart Irrigation Control – Pilot Program (30 parks): Implementation	6/19
46. Broward County 1 Cent Sales Tax Initiative for Transportation	7/19
47. Amenities for Downtown Walkability a. NE 1 st Street Pedestrians Crossing b. Las Olas & SE 4 th Avenue Raised Intersection c. SE 2 nd Street and SE 4 th Avenue Raised Intersection d. NE 4 th Street Complete Streets Project	8/18
	11/18
	11/18
	3/20
48. Maintenance of Traffic (MOT) Inspection Program	12/19
49. Park Impact Fees	Ongoing
50. Facilities Utilization Study	Ongoing
51. Aquatic Center	9/19
52. After School Program: Expansion	Ongoing
53. Free Events at All Parks: Direction	TBD

► Management in Progress FY 2019 <i>(Continued)</i>	TIME
54. Northwest – Progresso – Flagler Heights CRA	8/18
55. Central City RAC Rezoning	8/19
56. Central Beach Master Plan	3/19
57. South Andrews Avenue Redevelopment	9/19
58. Beach CRA	12/19
59. Transfer of Development Rights	TBD
Entrance to Sistrunk Corridor	TBD
60. NCIP: Grants to Neighborhoods Expansion	TBD
61. Median Landscaping	
a. Federal Highway	TBD
b. 62 nd	TBD
c. 26 th	TBD
62. Broward County Allocation of Units: Review	8/18
63. Citywide Succession Planning Program: Development	TBD
64. Water Rates: Review	9/19
65. Building Costs: Evaluation Report	8/19

Policy Calendar FY 2019

MONTH

JUNE 2018

1. Commission Report: Traffic Signal Synchronization
2. Commission Decision: Stormwater Rate Methodology
3. Commission Decision: LauderTrail Resolution
4. Commission Decision: War Memorial Auditorium Direction on Building Upgrades and Programming
5. Commission Conference: NCIP Maintenance Direction
6. Commission Report: Beach Mobility Master Plan – Phase 1: Data Gathering and Findings
7. Commission Memo: Parking Study
8. Commission Conference: Classification and Compensation Concept Plan

MONTH

JULY 2018

1. Commission Report: Homelessness – Criminal Action Report [bi-monthly]
2. Commission Memo: Homeless Shelter – One Stop Shop Direction
3. Commission Conference: Incentives for Affordable Housing Direction
4. Commission Decision: Breakers-Birch Project Fund Re-allocation
5. Commission Decision: Appointments to LauderTrail Task Force
6. Commission Conference: Historic Districts/Contributing Structure Direction
7. Commission Decision: Award Contract for Parking Demand Management System
8. Commission Decision: Civil Citation Policy Direction

MONTH

AUGUST 2018

1. Commission Decision: Aids Healthcare Foundation Proposal for Homeless Housing – Rezoning, RAC Units Allocation, Location
2. Commission Conference: Homelessness – Food Repatriation/Collection Partnership Direction
3. Commission Memo: VIA and Other Providers
4. Commission Conference: Stormwater Master Plan and Projects
5. Commission Decision: City Hall/Government Campus Direction
6. Commission Decision: Building Fees Direction
7. Commission Decision: Award Contract on Codification of Master Plans
8. Commission Decision: Adult Civil Citation – Resolution to Rescind
9. Commission Decision: City Attorney Appointment

MONTH

SEPTEMBER 2018

1. Commission Information Memo: Community Court

2. Commission Decision: Budget FY 19 Funding for:
 - a. Food Repatriation/Collection Program
 - b. Stormwater Management Projects
 - c. Education Policy Specialist Position
 - d. NCIP Maintenance
 - e. Street Lights Projects [Strategic Vision Zero Plan]
 - f. Median Landscape Beautification and Maintenance
 - g. Fort Lauderdale as a Destination for International Business Development Program
 - h. Classification and Compensation Plan Implementation
 - i. Organizational Development: Training Program Expansion
 - j. Executive Airport Walking Trail

3. Commission Briefing: Parks Master Plan Bond Package

4. Commission Decision: Plumbing Plan Review Ordinance Adoption

5. Commission Conference: Report from Infrastructure Task Force/City Staff Report – Presentation and Direction

6. Commission Decision: Curbside Drop Off/Pick Up Direction

7. Commission Conference: Nighttime Economy Plan Direction

8. Commission Decision: Water Park Lease

9. Commission Decision: Annual Residential Rental Property Inspection Ordinance Adoption

MONTH

OCTOBER 2018

MONTH

NOVEMBER 2018

1. Commission Decision: Historic Preservation Ordinance – Administrative Approval Adoption

MONTH

DECEMBER 2018

1. Commission Conference: New Transportation Technologies Presentation and Direction
2. Commission Decision: Parks Master Plan Bond Package – Projects and Funding
3. Commission Conference: Beach Mobility Master Plan with Recommendations

MONTH

JANUARY 2019

MONTH

FEBRUARY 2019

MONTH

MARCH 2019

1. Commission Decision: Police Station Direction and Funding Mechanism
2. Commission Decision: Design and Construction Manual for Sustainable and Resilient Community Adoption

MONTH

APRIL 2019

1. Commission Report: LauderTrail Report (Task Force)
2. Commission Decision: Codification of Master Plans
3. Commission Conference: Special Events Policy Manual and Guidelines
4. Commission Briefing: EMS Only Station Direction

MONTH

MAY 2019

SECTION 4

PERFORMANCE REPORT 2018

Importance of the Performance Report

BOTTOM-LINE: Leaders being accountable for their decisions and actions

1. LEADERSHIP WITH INTENTIONS

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

2. CONNECTION WITH CUSTOMER'S LIVES

- Providing services that add VALUE to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE - CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

Fast Forward Fort Lauderdale

Our City, Our Vision 2035

» VISION STATEMENT



WE ARE CONNECTED.

We move seamlessly and easily through a safe transportation system where the pedestrian is first.



WE ARE READY.

We are a resilient and safe coastal community.



WE ARE COMMUNITY.

We are a neighborhood of neighborhoods.



WE ARE HERE.

We are an urban center and a vacationland in the heart of South Florida.



WE ARE PROSPEROUS.

We are a subtropical City, an urban laboratory for education and business.



WE ARE UNITED.

We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

**We are Fort Lauderdale, a community of choice.
We are the City you never want to leave.**

Goals for 2024

City of Fort Lauderdale

The “10” Goals

1. **Be a pedestrian friendly, multi-modal city**
2. **Be a sustainable and resilient community**
3. **Be a community that finds opportunities and leverages partnerships to create unique, inviting, and connected gathering places that highlight our beaches, waterways, urban areas and parks**
4. **Be a healthy community with fun and stimulating recreational activities for our neighbors**
5. **Be an inclusive community of strong, beautiful, distinct yet complementary, and diverse neighborhoods**
6. **Be a well-positioned city within the global economic and tourism markets of the South Florida region, leveraging our airports, seaport, and rail connections**
7. **Be known for educational excellence**
8. **Be the safest urban coastal city in South Florida through preventative and responsive police and fire protection, and able to recover from all hazards**
9. **Be a well-trained, innovative, and neighbor-centric workforce that builds community**
10. **Be a leading government organization, managing resources wisely and sustainably**

CAAP FY 2019
City of Fort Lauderdale

TOP PRIORITY

Homelessness Eradication Action Plan
New Transportation Technologies Direction
Traffic Signal Synchronization
Stormwater Management Master Plan and Rate Methodology
Incentive Tools for Affordable Housing: Direction
One Stop Shop: Direction

HIGH PRIORITY

Education Quality Strategy and City Actions
Breakers-Birch Streetscape Project
Parks Master Plan: Bond Package
Police Station of the 21st Century: Bond Package
City Hall/Civic Campus with Broward County: Direction
LauderTrail Development
Las Olas Corridor Mobility Working Group
Building Permit Process: Review

OTHER COMMISSION INITIATIVES

Comprehensive Infrastructure Report and Direction

War Memorial Auditorium

17th Street Mobility Plan: Implementation

Community Policing: Re-Evaluation and Commitment

Historic Preservation Policy and Programs: Direction

City Beautification Plan

ULDR: Codification of Master Plans

Management Initiatives FY 2019

City of Fort Lauderdale

TOP PRIORITY

City Asset Management

Nighttime Economy Plan: Implementation

Annual Residential Rental Property Inspection Program

ERP Implementation

Organization Development: Training Program Expansion

NCIP Maintenance

HIGH PRIORITY

Sidewalk Policy

Five Year Vision Zero Plan

Special Events Policy Manual and Guidelines

EMS Only Stations

City Organization Values: Implementation

OTHER MANAGEMENT INITIATIVES

Beach Mobility Master Plan

Parking Improvements

Bike Amenities Development

Transit Oriented Development (TOD) Ordinance

Sea Level Rise Action Plan

Fiveash and Peele-Dixie Water Treatment Plants

Landscape Beautification Maintenance Program

Water Park Development

**Design and Construction Manual for
Sustainable and Resilient Community**

Comprehensive Plan Elements: Phase 2

Code Civil Citation Policy and Process

Fort Lauderdale as a Destination for International

Business Development

Airport Outparcels Lease

School Security/SRO

Fire Stations

Police Body Cameras

Civil Citation Program: Adult

Public Cameras in High Crime Areas

City Attorney: Hiring

Classification and Compensation Study and Implementation

Citywide Electronic Document Management System: Finance

Flexible Working Arrangements (9/80)

New Non-Ad Valorem Special Assessments: Undergrounding Utilities

eSports Arena

Partner Initiatives FY 2019

Tunnel Pedestrian Plaza and Intersection Improvements

**Improve Bus and Mass Transit Amenities Improvement:
Design and Development**

Broward Boulevard Gateway Project

Downtown Mobility Hub Agreement

Traffic Management System Improvement Project

Flooding Study [Army Corps of Engineers]

Sister Cities Program

Business First Program

**Partner with Community Agencies to Address
Mental Health, Elderly, Neglect and Homelessness Issues**

Energy Management Plan

City of Fort Lauderdale

Management in Progress FY 2019

► **Management in Progress FY 2019**

	TIME
1. Railroad Crossing to Sistrunk Improvement: Completion	
a. Agreement with FDOT	9/18
b. Design/Engineering	TBD
2. Executive Airport Walking Trail: Budget FY 19 Funding	9/18
3. Sistrunk Parking Lots Development and Renovation	9/18-9/19
4. Traffic Calming Projects	
a. Coral Ridge Country Club Estates	12/19
b. Tarpon River	12/19
c. Shady Banks	12/19
d. Twin Lakes	12/19
e. Lake Ridge	12/19
f. Dorsey River Bend	12/19
g. SE 13 th Street Speed Humps	Completed
h. SE 7 th Street Speed Humps	Completed
i. SW 18 th Avenue Speed Humps	8/18
5. Coral Ridge Safety Improvements: Design	TBD
6. SE 2 nd One-Way Road	9/18
7. Water Master Plan Implementation: Projects	
a. Water Tower [P11887]	12/18
b. Water Mains Replacement	
1) Victoria Park [P10850/11901]	7/18
2) Port Condo [P11080]	5/18
3) Croissant Park [P12180]	11/18
8. Wastewater Master Plan Implementation: Projects	
a. 30" Force Main [P12319]	5/18
b. Lift Stations (6) [P11879/11881/11889/12124/12202/12145]	1/19
c. I & I Projects [P11563/11566/11991/12049/12055]	9/20
d. Pipe Replacement [P12351/12352/12413/12414]	6/19
e. Oxygen Generation Plan Replacement [P11917]	11/20
f. Force Main Condition Assessment Report [P12419]	9/19
9. Sea Wall Projects	
a. Isle of Palms	6/19
b. Cordova Road	12/20
c. Bayview Drive	12/18

► **Management in Progress FY 2019**

	TIME
10. Road and Sidewalk Infrastructure Upgrade Projects	
a. Annual Concrete and Paver Stones	2/19
b. Annual Asphalt Resurfacing	2/19
c. ADA Sidewalk Installation	TBD
d. Twin Lakes North	8/18
e. Annual Micro-Surfacing	12/18
f. Bayview Drive Asphalt Resurfacing	TBD
g. Sistrunk Boulevard Median Improvements	Completed
h. Annual Asphalt Milling and Resurfacing	TBD
11. Bridges Infrastructure Upgrade Projects	
a. Coconut Isle Bridge: Bid Award	12/18
b. NE 1 st : Design	6/19
c. South Ocean Drive	6/19
12. Road Condition and Maintenance Program (Pavement Condition Index)	1/19
13. Sustainability Action Plan Annual Report	12/18
14. Compost Site	Completed
15. National Pollution Discharge Elimination System (NPDES) Program	
a. Submit Report	6/18
b. Bacterial Control Plan	6/19
16. Coontie Hatchee Park: Lagoon Construction	10/18-10/20
17. Way-finding Program: Installation	5/19
18. Park Upgrade Projects	
a. Warfield Park Lighting	6/18
b. Provident Park Lighting	7/18
c. Elizabeth Hays Playground	6/18
d. Mills Pond Softball Playground	6/18
e. Holiday Dog Park Upgrades	8/18
f. Snyder Park Bike Path	6/18
g. Snyder Park Dog Lake ADA Ramp	6/18
h. Electric Improvements on New River	7/19
i. Mills Pond Boat Ramp	5/19
j. Sweeting Dock Replacement	3/19
k. ADA Pool Ramps: Croissant, Lauderdale Manors, Carter and Riverland	7/19
19. Youth Recreational Programming Expansion: Youth Development Leagues – Volleyball and Cheer Leading	10/19
20. Code Compliance Process: Civil Citation	7/19
21. Adopt-a-Neighbor Program: Program Evaluation Report	Completed
22. Citywide Neighborhood Block Party: Implementation	Completed
23. ECI Success Performance Indicators: Development	2/19
24. Small Business Development Program: Implementation (FY 18)	Completed

► **Management in Progress FY 2019** *(Continued)*

	TIME
25. Automatic Vehicle Location (AVL) System: Implementation	9/18
26. Electronic Ticketing and Crash Reporting: Implementation	Completed
27. Firefighter Wellness Program: Implementation	9/18
28. Juvenile Prolific Offenders Program: Implementation	Completed
29. Street Crimes Division: Implementation	Completed
30. Traffic Services Division: Implementation	Completed
31. Emergency Management Accreditation Program (EMAP): Completion	8/18
32. Annual Fire Inspection Software: Installation	11/18
33. Fire Public Education Opportunities: Budget FY 19 Funding	9/18
34. “We Build Talent” Employee Training and Development Program: Completion	Ongoing
35. Performance Evaluation Process and Tools: Revision (ERP)	10/19
36. Employee Engagement Tools	9/18
37. City Communications Policies and Procedures/ Messaging to Employees	Ongoing
38. Lean Process Plan: Implementation/Academy	9/18
39. Customer Bill Payment at City Locations: Implementation	
a. Phase 1	12/18
b. Full	12/19
40. Public Works Succession Plan: Development and Implementation	Ongoing
41. Modern Communications and Branding: Guide Development	9/18
42. KRONOS (Time and Attendance Automation Management Software): Refinements	10/18
43. Siemens Report	7/18
44. Energy ESCO Audits	Completed
45. Smart Irrigation Control – Pilot Program (30 parks): Implementation	6/19
46. Broward County 1 Cent Sales Tax Initiative for Transportation	7/19
47. Amenities for Downtown Walkability	
a. NE 1 st Street Pedestrians Crossing	8/18
b. Las Olas & SE 4 th Avenue Raised Intersection	11/18
c. SE 2 nd Street and SE 4 th Avenue Raised Intersection	11/18
d. NE 4 th Street Complete Streets Project	3/20
48. Maintenance of Traffic (MOT) Inspection Program	12/19
49. Park Impact Fees	Ongoing
50. Facilities Utilization Study	Ongoing
51. Aquatic Center	9/19
52. After School Program: Expansion	Ongoing
53. Free Events at All Parks: Direction	TBD

► **Management in Progress FY 2019** *(Continued)*

	TIME
54. Northwest – Progresso – Flagler Heights CRA	8/18
55. Central City RAC Rezoning	8/19
56. Central Beach Master Plan	3/19
57. South Andrews Avenue Redevelopment	9/19
58. Beach CRA	12/19
59. Transfer of Development Rights	TBD
Entrance to Sistrunk Corridor	TBD
60. NCIP: Grants to Neighborhoods Expansion	TBD
61. Median Landscaping	
a. Federal Highway	TBD
b. 62 nd	TBD
c. 26 th	TBD
62. Broward County Allocation of Units: Review	8/18
63. Citywide Succession Planning Program: Development	TBD
64. Water Rates: Review	9/19
65. Building Costs: Evaluation Report	8/19

City of Fort Lauderdale City Successes for 2018 Mayor and City Commission Perspective

During the past year - 2018, what were the major successes and achievements of the City of Fort Lauderdale?

1. Homeless: Encampment by Library Removed, Housing Options, Partnership Broward County, Businesses and City
2. Gun Show Removed
3. WAVE Project Stopped
4. New City Manager
5. New City Attorney
6. Bond Referendum for Parks and Police Headquarters: Direction
7. LauderTrail Project: Task Force and Momentum
8. Broward County Transportation Options: Initiated
9. Las Olas Mobility Working Group: Initiated
10. Plastic Straw Ban: Adopted
11. Charter Changes: 4 year Terms, Election 2020
12. Community Engagement
13. ROI Phaseout
14. Crime Reduction
15. Fire Station 8
16. LGBTQ Inclusion in City Contracts
17. "Light up the Galt" Event
18. Support for the Arts
19. Lockhart Stadium: Working with Neighbors
20. Affordable Housing Project: Approval
21. Scooter Rules and Regulations: Approved
22. Go Big, Go Fast Projects
23. Positive Energy in the Community
24. Holiday Park - War Memorial Discussion and Direction
25. Marina Garage
26. Beach/CRA Las Olas Project

Departmental Successes

City of Fort Lauderdale

2018

DEPARTMENT: City Manager's Office – Budget/CIP and Grants

Success: Developed the Fiscal Year (FY) 2018 Budget, which was adopted with a 4-1 vote of the Commission. The FY 2018 adopted budget kept a low millage rate of 4.1193 per \$1,000 of taxable value for the eleventh consecutive year.

Success: Awarded Government Finance Officers Association (GFOA) Distinguished Budget Award for the FY 2018 Budget for the 34th consecutive year.

Success: Developed a formalized quarterly revenue and expenditure projection report to assist departments to better project their budget trends.

Success: Worked with the Revenue Estimating Committee that consists of a representative from the Budget Advisory Board, Audit Advisory Board, Finance, and Budget/CIP and Grants Division to review historical trends for General Fund revenue and make recommendations for the FY 2019 budget.

Success: Collaborated with the Department of Sustainable Development to revise the Vacation Rental Registration Fee Schedule.

Success: Implemented a new salary savings calculator and improved administrative process that provides a more accurate and consistent calculation for all position-related requests.

Success: Worked with a consultant to update the General Services Indirect Costs and Information Technology Services Cost Allocation Plans.

Success:

Partnered with the Geographic Information System (GIS) Division of the City's Information Technology Services Department and the Public Works Department to develop and implement a software application that will allow Neighbors to track the progress of current and planned Community Investment Plan (CIP) projects.

DEPARTMENT: **City Manager's Office - Housing and
Community Development**

Success: Using HOME program funding, a new 2-bedroom, 2-bathroom single-family home with a garage was constructed for approximate cost of \$174,093.

Success: Repaired 18 homes with State Housing Initiatives Partnership (SHIP) Program funding, providing assistance to very low, low, and moderate-income homeowners by providing home repairs to make homes decent, safe, and sanitary.

Success: HOPWA staff participated in and presented at "Housing's Role in Ending the HIV Epidemic", at the HOPWA Institute in Tampa, Florida. The HOPWA Institute invited the City to present, being one of the few municipalities that use an integrated database that tracks both housing and health care data. An analysis of this data provided support for the positive impact of stable housing on HIV health outcomes and housing's role in ending the HIV epidemic. The integrated database provides the City with the capacity to track the impact that stable housing has on HIV health outcomes over an extended period. For this reason, the City is poised to become a national leader in providing data that positively supports the role that stable housing plays in stemming the HIV epidemic.

Success: Florida Housing Finance Corporation (FHFC) provided \$22,357 in funding to the City of Fort Lauderdale to be used for counseling services related to homeownership. The Affordable Housing Advisory Committee (AHAC) selected New Visions as a provider for post-purchase counseling, housing consumer education, and anti-predatory lending.

Success: The Affordable Housing Trust Fund Administrative Procedures were completed and approved by City Commission to establish administrative procedures including details for fund administration, eligible applicants, eligible uses and activities, eligible projects, award preferences and selection criteria, and award process.

Success: The Affordable Housing Advisory Committee (AHAC) completed and submitted the Affordable Housing Incentive Report to Florida Housing Finance Corporation. This report includes AHAC's recommendations to encourage or facilitate affordable housing.

Success: The Affordable Housing Trust Fund Ordinance was revised to include 15% of the net proceeds from the sale of non-residential properties as a fund source for the Affordable Housing Trust Fund.

DEPARTMENT: City Manager's Office – Neighbor Support

Success: Continued the administration of the Chronic Homeless Housing Collaborative Grant which provides housing and supportive services for up to 43 chronically homeless individuals and/or families.

Success: Continued the administration of the Rapid Rehousing Program with time limited housing assistance serving 99 households for persons who were homeless in the City of Fort Lauderdale.

Success: Continued development and implementation of the NCIP/BCIP Comprehensive Maintenance Initiative.

Success: Coordinated four major volunteer service days city-wide:

- Fort Lauderdale Cares Day – Focus area: Neighborhood empowerment and beautification. The volunteering activities will focus on street cleanups, landscaping, graffiti cleaning, and beach cleanups at several locations throughout the City.
- Fort Lauderdale United Day – Focus area: Civic Engagement Activities which will include removing litter, promote recycling, and support healthy communities.
- Fort Lauderdale Ready Day – Focus area: Hurricane preparedness. Volunteers will partake in ensuring the City's neighborhoods are ready for hurricane season.
- Fort Lauderdale Make a Difference Day – Focus area: Neighborhood empowerment and beautification. Activities will focus on street, waterway, and beach cleanup.

Success: Implemented the Broward Reads Initiative. The Broward Reads Initiative is a countywide collaborative approach to ensure that Fort Lauderdale children can read at grade level by third grade. This effort also involved collaboration with local business and churches to host reading parties and fundraisers.

Success: Coordinated the annual Neighbor Support Night event which provides an opportunity for Fort Lauderdale's neighbors to join together with their City to strengthen community ties, elevate public spirit, and build civic awareness in a fun, casual, exciting block party type of atmosphere.

Success: Implemented the Neighborhood Leadership Academy in which 10 classes were held with 38 attendees completing the program, becoming neighborhood leaders. Many of these graduates have gone on to further impact their community in positive ways including joining Citizen Advisory Boards.

Success: Implemented additional neighbor outreach and support programs, including the Neighborhood Block Parties, Adopt-A-Neighbor Program and Adopt-A-Street Program.

DEPARTMENT: City Manager's Office – Nighttime Economy

Success: Establishment of the Nighttime Economy (NITE) as a division of the City Manager's Office.

Success: Successful hiring of the Nighttime Economy team including leadership and administrative support. The team also includes members from Fire-Rescue, Police, and Parks and Recreation.

Success: Developed procedure to utilize the City's Customer Service line as a NITE hotline for neighbors and businesses to call with non-emergency concerns at night.

Success: Assumed responsibility for special event and film permitting from other City departments.

Success: Developed a Nighttime Economy Website.

Success: In recognition of an evolving nightlife and need for less regulation where appropriate, amended alcohol ordinance to eliminate extended hours permits, thereby allowing all establishments with a liquor license to sell alcohol until 2 am on weekdays and 3 am on weekends (4 am in entertainment districts).

Success: In effort to mitigate traffic concerns while accommodating modern construction needs, amended the noise ordinance to allow for extended hours of certain construction activity such as concrete pours.

DEPARTMENT: **City Manager's Office – Office of Professional Standards**

Success: Collaborated with supervisors and employees to resolve potential complaints. OPS addressed complaints of harassment and discrimination in the context of applicable laws, regulations, and standards with a focus on conflict resolution. This approach resulted in a decreased number of 3 claims opened this year.

Success: Assisted employees who maintain secondary employment outside the City during the current fiscal year by advising them of ethical considerations and compliance with the City policy implemented in 2017. Provided guidance and clarification on the City Employee Code of Ethics.

Success: OPS strengthened its efforts to explore options for reasonable accommodations under the Americans with Disabilities Act. Such options include ergonomic modifications and prioritization or restructuring of duties for employees while preserving their essential functions.

DEPARTMENT: **City Manager's Office – Strategic Communications**

Success: Produced, promoted, coordinated and supported numerous annual signature citywide events to build community and enhance quality of life including: Neighbor Support Night, Light Up Sistrunk, Downtown Countdown, State of the City, St. Patrick's Parade and Festival, Fort Lauderdale Cares Day, Citizens Recognition Awards, Community Appearance Awards, and others.

Success: Produced, promoted, coordinated and supported more than 50 citywide events and ribbon-cuttings and groundbreakings to build community and enhance quality of life including: Commission Swearing-In Ceremony, Panthers in the Park, Sweeting Park, Southside School, and others.

Success: Developed and implemented public outreach campaigns for numerous capital investment, infrastructure, sustainability and quality of life initiatives including: Stormwater Master Plan, Vision Zero, NE 13th Street Complete Streets Project, Sistrunk Boulevard 30" force main, Las Olas Beach Park Project, King Tides, Uptown Village Master Plan, Backflow Prevention, Household Hazardous Waste Drop-off Events, Tree Giveaways, Free Chlorination, Street repaving and Sidewalk Repairs and upgrades to our existing water, stormwater, and sewer systems.

Success: Developed, promoted and launched new citywide intranet, LauderShare, which replaced the existing internal City intranet, LauderLink, and allows for two-way communication and collaboration through shared files. The new platform helps the organization operate more collaboratively and efficiently, and better educate employees of internal programs, announcements, events, etc.; developed training materials and program and trained more than 500 Community Builder users in how to use LauderShare. Developed workflows to implement new citywide agenda review process, developed training curriculum for agenda coordinators.

Success: Launched “Go Big, Go Fast!” citywide weekly newsletter to provide regular updates on the progress of citywide infrastructure improvements. The newsletter is distributed to more than 25,000 neighbors each week through email, social media and the City website.

Success: Coordinated six citywide Telephone Town Hall Meetings, prepared background and informational materials for each meeting; promoted the meetings through the City website and monthly newsletter, social media, fliers, and other materials to garner participation from more than 15,000 neighbors.

Success: Produced and/or supported drafting, design, layout and printing of numerous policy documents, recruiting materials, award applications, trade show displays including: the Annual Operating Budget, Comprehensive Annual Financial Report (CAFR), CRA Annual and Financial Reports, Popular Annual Financial Report, Annual Water Quality Report, Job Fair ads and fliers, as well as giveaway items, internal newsletters, presentations and templates.

Success: Coordinated compliance with regulatory requirements by issuing news releases and announcements including Boil Water Notices, No Recreational Use of Waterway and Lift Notices when laboratory testing shows water meets regulatory requirements.

Success: Conducted comprehensive education and outreach campaign for several months after Hurricane Irma to provide regular updates regarding debris removal, reopening of parks and restoration of City services; developed annual hurricane preparation manual and conducted educational outreach for neighbors in advance of 2018/2019 hurricane season.

DEPARTMENT: City Manager's Office – Structural Innovation

Success: Managed the Citywide transition from the ISO 9001:2008 standard to the ISO 9001:2015 standard.

Success: Initiated and championed the alignment of all City departments' performance metrics and data analytics to better illustrate each department's core processes, with a focus on quality performance.

Success: Enhanced professional competency of Structural Innovation staff through the successful completion of Innovation Academy Training (Lean Black Belt) and Executive Certificate in Project Management course. This budget modification from FY 2018 allowed for the reduction of consulting costs to the City.

Success: Created an inventory of all data sources in the City, and identified datasets to be published through the Open Data Committee.

Success: Initiated a pilot program to determine an appropriate open data platform to share data sets both internally and with the public.

Success: Completed a special Neighbor Survey focused on transportation, homelessness, and public education.

Success: Partnered with other City Manager's Office divisions and the Human Resources Department to champion organizational culture initiatives, such as the development of a Flexible Working Arrangement policy, updates to the Performance Evaluation process, development of an enhanced orientation for new Community Builders, and the creation of organization-wide values.

Success: Received the ICMA Certificate of Performance Management Award for our performance management program for the fifth consecutive year with an Excellence rating the past three years.

Central Beach CRA

Success: Began construction of the Las Olas Boulevard Corridor Improvement Project. The construction duration is estimated to be 24 months and the project will be constructed in phases. Phase I is the parking garage and is expected to take 12 months. Phase II includes the parks and marina promenade and is expected to take 12 months.

Success: Completed the Fort Lauderdale Aquatic Center Design criteria package to include in an RFP to solicit for a design/build team.

Success: The CRA Board of Commissioners and City Commission approved a design/build contract with Hensel Phillips Construction Company for the guaranteed maximum price of \$27,000,000.

Central City CRA

Success: Formally kicked off a rezoning study with a consultant and obtained Community input from workshops.

Success: Modified and restated the Central City Redevelopment plan to include non-residential incentive programs.

Success: Launched non-residential incentive programs identifying three focus areas: NE 4th Avenue, NE 13 Street and Sunrise Boulevard.

Success: Commencement of Sandbox 101, LLC interior and exterior renovations, currently funded in part by the CRA in the amount of \$170,000.

Northwest - Progresso - Flagler Heights CRA

Success: Completion of construction of the Fairfield at Flagler Village.

Success: Completion of River Gardens-Sweeting Park Improvements.

Success: Completion of the Triangle Services SE Regional Headquarters project.

Success: Completion of Carter Park Renovations funded in part by the CRA in the amount of \$250,000.

Success: Completion of Flagler Village Improvements (street signage).

Success: Completion of ID Flagler Village townhouse project at 103 E Sistrunk Boulevard.

Success: Completion of Rechter Holdings improvements at 914 NE 4th Avenue for restaurant/bar/brewery use.

Success: Commencement of Flagler Village Hotel, a 196-room tier 1 dual branded hotel funded in part by the CRA in the amount of \$329,933.

Success: Completion of Invasive Species improvements at 726 NE 2nd Avenue for brewery/tap room use.

Success: Completion of Italian Artisans showroom/design center improvements at 1200 W Sunrise Boulevard.

Success: Development review and rezoning for Six13 mixed use multifamily improvements, funded in part by the CRA in the amount of \$7,000,000.

Success: Commencement of Provident Community Shoppes improvements on NW 9th Avenue, funded in part by the CRA in the amount of \$350,000.

Success: Commencement of The Pharmacy project improvements on Sistrunk Boulevard, funded in part by the CRA in the amount of \$748,500.

Success: Completion of Brightline Garage improvements, funded in part by the CRA in the amount of \$183,820.

Success: Completion of Brightline Station improvements, funded in part by the CRA in the amount of \$264,499.

Success: Approval of the sale of CRA Property at 501, 505 and 509 NW 7th Terrace to 220145 LLC for \$180,000 to help facilitate redevelopment at NW 7th Avenue and Sistrunk Boulevard.

Success: Approval of \$525,000 in funding for the Sistrunk crosswalk project.

Success: Approval of \$250,000 in funding for the CRA Mobility Master Plan.

Success: Approval of \$143,080 in funding to Florida Power and Light Company for design services to relocate the transmission line on 543 NW 5th Avenue to facilitate redevelopment.

Success: Approval of \$225,000 in funding to Dales Properties for retail center renovation at 300 W Sunrise Boulevard.

Success: Approval of modifications to the CRA incentive programs to address redevelopment obstacles and facilitate redevelopment.

Success: Approval of \$50,000 in funding to Bootwattie Persaud for improvements to the building at 1545 Sistrunk Boulevard.

Success: Approval of \$350,000 in funding to 1134 LLC for the Smitty's Wings Restaurant project located at 1134 Sistrunk Boulevard.

Success: Approval of \$1,400,000 in funding to NW 6th Investments LLC, and commencement of construction of the Sistrunk Market Project, a food hall located at 115 Sistrunk Boulevard.

Success: Approval of \$225,000 in funding to Solid Soccer LLC for the MAS Café Project located at 315 E Sistrunk Boulevard.

Success: Approval of \$350,000 in funding for Start Up Club workspace project at 701 N Andrews Avenue.

Success: Approval of \$100,000 in funding to McClinton Holdings and commencement of construction of improvements at 924 NW 1st Street for the corporate offices of BTS Towers Inc., a Telecommunications Company.

Success: Approval of \$187,771 in funding to Circle House Coffee for renovation to the building at 727 NE 3rd Avenue for a fast casual coffee and tea establishment.

Success: Commencement of construction and approval of \$50,000 in funding to Rechter 835 LLC for renovation and reuse of the warehouse at 835 NE 2nd Avenue for active retail and lifestyle uses.

Success: Commencement of construction and approval of \$50,000 in funding to Rechter 837 LLC for renovation and reuse of the warehouse at 837 NE 2nd Avenue for active retail and lifestyle uses.

DEPARTMENT: Finance

Success: Issued Water and Sewer Revenue Bonds, Series 2018 in the amount of \$200 million to finance a portion of the costs of improving and upgrading the City's Water and Sewer System.

Success: Successfully recruited the Procurement Manager and Treasurer positions.

Success: Executed a \$13 million bank loan for the construction of a new parking garage on Las Olas Boulevard.

Success: Initiated implementation of phase I of FIRST, which includes the general ledger, accounts payable, payroll, and reconciliation modules.

Success: Implemented mandated GASB Statements:

- GASB Statement No. 74 - Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans.
- GASB Statement No. 75 – Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions.
- GASB Statement No. 77 - Tax Abatement Disclosures
- GASB Statement No. 80 – Blending Requirements for Certain Component Units
- GASB Statement No. 82 – Pension Issues

Success: Completed the First Call Resolution initiative by efficiently resolving neighbor's issues on the initial call to the Call Center.

Success: Implemented web chat in the second quarter of the year.

Success: Upgraded Interactive Voice Response (IVR) system.

Success: Implemented the City's Operating Cash Investment Plan designed to safely generate additional revenue for the City by scheduling investment maturities with expected City cash needs.

Success: Implemented new Lockbox provider's contract for payments.

Success: Implemented new Investment Advisors/Managers contract saving 37.5% on investment-related fees.

Success: Reviewed and updated the City's Investment Policy.

Success: Initiated phase I of FIRST implementation, including accounts receivable, cash receipting, and grant management modules.

Success: Completed implementation of a new credit card processing system.

Success: Expanded supplier performance evaluations Citywide. This process has improved ongoing vendor relationships and decreased potential protests by establishing better communication.

Success: Implemented the Procurement Ordinance and revised Procurement Manual for procurement modernization.

Success: Initiated phase I of FIRST, including procurement, contracts management and asset management modules.

DEPARTMENT: Fire-Rescue

Success: Completed Phase II of the LMS (Learning Management System) project. The purchase of this software data transfer tool provides data connectivity of the records within FireRMS to the records in the LMS for reporting purposes.

Success: Enhanced the Emergency Operations Center (EOC) capabilities through the addition of equipment and facility renovations.

Success: Replaced the entire vehicle exhaust removal system at Fire Station 2, a core competency for CFAI Accreditation and re-accreditation.

Success: Developed a well-defined Wellness Program, a core competency for CFAI Accreditation and re-accreditation.

Success: Funded the second year of life scan physicals for all employees, a core competency for CFAI Accreditation and re-accreditation.

Success: Acquired Commission on Accreditation of Ambulance Service (CAAS) Accreditation.

Success: Acquired Emergency Management Accreditation Process (EMAP).

Success: Maintained Commission on Fire Accreditation International (CFAI) accredited agency status.

Success: Maintained Insurance Services Office (ISO) Class 1 Department rating status.

Success: Trained the City's police department and Wilton Manors Police in life-saving administrations of Narcan after receiving an \$86,000 grant. Training focused on recognizing a suspected Opioid patient and on the proper use of the drug to counteract overdoses from Opioids.

Success: Placed one new Nissan Frontier truck into service in support of the Fire Inspector to address the needs and challenges that are fire-related with a proactive approach to his role as part of the Nighttime Economy team.

Success: Placed one (1) 43-foot FireStorm (Metalcraft) Fire Boat into service and increased the department's capabilities with enhanced emergency services on local waterways. Twenty-four (24) firefighter/paramedics were trained to operate the FireStorm (Metalcraft) Fire Boat. Additionally, the efficiency of the Fire Boat was increased by replacing dive gear and outfitting the boat. The equipment onboard the boat will reduce the time to transfer equipment to the boat prior to an emergency response, with the goal being to reduce response times.

Success: Placed the new atmospheric monitor into service to ensure our HazMat team has the tools necessary to monitor environments for harmful substances.

Success: Created an "operational dashboard" and a "unit dashboard" to view dispatch information for Fire Rescue in conjunction with the City's GIS division accessible through a web connection within the City network. Dashboards provide direct access to CAD information and unit statuses, making it possible to maintain situational awareness and reduce information delays.

Success: Enhanced command board capabilities and accountability with a new Tablet Command contract by issuing iPads to all operational chief officers.

Success: Funded a uniform allowance for CERT and Fire Explorer Programs, Advertising, Brochures, and Education.

Success: Purchased two Kawasaki Mules for use during special events.

Success: Obtained approval for the location of Fire Station 8 and started construction on Fire Station 54.

Success: Completed the 5-year installation and replacement project for fire inspector laptops, docking stations, and related accessories.

Success: Continued to operate the 12-hour Advanced Life Support Peak Demand Rescue Unit.

Success: Acquired one new Advanced Life Support fire engine and phased out the older unit to increase in-service time for the apparatus.

Success: Increased the quality of care and reduced response times through the addition of staffing to Rescue trucks, thus keeping the Engine in service on most medical calls in zone 2 and 8.

Success: Purchased and replaced HazMat ID equipment used in Hazmat incidents.

Success: Replaced the Bunker Gear extractor machines used to clean and maintain firefighter gear.

Success: Purchased new long sleeve shirts and body wipes to provide additional protection from the soot and toxic residues involved in a post-fire atmosphere.

Success: Purchased half-face breathing respirators to be used with CO and Hydrogen Cyanide detectors for use during Fire Investigations for long periods of the investigation when deemed safe.

Success: Placed two new multi-gas monitors into service for SQ47 and HM88 to update the gas monitors on both vehicles to current technology.

Success: Installed new Hazmat monitors (multiRAE and AreaRAEs) on Fire Boat 49.

Success: Placed new carbon monoxide (CO) monitors on each LifePak 15 rescue and suppression units.

DEPARTMENT: Human Resources

Success: Implemented the electronic onboarding process for new hires. Since NeoGov Onboarding was implemented in July 2017, 243 full-time new Community Builders have been hired. The implementation of the electronic onboarding module has reduced staff's processing time from approximately one hour to 15 minutes for each new full time hire. Temporary employees are also onboarded via NeoGov. (FY 2016 Commission Annual Action Plan City Manager Priority Project).

Success: Trained all departments in the electronic Subject Matter Expert (SME) process. SME's now view and rate all qualified applications at their own desks, removing the need for the Analyst to coordinate, schedule and attend the Subject Matter Expert review meeting, and manually enter the scores into the applicant tracking system NeoGov after the scoring is complete. The new SME process has eliminated the wait time to process applications, as they are sent to the SME's while the recruitment is still in progress; a time savings of approximately eight hours for recruitments with 90 or more applicants.

Success: Launched the HR Liaisons initiative to provide support to Departments and to the City Manager's Office Divisions. The HR liaisons provide frontline assistance to Community Builders regarding HR questions and concerns.

Success: Initiated implementation of LaserFiche Document Management System to electronically store, manage, and track documents, and to provide controlled, reliable audit trails and security for confidential documents. It also provides easy retrieval and preparation for public records requests.

Success: Implemented the administration of Family Medical Leave Act (FMLA) leave with the awarded vendor, BASIC. BASIC helps the Human Resources Department actively monitor FMLA cases, identify deficits, ensure consistent application across departments, improve the timeliness and accuracy of requests, reduce the perception and risk of abuse, and improve management controls, as well as monitor changes and new requirements under applicable FMLA laws.

Success: Managed the Citywide Classification and Compensation Study. The study of the current labor market includes evaluation of the City's pay structure, job classification analysis, development of job competencies for job families and career ladders, and creation of new and/or revision to existing job descriptions. The study enhances the City's ability to effectively comply with statutory requirements regarding pay equity legislation; recruit, motivate and retain a talented and diverse workforce; deliver high quality services and maintain efficiency of operations; and promote fiscal responsibility.

Success: Launched an expanded New Employee Orientation to welcome new employees to the City-team and to create an environment that encourages collaboration between the employee, the City, neighbors, and other Community Builders. The orientation is 1.5 days and focuses on familiarizing the new employee with the City's vision, mission, history, and structure, provides a relevant mix of information to create comfort and build confidence, and sets the stage for a successful segue to the departments.

Success: Completed negotiations with the Federation of Public Employees (FOPE), Fraternal Order of Police (FOP), the International Association of Firefighters (IAFF), and Teamsters.

Success: Redesigned the healthcare plan to encourage a healthier workforce and create a financially sustainable self-insured health fund.

Success: Recruited a Benefits Manager to continue management and process improvements of the healthcare plan.

Success: Conducted an audit of medical claim, pharmacy benefit manager, and dependent coverage.

Success: Initiated the integration of ISO 9001:2015 standards in Risk Management processes.

Success: Awarded agreements for medical plan audit services, medical and prescription drug plan administrator, health and wellness center administrator, and workers' compensation claim administrator. Renewed multiple City insurance policies, which protect the City from tens of millions of dollars in losses. The City has also added new policies (i.e. Active Shooter Insurance and Auto Liability) protecting additional City exposures.

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Finalized the development of an ITS department five-year strategic plan to develop long-term goals and objectives for the City's technology vision.

Success: Continued PC replacement including over 400 computers slated for replacement due to aging in FY 2018, a large-scale rollout of computers from FY 2013 that were beyond their end-of-life schedule, and a requirement to upgrade all operating systems to Windows 10.

Success: Implemented a pilot project of virtual desktops in the cloud. Virtual desktops allow Community Builders to have access to City desktop resources from a personal device (Bring Your Own Device or BYOD) to enable them to work from home or alternative locations.

Success: Replaced the current Mobile Device Management Solution to safeguard the network in case of risk or loss, and facilitate BYOD connecting to City services such as email and contain separately from personal risk.

Success: Expanded requests for wide format printing, poster printing, and external sign printing. This includes public notice signs for the Department of Sustainable Development and the Parks and Recreation Department.

Success: Explored opportunities for new print projects utilizing the new technology associated with an updated digital press.

Success: Implemented the Enterprise Resource Planning (ERP) system, FIRST (Formulating Innovation Responsive Solutions Together), in the second year of a multiple year effort to replace the core City financial applications including general ledger, accounts payable, accounts receivable, purchasing, inventory, investments, budgeting, payroll, human resources and benefits management. Planned go live is October 2019.

Success: Implemented Accela Land Management System in the second year of a multiple year effort. Planned go live is January 2019.

Success: Implemented Laserfiche electronic document management system which replaced the emPower360 system. Migrated of all images stored from emPower360 for City Clerk, Human Resources, Sustainable Development and Fire Rescue.

Success: Expanded the Kronos timekeeping system. All City departments now utilize the Kronos system as well as interfacing the Police and Fire TeleStaff scheduling systems.

Success: Migrated the T2Flex Parking Citation system to the cloud to achieve Payment Card Industry (PCI) compliance and reduce support time for system backups, upgrades, and desktop installations.

Success: Automated Passport Control (APC) Kiosk at Fort Lauderdale Executive Airport (FXE). The City is the first General Aviation (GA) airport in the nation to provide the APC Kiosks.

Success: Implemented the Applause eRecording system. The City is one of the first cities in Broward County to utilize the electronic document filing system with the Broward County Property Appraiser for near real time filing of documents.

Success: Implemented a cloud-based safety inspection system for Fort Lauderdale Executive (FXE) (PCI) compliance and reduced support time for system backups, upgrades, and desktop installations.

Success: Azure Cloud Databases/Apps Migration – Upgraded and migrated multiple databases, along with their respective web applications, to the Azure Cloud. Databases include Lobbyist EthicsTrac, City Clerk’s Ethics Ordinance Documents, Swimming Meet, Parks and Rec Team Scoring, and Lien-Interest for the Department of Sustainable Development.

Success: Intranet Replacement/SharePoint– The new Intranet provides employees the ability to collaborate and distribute information quickly and easily and includes tools to support social media, information/executive dashboards and search functions across all information stored within the system. The project is currently concentrating on Strategic Communication and Information Technology.

Success: SQL Server Virtual Database Environment at City Hall – Continued the expansion of the Microsoft (MS) SQL Server virtual environment. This allowed the department to migrate and upgrade MS SQL Server databases from older, physical servers to virtual environments. The department now has over 90% of databases virtualized.

Success: Enhanced Engineering Tracking System (ETS) Revisions – Continued improvements of ETS modules to fit Public Works - Engineering Division’s new direction in project management approach. Focused on better communication of project information at FL²Stat. We improved the tracking, planning and retrieval of project status, budget, and related documents. The department also incorporated strategic goals into the project management process and expanded ETS to be used as a replacement for Public Works Project Tracking and enhanced its reporting capabilities.

Success: Enhanced the LauderServ application to include bill pay by smartphone.

Success: Wells Fargo Payment Gateways Implementation – Update online payment portals to integrate with the Wells Fargo Payment Gateway. This includes the configurations of the Payment Gateways, as well as working with team to achieve PCI compliance.

Success: City-wide Training Registration Application – Revised the user registration application to be used for SharePoint, Risk, Human Resources, and Cybersecurity training registrations.

Success: Implemented a Fire-Rescue Operations Dashboard to allow Fire-Rescue supervisors to watch fire calls for service in real time and enhance unit deployment for better response times.

Success: Implemented an interactive mapping application to help Neighbors and the Department of Sustainable Development Community Builders convey the location and status of major projects in the development pipeline.

Success: Implemented a fire hydrant inspections solution allowing Public Works’ field staff to record hydrant inspections results in the field. Office supervisors are then able to watch progress in real-time to see which hydrants have been inspected, retrieve information such as flow rate, and run reports, all of which help to formulate corrective approaches. The solution is responsible for field crews being able to increase their pace of inspections threefold and with greater accuracy in data entry.

Success: Implemented several interactive mapping applications to assist Community Builders in Fire-Rescue, Police, and Public Works in responding to Hurricane Irma. The solutions have been featured in several print and online publications, including Esri’s ArcUser, which has a monthly circulation of over 600,000. The Geography Teachers’ Association of Victoria, Australia has reached out to Esri and the City seeking permission to reprint one of the articles in their journal.

Success: Implemented a cloud hosted solution to completely replace the old intranet system for the rest of the City's departments that were not part of the initial (SharePoint) pilot project. This provides online functionality for intranet collaboration, giving the employees the ability to collaborate and distribute information quickly and easily. SharePoint will also include tools to support social media, information/executive dashboards, and search functions across all info stored within the system.

Success: Deployed and integrated Microsoft's public cloud infrastructure services with the City's private (on-premises) infrastructure resources to create a more scalable, resilient, energy efficient, and cost-effective Hybrid IT Infrastructure. This integration allows for the placement of applications and data assets in the private or public cloud where they can provide the most benefit to the City. Placing business critical applications in the public cloud also enhance the City's Business Continuity/Disaster Recovery Plans.

Success: Upgraded and modernized the Emergency Operations Center (EOC) data center. This was the first phase of a multi-phase data center consolidation project, with the goal of consolidating the City's four siloed and aging data centers facilities (Police Headquarters, City Hall, Public Works Administration, and EOC) to two integrated and redundant data centers. The upgrade created a more robust and reliable data center facility, improved the City's disaster readiness and strengthened the organization's ability to survive disruptions caused by hazards or disasters. Added rack space was created to house additional business critical applications and IT infrastructure hardware and software that cannot or may not be immediately migrated to the public cloud. Additional project results include: reduced energy consumption, reduce data center footprint, standardized cooling, power, battery and rack systems and improved data center management, monitoring, maintenance and support.

Success: Completed Phase II of the migration from the Comcast Institutional Network (INET) to the Comcast Enterprise Network Services (ENS). The City utilized INET services as the digital data transportation highway between several City offices and data centers. On March 14th, 2016, the City was formally notified by Comcast that the INET services will be permanently terminated. Phase II of this project will migrate all remaining City offices to the Comcast ENS network.

Success: Implemented phase II of the Emergency Operations Center (EOC) audio visual and video collaborations system. The upgraded systems will allow EOC members and command staff to communicate, collaborate and share information more effectively and efficiently during an emergency activation.

Success: Completed the Telestaff upgrade giving a fully functional web client to remote users on any mobile device. This upgrade also removed the need for physical phone lines and a physical server using a hosted voice messaging system.

Success: Implemented Records Management System interface with EvidenceOnQ system, which allows for transfer of data between the EvidenceOnQ evidence system and the Sungard Police Records Management System. This minimized duplicate data entries between systems and reduced data entry errors.

Success: Implemented Electronic Officer Signatures for Field Reporting, continuing the move to a paperless environment. Also implemented a detective bureau interview room audio and video recording system.

Success: Implemented a TIP line with call recording to accommodate scenarios where the Police ask for the public to call in with tips.

Success: Continued to implement Automatic Vehicle Location (AVL) System solution in vehicles Citywide to enhance the Fleet area's ability to track and support the City's fleet. Also implemented wireless network and video capability in the new Police Department Bomb trunk.

Success: Installed additional security cameras and upgraded current security cameras at prioritized locations across the City.

Success: Performed a pilot project with Police Body Worn Cameras, outfitting Police Officers in the field with wearable recording devices.

Success: RDSTF 7 Interoperable Communications Trailer UHF P25 Repeater – This project supports the core capability of operational communications by further sustaining and providing interoperable communications for specialty teams (i.e. Hazmat) and operational coordination to ensure continuous flow of information for the Hazmat Team members and medical responders coordination with hospitals. In addition, this project supports the regional hazmat response teams.

Success: Public Safety Radio Subscriber Radio Project – Replacement of public safety subscriber two-way radios and accessories. This project supports public safety operations and provides current digital technology. The new subscriber radios provide messaging, GPS tracking, etc.

Success: Emergency Operations Center (EOC) Enhancement – Upgraded the EOC audio visual system to current technology. Replacement of matrix, projectors, monitors, and ancillaries. This will enable Emergency Management staff to be able to coordinate and disseminate information that is critical with operations. This project had no fiscal impact to the City. The project was funded through a grant award from the Department of Homeland Security Urban Area Security Initiative (UASI).

Success: Specialty Team Communications Gear–Replaced the City’s Specialty Team (Hazmat, Swat) communications gear. The ancillary equipment provides responders with the ability to effectively communicate and enables service technician personnel to support and maintain equipment efficiently.

Success: Fire Station 54 Telecommunications Implementation – Implemented the required communications infrastructure (i.e., Fire Alerting, and Community Emergency Response Team (CERT) system) for the new fire station.

DEPARTMENT: Police

Success: Decreased the overall Part One Crime rate citywide by 6% by deploying a collaborative data driven decision making approach. The reduction is the result of place-based problem solving techniques in targeted hot spot locations. Specific decreases in Part One Crimes include a reduction in property crime by 5%, violent crime by 7%, residential burglaries by 14% and homicides by 25%.

Success: As part of the Department's efforts to combat heroin and opiate addiction, life-saving NARCAN kits were issued to over 400 police officers. The Department was awarded a grant which secured 275 of these kits at no cost.

Success: Recovered sworn personnel in the Office of Staff Inspections, Background Investigations and Information Technology and with the goal of reassigning them to law enforcement responsibilities in Emergency Management/Special Events, Community and Traffic Services and Patrol. This reassignment is geared toward increasing Police visibility to better serve the community.

Success: Reviewed and monitored accreditation criteria to ensure the Department's compliance with the standards mandated by the Commission of Florida Law Enforcement Accreditation and the City's ISO 9001:2015 certified Quality Management System. The Staff Inspections Unit continues to perform announced and unannounced audits and inspections.

Success: Launched the Body Worn Camera Pilot Program. This program is in compliance with the already awarded U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA), Body-Worn Camera Policy and Implementation Program Grant. The program, even in its pilot phase and beyond, is anticipated to have a positive impact on the Department's relationship with the community. The program is also anticipated to capture additional evidence that is imperative to successful prosecutions and will reduce false complaints against police officers.

Success: Leveraged the expertise of the newly hired civilian public information officer to build greater public trust and enhance the Department's image by converting our Media Relations Unit to a fully functioning Police Public Affairs Unit. This unit advanced the professional implementation of the Department's public relations objectives and outreach initiatives by launching strategic marketing campaigns, developing and refining existing community engagement activities, and cultivating effective working relationships with media outlets, community groups, elected officials and the general public. Creation of the unit bolstered the Department's ability to build stronger relationships with the community through professionally marketed neighbor-oriented activities. Additionally, this initiative ensures that the Department has the needed expertise to effectively and efficiently communicate with our neighbors.

Success: Created the Community Engagement Team (CET). This Unit's focus was to increase community engagement, particularly in the elementary schools. This program was funded by a Community Oriented Policing Services (COPS) grant which increased staffing numbers by eight officers.

Success: Continued building positive relationships with our neighbors through the coordination of numerous community engagement events. Events included front porch briefings, basketball tournaments, Sistrunk business owners' breakfast; Tip a Cop, Coffee with a Cop, Fathers M.I.A. program, third grade reading program, Real Men Read, Teen Summit, and Hoops for Harmony.

Success: Created a specially trained Protest Response Team due to the substantial increase in organized protests within the City. The Protest Response Team provided safety for both the public and those participating in various forms of protests. The team also supplements in-kind resources, has the flexibility to adapt to various protest methodologies, and will mitigate overtime expenditures.

Success: Established a *Major Incident Policy* to define specific needs and responsibilities during the onset of a significant critical incident. After recent large-scale tragedies in the region such as the Fort Lauderdale Airport shooting and Stoneman Douglas tragedy, the department developed a policy that identifies explicit roles and responsibilities which are critical during the first crucial minutes of any major incident to ensure a successful operation.

Success: Implemented dozens of operational plans and provided a blanket of security for numerous special events such as New Year's Eve, Spring Break, Tortuga Music Festival, the Air and Sea Show, Memorial Day weekend, Fourth of July and numerous walks, 5k runs and marathons. Additionally, the Department provided guidance, security and developed productive dialogue with numerous protest groups who chose to voice their concerns in the City.

Success: Created the Driving under the Influence (DUI) Unit for traffic safety efforts, enforcement and education to aid in accomplishing the City's Vision Zero initiative.

Success: Modernized the interview rooms in the Criminal Investigations Division to ensure compliance with accreditation standards. The new technology provided by AXON improves the quality of evidence collection and enhances the safety and security of the individuals inside the rooms.

Success: Replaced the Rapids pawn system with the Leads Online system, the nation's largest online investigation system for law enforcement, which provides timely electronic access to transactions from thousands of reporting businesses including scrap metal processors, secondhand stores, internet drop-off stores and pawn shops and eBay. Leads Online expands investigative research capabilities and includes second-hand dealers across the country.

Success: Entered into a partnership with the video doorbell company RING to make Fort Lauderdale neighborhoods safer. The RING Neighborhoods Platform is a digital neighborhood watch that allows law enforcement and the public access to video footage to the nearly 10,000 current video cameras located in the City. RING initially donated 100 cameras to increase the digital neighborhood watch and will provide an additional 100 cameras for every 2,000 downloads of their application. The application allows the community to share and comment on real-time crime and safety events in their neighborhood. It is also used to inform members of the community of important safety information to improve communication between law enforcement and the public.

Success: Expanded the license plate reader (LPR) initiative by incorporating mobile LPRs that will be strategically placed at ingress and egress locations experiencing increases in part one crimes on the recommendation of intelligence provided by the Crime Analysis Unit. The availability of LPRs at these hot spot locations will provide valuable investigative leads.

Success: Developed a comprehensive approach that provides criminal and behavioral analysis and risk assessments into events that may cause an immediate or delayed response to public safety such as school shootings. Included in this comprehensive approach is the establishment of a structured response through policy creation, contracting with a forensic psychologist and referrals to the appropriate mental health professionals/agencies.

Success: Implemented the Body Worn Camera Pilot program with 35 initial users. Two companies were selected for the evaluation phase of the project, Motorola and Axon. Officers were trained with the devices from these companies, each having different systems. Then, other department members were trained in searching the two different systems to retrieve the videos for use as submissions in investigations and prosecutions. One of these two vendors will be selected in December and the bureau will commence full implementation of the program.

Success: Purchased a new 180 degree Firearms Training Simulator: Simulator technology is a key component in the training officers in near real-life scenario-based decision making. Not merely a firearms simulator, this particular model is designed with imagery of multiple locations and multiple types of incidents, that branch into different outcomes based on the decisions of the officers. The training that will be accomplished through the use of the simulator includes de-escalation techniques, fair and impartial policing, response to resistance and report writing, and more.

Success: The Department acquired the Parks and Recreation Administration building on Broward Boulevard. This building was retrofitted to accommodate the Police Training Unit staff and classrooms. The needs of the unit are served better from this ground level location that increases accessibility and concentrates regularly utilized specialty training rooms in closer proximity. This building includes rooms designed for Defensive Tactics, Tactical Weapon Simulations and the 180 degree Firearms Training Simulator. Each room facilitates scenario based hands-on training exercises that serve to enhance officers' judgement and decision making in a safe environment.

Success: Deployed New Public Safety Handhelds: One of the single most valuable tools for police officers is a public safety handheld radio. Due to the age of the radios and the planned replacement of the Broward County Regional Radio Communications system, the department had to replace all of its public safety handhelds. This replacement initiative required testing, verifying inventory, training and issuing of radios to approximately 600 department employees. The new radios will facilitate a seamless integration into Broward County's new system.

DEPARTMENT: Parks and Recreation

Success: Parks and Recreation Administration relocated to the newly renovated South Side School and began programming for the Cultural Arts Center.

Success: Received a \$25,000 Broward County Cultural Tourism Program Grant award in support of Great American Beach Party Memorial Day activities.

Success: Received a \$25,000 National Recreation and Park Association (NRPA), Healthy Out-of-School Time Grant award to increase access to healthier foods and support a healthy eating environment for Parks and Recreation participants.

Success: Collaborated with Sustainable Development to incorporate elements of the Parks and Recreation System Master Plan into the development of the City’s Evaluation and Appraisal Report (EAR), and Comprehensive Plan.

Success: Participated in KaBOOM! “Play Everywhere” community engagement and development of a play space at Little Lincoln Park.

Success: Facilitated the online rental of City park pavilions through the RecTrac software on the City of Fort Lauderdale website, eliminating in-person paper forms, making the process more sustainable.

Success: Replaced playground equipment due to age and condition at George English Park, Greenfield Park, Dr. Elizabeth Hays Civic Park, Benneson Park, and Mills Pond Park Softball complex as part of the 2017 Fiscal Year Capital Improvement Program. Improvements include Pour-In-Place (PIP) Rubber Surfacing at three of the sites to enhance safety and reduce injury through shock absorption and impact protection from falls. The safety surface also accommodates wheelchairs and other mobility devices.

Success: Completed a new accessible walkway at Snyder Park Dog Lake to prevent further erosion and improve access for all neighbors. The walkway is constructed of stamped concrete with guardrails running the length of the walkway with a wide landing at the base entrance to the water.

Success: Installed amenities at Holiday Park Dog Park. The park now has separate sections for dogs weighing less than 30 pounds and dogs 30 pounds or greater. The dog park includes the latest trends in boulders, tunnels, training platforms and jump hurdles made of recycled plastic.

Success: Used grant funds to complete the two-mile intermediate skill level mountain bike trail at Snyder Park. The trail has over 25 obstacles on the course.

Success: Installed two new LED street light poles (eight total light fixtures) at Huizenga Plaza for improved lighting for the walkway and events, as well as for prevention of night sky pollution, and upgraded the electrical system to accommodate for the seasonal ice hockey rink.

Success: Sealed all windows at City Hall as a part of the continued building envelope improvements.

Success: Installed a new standby generator in the Fleet/Parks Compound.

Success: Installed a new roof at Plant A - Training Center.

Success: Completed design and permitting of the Coontie Hatchee Phase I renovations, including a lagoon which will provide a launch for paddle boards, canoes, and other small non-motorized water crafts. Applied for grant funding assistance from Florida Inland Navigation (FIND) for Phase II construction.

Success: Completed Phase I design and permitting to construct and renovate two boat ramps at George English Park, which will accommodate larger trailered boats and provide floating staging docks. Awarded grant assistance from the Florida Inland Navigation (FIND) for construction. Applied for additional grant funding from the Broward Boating Improvement Program.

Success: Awarded grant funding from the Florida Inland Navigation (FIND) District to Dredge Bahia Mar to create consistent and deeper depth and access from Bahia Mar to the Intracoastal Waterway Channel.

Success: Awarded grant funding from the Florida Inland Navigation District (FIND) to construct a public dock at Sweeting Park using sustainable materials, providing a landing for small boats, kayaks, paddle boards, and function as fishing and crabbing pier.

Success: Awarded grant assistance from the Florida Inland Navigation District (FIND) for Phase I design and permitting for the installation of two additional public day docks along the New River at Esplanade Park and the New River Inn Museum.

Success: Awarded grant assistance from the Florida Inland Navigation District (FIND) for design and permitting of shore line stabilization for the Bill Keith Preserve Park to protect it from erosion and scouring of the shoreline caused by boat wakes.

Success: Contributed extensively in the planning phases to update the Seawall Ordinance and Offshore Fire Boat implementations.

Success: In FY2017 Parks and Recreation initiated a water conservation irrigation pilot program, installing 14 smart irrigation technology nodes at 12 park sites, covering 40 acres throughout the City. The installations took place between December 2016 and August 2017, and in February 2018, the program generated over one million gallons in reduced water consumption per month with an average monthly savings of \$12,000.

Success: Completed construction of three artificial, lighted turf multipurpose fields at Mills Pond Park.

Success: Purchased five acre property to form a new park off Riverland Road to provide more outdoor activity space for neighbors in the area.

Success: Replaced 10 City Park welcome signs with new corian inlaid signs that are more visible and will better withstand the harsh elements of South Florida.

Success: Following the aftermath of Hurricane Irma in September 2017, 98% of City Parks were operational within two weeks of the hurricane due to the implementation of post-cleanup plan outlined by the Park Operations division. A1A was cleared and reopened within 48 hours.

Success: Renovated all informational and directional signs at Holiday Park.

Success: Surveyed City medians and parks to evaluate and forecast mulching needs, which equated to 61,000 square yards.

Success: Awarded funding for Phase I of War Memorial Auditorium rewiring and electrical upgrades with an intended construction commencement in Fiscal Year 2018.

Success: Implemented modernization of event ticketing and marketing via AXS digital marketing platform for purchasing tickets for sports and entertainment events at War Memorial.

Success: Added six pickleball courts at Holiday Park, replacing the underused outdoor hockey rink.

Success: Installed a new perimeter fence at Carter Pool to enhance safety and security of patrons as well as reduce break-ins and vandalism.

Success: With the assistance of a National Recreation and Parks Association's (NRPA) Healthy Out-of-School Time grant, the Parks and Recreation Department implemented the Healthy Eating and Physical Activity (HEPA) standards in programming that teach youth about making healthy choices, implementing physical activity in their schedules, fundamentals of growing food, and the food process from seed to plate.

Success: The City of Fort Lauderdale's Bulk Trash services team continues to receive neighbor satisfaction scores significantly higher than the national average. According to the 2017 Neighbor Survey, 73% of the City's neighbors were satisfied with residential bulk trash collection. The national average for 2017 was 56%.

Success: Eight new claw trucks were purchased to replace the older, less efficient fleet. All full-time Bulk Trash Service Community Builders were trained to operate the new vehicles.

DEPARTMENT: Public Works

Success: Worked with Budget, Finance, and the City Manager’s Office to secure \$200 Million in water and wastewater bonds, allowing the City to move forward with numerous priority utility projects and proactively maintain its water and wastewater infrastructure.

Success: Personnel Training and Development: Facilitated development and the completion of over 7,000 hours of training and development activities through the implementation of Individual Development Plans.

Success: Quality and Best Practices: Continued to develop, update, and implement policies, procedures, and standards that focus on quality, best management practices, and measuring performance to identify areas for continuous improvement in transition to the updated ISO 9001:2015 standard.

Success: Acquired Cityworks Software that will provide the City with better and more accurate data on job costing and task scheduling related to meters, swales, and storm drain assets.

Success: The 24 Hour Neighbor Call Center answered 183,980 total calls, of which 94,716 were Public Works related. The Call Center collaborated with the Engineering, Sustainability, and Utilities Divisions to successfully close 92,939 Neighbor concerns in Q-Alert, the City’s customer service request tracking system.

Success: Emergency Declaration Response following Hurricane Irma: The Strategic Support Finance Team processed Project Worksheets in excess of \$32 million to be submitted to the Federal Emergency Management Agency for reimbursement under the Robert T. Stafford Act.

Success: Utility Rate Studies: Initiated study to consider changes to water and wastewater rate structure, considering impacts of multi-resident buildings and capital expansion fees. Also, initiated study to consider changes to stormwater rate structure, considering a hybrid model using both impervious surface and trips methods. Both studies will be completed in FY 2019, ensuring sufficient revenue to meet projected needs of the utilities.

Success: Go Big, Go Fast: Established a new initiative to focus City efforts on completion of priority water and wastewater projects. Under this program, successfully completed a \$15.5 Million project to rehabilitate 20,000 feet of 30-inch wastewater transmission force main in the Sailboat Bend, Tarpon River, and Cooley's Landing neighborhoods and a \$1.4 Million project to replace 2,000 feet of transmission force main along Las Olas Boulevard. Completed construction of new water mains in the Lake Estates neighborhood and a new wastewater lift station at Avocado Isle, while initiating construction of four other lift stations and rehabilitation of the 2nd Avenue Water Tower to improve capacity and reliability of the water and wastewater systems.

Success: Consent Order Program: Negotiated agreement with Florida Department of Environmental Protection (FDEP) for a nine year, \$117 Million program to improve resiliency and reliability of the wastewater system and reduce Sanitary Sewer Overflows (SSOs). Established a dedicated program delivery team to manage all consent order obligations and awarded a \$27 Million project management contract to administer numerous projects that will improve reliability of the wastewater system. Completed design and awarded contracts for construction of 19 existing CIP Projects within Phase I totaling over \$32 Million. The projects relate to the repair, upgrade, and replacement of wastewater collection system assets, as well as rehabilitation of the Central Beach Alliance D-40 Wastewater Basin.

Success: Wastewater Infiltration and Inflow (I&I) Program: Continued the multi-year rehabilitation plan of gravity mains, wastewater laterals, and manholes for pump station areas throughout the City and awarded more than \$12.8 Million in task orders for rehabilitation work.

Success: Stormwater Program: Completed four of the thirty-seven Phase I projects, resulting in 23 projects completed, six in design/construction, and eight projects programmed for future completion. Developed Stormwater Master Plan, involving data collection and modeling of the entire City, followed by design and permitting for the seven priority neighborhoods identified within Phase II. Conducted several neighborhood public outreach engagements as part of planning efforts to meet with Neighbors and collect historical information specific to their experiences within the communities.

Success: Fire Station Bond Program: Awarded contract and initiated construction of Fire Station 54, with completion scheduled for September 2018. Cleared site for Fire Station 8, completed design, and put out for bidding to allow for contract award in August 2018.

Success: Sidewalk and Walkway Maintenance Program: Repaired or replaced over nine miles of the City's 425 total miles of sidewalks and walkways in accordance with the Sidewalk Master Plan, continuing the focus on Citywide risk reduction.

Success: Roadway Maintenance Programs: Completed over six miles of milling and resurfacing and over four miles of micro-surfacing on City roadways.

Success: Roadway Maintenance and Repair Program: Established the Road Maintenance Repair Team; received funding for necessary staff, vehicles, and equipment to allow personnel hiring to begin in FY 2018.

Success: Bridge Program: Developed scope and task order for the design of West Lake Bridge, awarded a design contract and initiated the design of the NE 1st Street and South Ocean Drive Bridges.

Success: Completed Soccer and Lacrosse Complex at Mills Pond Park.

Success: South Side School: Completed renovation of South Side School.

Success: City Hall ADA Improvements: Completed construction of ADA improvements for City Hall to ensure greater accessibility to public meetings.

Success: Energy Tracking: Improved tracking methods to include monthly reports and heat maps, allowing for improved tracking and prioritization of City facilities for retrofit based on energy consumption metrics.

Success: Tree Distribution Programs: Continued to expand tree programs, including quarterly tree giveaways and the Adopt-a-Tree program and resumption of the Save a Tree Plant a Tree program, distributing or planting over 3,800 trees in FY 2018.

Success: Green Team: Continued Green Team employee engagement by launching the Greening Our Meetings campaign and supporting the implementation of the City's Sustainable Purchasing Policy.

Success: Completed the City's first Energy Performance Contract implementing energy and water efficiency improvements at four City facilities that will provide annual savings in excess of \$178,000.

Success: Community Resilience to Tidal Flooding: Internal coordination and strategic enforcement of the seawall ordinance, including following the compliance of citations issued in February 2017 approaching their 365-day compliance deadline as well as citations issued during the King Tide in fall of 2018 for properties that fail to retain tidal waters on their property.

Success: Finalized remediation of the Re-pump Station A site.

Success: Stormwater Operations: Expanded the program to include street sweeping. This involved the re-assignment of three fulltime employees and three additional Fleet Vehicles to the crew.

Success: Fleet Procurement: Using a master blanket purchase order approach, purchased 331 vehicles in FY 2018.

Success: Fleet was awarded the 16th best fleet by the 100 Best Fleet in the Americas.

Success: Expansion of Solid Waste Collection: Expanded the residential recycling collections contract to include a pilot curbside electronics collection program.

Success: Sanitation Fund: Performed a Sanitation Rate Study to forecast revenue requirements and project expenses through FY 2022.

Success: Licensed Collectors of Commercial Solid Waste: Initiated a Franchise Fee study to audit revenues received by City-licensed private solid waste collectors.

Success: Hurricane Response: Successful clean-up and removal of nearly 500,000 cubic yards of Hurricane Irma storm debris.

Success: Hurricane Response: Prepared for and responded to Hurricane Irma, successfully maintaining water and wastewater service throughout the storm and thereafter. Purchased two replacement portable emergency generators and placed in service, improving availability of emergency response equipment and ensuring inventory was current and ready to respond.

Success: Wastewater System Operations: Reorganized staff to perform sustained 24/7 operations, collectively working for months to mitigate and manage the impacts resulting from the 30-inch diameter force main replacement and Hurricane Irma. Their combined efforts successfully mitigated the number of sanitary wastewater overflows and stoppages, maintained all systems, and kept wastewater service operational to minimize impacts to customers and Neighbors.

Success: Comprehensive Utilities Strategic Master Plan: Completed the Master Plan which assessed all aspects of the water and wastewater utilities and established priorities for projects within the Community Investment Plan (CIP), allowing for the planning, design, and construction of those projects through FY 2037.

Success: Reorganization to add two additional maintenance chiefs, allowing the restructuring of larger work groups to provide more efficient and manageable operational services.

Success: Quality Control: The Environmental Laboratory successfully completed its annual audit of the National Environmental Laboratory Accreditation Certification (NELAC) and International Organization for Standardization (ISO) 17025 quality system and successfully transitioned the ESMS certification to the ISO 14001:2015 standard a year ahead of schedule.

Success: Piping and Storage Yard Inventory: Executed the purchase of large diameter wastewater piping inventory and storage yard equipment to reduce the response time and public impact of infrastructure failures at a cost of \$605,000.

Success: Amended Ordinances: Revised the Wastewater Use ordinance to update requirements for grease trap maintenance and clean outs, which will reduce the number of blockages leading to Sanitary Sewer Overflow (SSO) events in the City.

Success:

Facilities Repairs and Maintenance: Improved the reliability of the regional water and wastewater facilities and distribution/collection system through completion of several high priority projects:

- George T. Lohmeyer Regional Wastewater Treatment Plant: Replaced the main air compressor in the Cryogenic Plant that produces high-purity oxygen, used as the main catalyst for biological wastewater treatment.
- Fiveash Water Treatment Plant: Replaced all old Sysmac Programmable Logic Controllers (PLCs) on the high service pumps and Signaling Line Circuit (SLC) PLCs in the Lime Slakers with more modern models, introduced a redundant communication ring main, and replaced new panel-views to provide better monitoring of operations. Replaced 17 flowmeters with the newer ABB water master style meters and improved communication protocols between the plant and its sub systems. Painted the Fiveash Water Treatment main building and recovery basins. In addition, replaced a 4,160 volt cable and panel at the Fiveash Water Treatment. This effort added reliability and it was the first step to the ongoing work at improving the plant's electrical components.
- Peele Dixie Water Treatment Plant: Replaced all 2,156 membrane elements at the Peele Dixie Water Treatment Plant. This project was done on time and on budget (\$1,235,000). This effort resulted in lowering the feed pressure from approximately 155 psi to approximately 100 psi which will result in a lower electrical consumption as well as lower chemicals used to clean the membranes.
- Peele Dixie Painting: Repainted the high service pumps, distribution header pipe system, and all chemical feed lines at the Peele Dixie Water Treatment Plant.
- SCADA System: Updated Supervisory Control and Data Acquisition (SCADA) to the latest version of the software, complete with new high definition resolution and grey scale graphics. Added extra workstations, including new large monitors, into the system at the Fiveash Water Treatment Plant.
- Hydrant Maintenance Program: Developed and implemented a comprehensive Geographic Information System (GIS)-centric hydrant maintenance program, involving hiring of additional Serviceworker III employees and purchase of additional valve and hydrant maintenance vehicles to ensure hydrants function properly in the event of a fire and are in compliance with Insurance Services Office, American Water Works Association (AWWA), and the National Fire Protection Association (NFPA) requirements.

Success:

Fiveash Reliability Upgrades project: Initiated redesign and permitting for the Fiveash Reliability Upgrades project to incorporate design alterations required by changes in the Florida Building Code. Design and permitting is to be complete by the second quarter of FY 2019 to allow project to be released for bidding.

Success:

Potable Water Backflow Protection: Improved program through creation of dedicated structure, to include establishment of a new inspector position and revised procedures, to monitor and ensure compliance with Florida Department of Health (FDOH) backflow testing and certification requirements.

DEPARTMENT: Sustainable Development

Success: Purchased and initiated project development for the new Land Management Software system Accela.

Success: Modernized lobby with improvements including signage and interior improvements of painting and carpeting to make it easier and more functional for neighbors to navigate the facility.

Success: Initiated a comprehensive recruitment strategy in collaboration with the Human Resources Department, adding twenty-six (26) Community Builders to the organization to support the increased need for additional staff.

Success: Implemented Laserfiche Electronic Document Management System: Electronic storage of onsite records provide proper document protection and security in the event of a catastrophic event or error. This effort will also increase efficiency in the retrieval of documents, as they will be indexed and placed in a repository.

Success: In collaboration with the Fort Lauderdale Police Department an increased security presence was added to the Greg Brewton Center. After identifying the need, a private security guard service was added to provide additional safety for both Neighbors and Community Builders.

Success: Replaced the (10) exterior doors to improve the safety of the facility as well as public service delivery to our Neighbors and Community Builders.

Success: Substantially completed a four-year initiative to recruit key technical and administrative staff members in the Building Services division to address the increasing number of incoming permits and requested inspections throughout the City during its rapid growth cycle. By distributing the workload, the number of permits closed per month during past two years reflected an increase. The approved funding from FY 2018 for the 9 additional positions contributed to a 9.1% decrease in the number of days to issue permits year to date.

Success: Implemented the Permit by Affidavit (also known as Private Provider) program, allowing developers and neighbors to utilize the program as an alternative method for construction plan review and inspection.

Success: The City of Fort Lauderdale will continue to review the building fund rate structure and utilization to ensure that permit fees are aligned with the operating costs of the building services division.

Success: Created a Special Projects team to handle the more complex and detailed issues such as seawall enforcement, maintenance of traffic (MOT), and Neighborhood action teams in collaboration with the Police Department.

Success: Created a Rapid Response team to address citywide issues such as derelict vehicles, graffiti, non-permitted signage, and monitoring corridors.

Success: Refinement of the Vacation Rental Team, responsible for addressing the registration and enforcement of the City's vacation rental ordinance.

Success: Attained more of the goals outlined in the Community Beautification Program working together with our neighbors to prevent blight in our neighborhoods and throughout the City. Neighborhood Enhancement Teams (NET) continued with the implementation of this proactive project.

Success: Improved vacation rental enforcement with the renewal of a contract with Host Compliance to continue with identification of all vacation rentals in the City. Host Compliance compiles evidence of vacation rentals via internet advertisements that can be used to investigate violations and bring them before the special magistrate.

Success: Streamlined the quasi-judicial hearing process between Community Enhancement & Compliance and Building Services by reassigning staff to collaborate for seamless hearing preparation.

Success: Secured seven Qualified Target Industry (QTI) projects slated to create 1,090 jobs with \$63.8 million in annual wages (\$58,560 average wage per job - 115% of countywide average), in collaboration with the Greater Fort Lauderdale Alliance.

Success: Developed the Economic Development Action Framework (EDAF), for ECI following the split from the CRA. The EDAF establishes a foundation for an emerging citywide economic development function.

Success: Assisted the Northwest-Progresso-Flagler Heights (NPF) CRA with the restructuring of a wide-ranging package of incentives eventually adopted by the CRA Board, resulting in a comprehensive plan.

Success: Led a team of Broward cities to develop a job creation incentive program for Broward County to replace the State Enterprise Zone program, which was terminated at the end of 2015.

- ECI was the initial point of contact with Triangle Services, Inc. and influenced their relocation to Fort Lauderdale and into the North Progresso Flagler Heights (NPF) CRA, resulting in their acquisition of a building and capital investment of \$6.4 million and creation over 300 jobs over five years in addition to the QTI qualified jobs.
- ECI was the initial point of contact with Hotwire Communications, Inc. and through the division's outreach influenced their choice to establish a presence into Fort Lauderdale, resulting in their acquisition of a building and capital investment of \$27 million. The QTI commits them to create 375 jobs over five years, a total of over 600 jobs actually created.

Success: Co-managed the Hospitality Zone Assessment project with oversight of the non-Beach CRA Entertainment Districts and citywide emerging nighttime economy areas to develop a strategic plan for the city to better manage the impacts of the nighttime economy (clubs, bars, restaurants, etc.) on their business districts and proximate residential buildings/neighborhoods.

Success: Developed the Fort Lauderdale Business Engagement Assistance and Mentorships (BEAMs) program to support businesses at all levels, from start-up to successful growth and expansion, inclusive of the following aspects: Business Engagement, Business Assistance Certification Programs, Business Mentorships, International Market Expansion, Presenting Partners, and Collaborative Partners.

Success: Developed a comprehensive package of marketing materials and data to support the retention of City businesses and to attract businesses to the City. The package provides a range of information that focuses on the City of Fort Lauderdale and its position within Broward County and the Miami-Fort Lauderdale-West Palm Beach Metropolitan Statistical Area (MSA) as part of a marketing platform identifying the City of Fort Lauderdale as the premier business location in South Florida.

Success: Created an email marketing database for business and economic growth focused on City businesses. The 5,000 Fort Lauderdale companies in the database will be the launch pad used by ECI to notify City businesses of upcoming events, opportunities, and resources.

Success: Managed the City's contract with Greater Fort Lauderdale Sister Cities, Inc., hosting a visioning initiative for Sister Cities to improve their functionality, to increase their regional recognition/profile, and to improve the effectiveness of their role in citywide economic development.

Success: Participated in and exhibited the ECI division at numerous trade shows and conferences, including Broward County Florida International Trade and Cultural Expo (FITCE), ICSC Florida Deal Making Conference (Orlando), Fort Lauderdale International Boat Show, Broward County SUP-X: The Start-Up Expo, and Broward County Capacity Building Conference.

Success: Prepared the Uptown Urban Village Land Use Plan Amendment (LUPA) application and presented the LUPA to the City’s Planning and Zoning Board.

Success: Amended the Unified Land Development Regulations (ULDR) address content neutrality for signs based on the Supreme County ruling in Reed vs. Town of Gilbert. The amendment intent was to also regulate on premise business signs and allow reasonable advertising area to business establishments. Staff also took the opportunity to allow out-parcel signs, subject to limitations, with one sign per street frontage for up to two street frontages, in addition to existing shopping center sign limitations as well as increasing the amount of temporary off-premise directional signs (commonly referred to as “open house” signs).

Success: City Commission adopted an ordinance amending the City of Fort Lauderdale, Unified Land Development Regulations (ULDR) to clarify residential uses through revisions and additions to existing definitions throughout the ULDR.

Success: Initiated and assisted the City Attorney’s Office with the effort to adopt an ordinance to address transitional community residences, referred to as Community Residences for People with Disability.

Success: Conducted public meetings for the Uptown Urban Village Master Plan and coordinated with the consultant on a draft Master Plan document.

Success: Prepared Unified Flex Policy and Strategy document and associated map to align with BrowardNext effort and better guide future growth, while protecting residential neighborhoods.

Success: Reviewed affordable housing strategies and held joint workshops with the Affordable Housing Advisory Committee, Planning and Zoning Board, and City Commission.

Success: Participated in and assisted the Transportation and Mobility Department with the Federal Transit Administration grant for City’s Transit Oriented Development project.

Success: Initiated draft updates to the Downtown Master Plan to coordinate streetscape design and align with Transportation and Mobility efforts.

Success: Implemented the new Building Permit Tracker GIS web map application. This tool provides easy access, by either desktop or mobile device, to valuable building permit based information.

Success: Implementation of the new Development Project Viewer GIS web application. This online tool helps staff and neighbors visualize private development projects in the City and provide access to development data.

Success: Coordinated a stakeholder meeting with Transportation and Mobility (TAM) regarding short-term and long-term streetscape improvements based upon results from the Central Beach Master Plan workshop, the draft plan, and the National Endowment for the Arts (NEA) grant project “Botanizing North Beach Village” prepared in collaboration with the Florida Atlantic University School of Architecture.

Success: In FY 2018, the City and FAU received two awards from the Fort Lauderdale chapter of the American Institute of Architects (AIA). One was the Merit Award for Unbuilt Design for the NEA-funded Botanizing North Beach Village, and the other for NOAA-funded Salty Urbanism project.

Success: Completed the draft update Central Beach Architectural Resource Surveys with the assistance of the summer intern to conduct an in-the-field survey of over 200 structures utilizing the ArcGIS Survey 123 application and WebGIS. Results and recommendations will be coordinated on how it may align with ongoing Central Beach Master Plan efforts.

Success: Implemented an interactive WebGIS StoryMap for individually designated Historic Landmarks sites that is posted online and has been shared with interested neighbors.

DEPARTMENT: Transportation and Mobility

Success: Accepted various distinguished honors and awards including:

- Associated Builders and Contractors Excellence in Construction Eagle Award - Institutional Less than \$10 Million - for the U.S. Customs and Border Protection Facility
- U.S. Green Building Council South Florida Chapter Gala Verde Award - Most Outstanding LEED New Construction Public Project - for the U.S Customs and Border Protection Facility
- American Association of Airport Executives (AAAE) - Airport Award of Training Excellence

Success: Completed the Taxiway Intersection Improvements project (\$1,388,944)

Success: Completed the Airfield Lighting project (\$1,417,330)

Success: Completed the FXE Swale and Traffic Calming project (\$94,825)

Success: Completed the South Perimeter Loop Road

Success: Federal Aviation Administration Grant (\$2,250,905) for Taxiway Foxtrot Pavement Rehabilitation Project

Success: Organized and participated in various events to promote FXE and give back to the community. These events and activities include:

- Fly Pink Breast Cancer Awareness
- Annual Fort Lauderdale Executive Airport Safety Exposition
- STEMFest – Flying Classroom Expo
- Banyan Air Service Aviation Career Day
- Commission District 1 Careers in Aviation Open House Event
- Broward County Public Schools Career Launch
- Greater Fort Lauderdale Alliance Leadership Study Trip
- FXE Achievement in Community Excellence (ACE) Awards
- Exhibited at the 2017 NBAA Business Aviation Convention & Exhibition in Las Vegas, Nevada
- Exhibited at the HAI HELI-EXPO 2018 in Las Vegas, Nevada

Success: Received a \$1.0 million Complete Streets and Local Initiatives Grant from the Broward Metropolitan Planning Organization (MPO) for a project on East Las Olas Blvd between Andrews Avenue and SE 11th Avenue to improve the American Disability Act (ADA) accommodations. This project is leveraging a previously programmed MPO mobility project to improve pedestrian and bicycle facilities in this same corridor for a total of \$2.5 million. The project has been enhanced with the creation of a P3 (Public/Private Partnership) to include widening sidewalks, removing the median, adding landscaping to the sidewalks, and providing a parallel bike route. The City also partnered with the City of Wilton Manors on a successful application to install bike facilities along NE 26th Street from Five Points to US1/Federal Highway.

Success: Applied for funding under the Metropolitan Planning Organization’s Complete Streets and Other Localized Initiatives Program to complete priority projects from the Lake Ridge neighborhood (\$1.3 million for NE 15th Avenue), and the implementation of priority projects from the Tarpon River and Shady Banks Neighborhood Mobility Master Plans (\$1.3 million).

Success: Began the implementation process in various Neighborhood Mobility Master Plan programs that have been completed including:

- The Twin Lakes North priority projects design was completed; Coral Ridge Country Club Estates, Tarpon River, and Shady Banks Neighborhood Mobility Master Plans priority projects began design.
- Palm Aire Village West priority project of speed humps was completed.

Success: Completed the City of Fort Lauderdale Transit Master Plan, which recommends Sun Trolley route changes to optimize service and identifies options of sustainable funding sources for public transportation services including community bus service. Staff worked with Neighbors surrounding the Neighborhood Link and Northwest Community Link Sun Trolley routes to build consensus on a final revised route alignment for both routes.

Success: Continued to manage the SE 17th Street Mobility Master Plan Working Group which meets monthly to implement the recommendations of the Master Plan. This project includes recommendations for moving vehicles, pedestrians and bicyclists more efficiently and safety along SE 17th Street and US1 in the area of SE 17th Street. The Group includes Neighbors, property owners, developers, Broward County, Florida Department of Transportation, and various City Departments.

Success: Implemented the Las Olas Mobility Plan pilot improvements between the Himmarshee Canal and SE 15th Avenue and along SE 15th Avenue, as well as traffic management along neighborhood streets. The improvements along Las Olas Boulevard included the addition of a buffered, parking protected bike lane and bike box.

Success: Began community bus service to the newly opened Brightline Station in partnership with the Sun Trolley and Brightline.

Success: Received a \$5.3 million allocation of funding to purchase a new fleet of Sun Trolleys and upgrade Americans with Disabilities Act (ADA) improvements for permanent bus stops.

Success: Completed several Complete Streets Projects through leveraged partner funds and grant funding including:

- NE 13th Street project added on-street parking, pedestrian lighting, stormwater improvements, crosswalks, wider sidewalks, landscaping, a traffic circle and bike lanes. The project was primarily funded through a Broward Redevelopment Grant of \$1 million, along with City stormwater funds and Business Community Investment Plan funds.
- Old Dixie Highway project included the completion of the sidewalks, addition of crosswalks, stormwater improvements, pedestrian lighting, landscaping, traffic calming, traffic circle, and bike lanes. The project was funded by the Florida Department of Transportation, Metropolitan Planning Organization, and the Neighborhood Community Investment Plan.
- SW 4th Avenue bike lane project included the addition of bike lanes from Perimeter Road to nearly Broward Boulevard. The Project was funded by the Broward Metropolitan Planning Organization Mobility Project.
- SW 31st Avenue completion of bike lanes between Riverland Road and Commercial Boulevard. The project was funded by the Broward Metropolitan Planning Organization Mobility Project.
- Various sidewalk projects to the north and south of Broward Boulevard connecting Neighbors to Broward Boulevard through funding provided by the Metropolitan Planning Organization.

Success: Implemented Vision Zero strategies that included education, evaluation, engineering, encouragement and enforcement.

- Developed several educational campaigns to provide safety information including how to travel through a roundabout, bike lane safety, distracted driving awareness, train safety, bicycle safety and pedestrian safety.
- Participated and organized several events to encourage multimodal travel, educate on traffic safety and engage the community.
- Several partner events to share Vision Zero educational and safety materials including multiple Back Pack Events, Museum of Discovery and Science event, Metropolitan Planning Organization's Let's Move event, Imperial Pointe Fall Festival, Earth Day, National Night Out, Light Up Sistrunk, and various other neighborhood events.

Success: Collaborated with the Florida Department of Transportation (FDOT) Traffic Operations and Broward County Traffic Engineering on improving signal timing throughout the City and creating specialized traffic plans for large special events. This aimed to improve our Neighbor's satisfaction with traffic.

Success: Partnered with the private sector (Uber, Lyft, etc.) to gather data on current roadway conditions and implement innovative practices, such as designated ride share areas, to improve traffic during peak times and special events.

Success: Held the 7th Annual Transportation Summit that featured a variety of experts from across the country including Automated Vehicles, Smart Cities, and Seattle.

Success: Advanced the design and construction of projects in the Connecting the Blocks Program including the NW 15th Avenue, Broward Boulevard, Oakland Park Boulevard Mobility Projects, State Road A1A from Oakland Park Boulevard to Flamingo Avenue landscaping project, US 1 Transit Improvements Project, Bayview Drive Mobility Project, Cordova Road Mobility Project, NE 4th Avenue Mobility Project, and Las Olas Boulevard Project.

Success: Implemented neighborhood traffic management priorities to increase safety on neighborhood streets including a roundabout at Cordova Road and SE 12th Street, one-way conversion of SE 2nd Street east of SE 8th Avenue, refurbishment of NW 15th Avenue intersections of 4th Street and 5th Street, and NW 16th Street west of the Andrews Avenue curb extension.

Success: Assisted with the implementation of the “Envision Uptown” business leaders’ vision for the economic development of the Uptown Fort Lauderdale area as recommended in the City-adopted Urban Land Institute’s Uptown Technical Advisory Panel report, including land use regulatory updates, long-range planning, infrastructure for pedestrian and bicycle access and safety, transit-oriented development (TOD), and multi-modal transit connections to transform the area into a walkable and vibrant urban village.

Success: Began the transition to a pay-by-plate parking program, resulting in lower set-up and maintenance costs, efficient enforcement, and convenience for the public through payment options such as cash, credit, and pay-by-phone options.

Success: Replaced all existing lighting fixtures in parking garages with new energy efficient lighting to promote a more sustainable and greener parking facility, requiring fewer funds to operate and maintain than current fixtures, as well as enhancing safety by illuminating garages. Due to these efforts, TAM was awarded as the winner for the Climate Action Leader 2018 award for Broward County.

Success: Developed a Residential Parking Permit Program (RPPD) in Colee Hammock and Beverly Heights to improve parking availability for the Neighbors who live in those two neighborhoods.

Success: Championed the collection of over \$70,000 in outstanding parking citations from rental car companies, increasing revenue for the Parking enterprise fund.

Success: Transitioned our parking management system (T2 Flex) to a hosted environment which promoted greater security and service as well as the ability to perform new functions within the system such as virtual permitting and more detailed reporting.

Success: Created a new Las Olas Employee permit program that allowed for greater parking flexibility for employees who work on Las Olas Boulevard at an affordable price.

SECTION 5

LEADERSHIP DURING INCREASINGLY TURBULENT TIMES

Governance: Framework for Effectiveness

GOVERNANCE REALITY

- 1. You are “The City” – you are now “Them.”**
- 2. Legal frameworks (state law, city charter/codes) define operating parameters for the City’s governance process and the Mayor and City Commission.**
- 3. There is No choice who are your team members – the electorate identify them.**
- 4. Commission members may be elected At Large or by Ward/District, and all are responsible for the City.**
- 5. Mayor and City Commission are the Employer of the City Manager – the Chief Executive Officer.**
- 6. Mayor and Commission members are 24/7 to the community – hard for the community to separate you as an individual and you as a City representative.**
- 7. Every decision that is made by the Mayor and City Commission create the community’s future.**
- 8. Mayor and Commission member behaviors and comments set the tone of governance for the City and define civility in City governance.**
- 9. On controversial issues, the best decisions require collaboration among the Mayor and Commission members to arrive at a compromise – everyone has a feeling of a “win”.**
- 10. A vote of “3” decides.**
- 11. Mayor and Commission members are the leaders of the City government – a community institution.**

**BOTTOM LINE: Mayor and City Commission are the “Board of Directors”
for the City – a major corporation.**

GOVERNANCE EFFECTIVENESS QUESTIONS

MAYOR AND CITY COMMISSION EFFECTIVENESS

- 1. Do we make policy decisions focusing on WHAT?**
- 2. Do we make decisions based upon what is Best for the Community as a whole?**
- 3. Are the Mayor and City Commission policy deliberations based upon open communications, negotiations to resolve difference and collaborative problem solving?**
- 4. Do we make decisions that are guided by our Vision, Goals and Mission?**
- 5. Do we make decisions that balance data driven staff recommendations and input from the community?**
- 6. Do our decisions delegate responsibility and authority to the City Manager?**
- 7. Do our decisions provide clear direction – our desired outcomes and performance expectation?**
- 8. Are our decisions consistently supported by Mayor and City Commission action as a governing body and as an individual?**
- 9. Do we take time to evaluate our decisions during implementation and make adjustments based upon databased feedback?**

GOVERNANCE EFFECTIVENESS QUESTIONS

INDIVIDUAL EFFECTIVENESS

- 1. Do I behave in a respectful manner and act with integrity?**
- 2. Do I act in an ethical manner – above question?**
- 3. Do I work with Mayor – City Commission – City Manager team as a whole?**
- 4. Do I know and use our Vision, Goals, Mission and Policies to guide my actions?**
- 5. Do I negotiate with others to work through differences, and to find a common ground, compromise or consensus?**
- 6. When I make a decision/cast my vote, do I balance the data presented, recommendations from City staff and what I think is best for our City and Community?**
- 7. Do I represent and support the City Institution – responsibilities, policies and decision?**
- 8. When I listen to a resident/business about a problem or concern, do I avoid making commitments or agreements before checking with the City management or staff?**
- 9. Do I listen with an open mind to understand before drawing a conclusion?**
- 10. Do my actions and comments support the adopted Policies and Decisions?**
- 11. Do I bring forward problems with policies and decision implementation to the City Manager and the Mayor and City Commission?**
- 12. Do I avoid directing City staff on an individual basis?**

Policy Leadership: Avoiding the Implementation Gap

POLICY DEVELOPMENT – Responsibility of Mayor and City Commission

- 1. Define the issue(s)**
- 2. Define the desired outcomes for the community**
- 3. Seek and listen to input from the community**
- 4. Review existing City plans, policies and practices**
- 5. Receive a complete, data-based report with options [City Manager’s responsibility]**
- 6. Deliberate to resolve issues and develop specific policy framework**
- 7. Determine performance expectations**
- 8. Decide policy guided by Vision and outcome-based Goals**
- 9. Provide a clear direction to City Manager**
- 10. Provide the resources for implementation**
- 11. Receive reports on the effectiveness and community outcomes [City Manager responsibility]**
- 12. Support consistently the policy until policy changes**
- 13. Provide feedback to the City Manager: observations, feedback and problems/concerns**
- 14. Decide to modify policy [when the policy is not working – achieving the desired community outcomes]**

POLICY IMPLEMENTATION – Responsibility of City Manager

- 1. Create an energized organizational culture based on best practice, innovation and creativity**
- 2. Link policy implementation to City plans and other policies**
- 3. Define the implementation process, responsibilities and parameters/guidelines**
- 4. Delegate to departments for follow through**
- 5. Encourage interdepartmental collaboration and teamwork**
- 6. Monitor performance and implementation by departments**
- 7. Evaluate community outcomes: policy outcomes vs. actual experiences**
- 8. Provide data-based update reports to Mayor – City Commission**
- 9. Provide revised policy options/alternatives when needed**
- 10. Celebrate City achievements and recognize performance**

POLICY PITFALLS

- 1. Starting with solutions in mind**
- 2. Over analysis**
- 3. Lack of meaningful options and alternatives**
- 4. Little/excessive community input**
- 5. Vague directions which are open to multiple interpretations**
- 6. Mixed and inconsistent messages from Mayor and City Commission during implementation**
- 7. Making individuals “happy” at the expense of community benefits**
- 8. Ineffective negotiations and deliberations**
- 9. Reluctance to have an open discussion of the issue**
- 10. City staff directing the Mayor – City Commission**
- 11. Personal agenda/discussion dominate over community benefits and value**
- 12. Continuously modifying policies especially individual exceptions**

Governance Vs. Politics: A Simple View

Governance is serving the community;
Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;
Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;
Politics is responding to the moment and current "crisis".

Governance is taking responsibility;
Politics is making promises.

Governance is exercising an ability to influence others;
Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;
Politics is starting with solutions in mind.

Governance is being data driven;
Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;
Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;
Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;
Politics is taking personal credit and receiving personal recognition.

TODAY'S CRISIS: Politics trumping Governance

Community Leaders and Community Stewards... Dying Breeds

When elected, Community Leader/Community Stewards focus on creating a better community – a legacy of a better life for current and future residents.

The Community Leader...

- 1. Once elected, move to providing leadership for the community**
- 2. Is respected in the community, other elected officials and City professional staff**
- 3. Respects others – all**
- 4. Respects the laws, legal framework, City policies and City processes**
- 5. Acts for the best interests of the community**
- 6. Has “political” roots in the community – working relationships with power brokers, community organizations and other community institutions**
- 7. Values an ongoing strategic planning process**
- 8. Has a vision for the community’s future**
- 9. Collaborates with Commission and City Manager to plan for the future and resolve issues/problems**
- 10. Strive for everyone to have a sense of a “win” – they got something**

- 11. Is a positive representative for the City and community**
- 12. Is a strong advocate for the City and community**
- 13. Communicates with all Commission Members**
- 14. Steps forward to facilitate the resolution conflicts – among Commission, Commission and City Manager**
- 15. Facilitate effective Commission meetings**
- 16. Defines performance standards and holds other accountable**
- 17. Works with and develops a special relationship with the City Manager**
- 18. Works to align the Mayor and City Commission as the governing body with the professional organization**
- 19. Instill confidence in City government with others**
- 20. Is recognized as the leader of the Commission**

The Community Steward...

- 1. Once elected, move in governing for community benefit**
- 2. Recognize the Mayor and Commission as a “Board of Directors” and not a Legislature**
- 3. Views the community as the primary “customer”, not each individual**
- 4. Balance personal agendas with community agenda**
- 5. Value the establishment of an on-going strategic planning process**
- 6. Are able to look to the longer term...beyond today**
- 7. Are respectful of their colleagues, residents and City staff**
- 8. Seek guidance from the City Manager**
- 9. Define performance expectations**
- 10. Support and defend City staff**
- 11. Provide feedback and advice in private**
- 12. Seek to engage the entire community**
- 13. Are strong advocates for a few specific issues**
- 14. Have limited presence in the community**
- 15. Defer to others for broader “community leadership”**
- 16. Are uncomfortable dealing the “Politicians” or “bullies” with personal agendas**
- 17. Define outcomes**
- 18. Seek compromises that best serve the community**

19. Solve problems and resolve issue working with and through staff

20. Support the decisions of Mayor and City Commission – support the majority action

21. Are “quiet” voice for reason and the community

Politician Vs. Statesperson: Basic Definitions

Politician – a person who:

- holds public office who is more concerned about winning favor or retaining power than about maintaining principles
- is skilled in political government
- seeks to gain power within an organization in ways to further their personal or political interests
- acts in a manipulative and devious way for personal or political gain
- has no interest in setting common goals
- uses personal power to dominate public development
- makes promises
- thinks about the election
- tells you what you want to hear
- start with solutions in mind
- frequently uses social media to promote self
- promotes the interests of campaign contributors
- attacks others to make self look good
- thinks about self interests in the constituents' service

Statesperson – a person who:

- **is experienced in the art of government or government affairs**
- **exhibits great wisdom and ability in directing the affairs of government or in dealing with important public issues**
- **is an experienced, respected political leader**
- **believes in setting goals for the future**
- **shares their wisdom on public policy issues**
- **shapes public policy by working with others**
- **stands by his/her ideas and principles and does everything in his power to do what he believes is right for the people and community**
- **thinks about the future and next generation**
- **builds bridges with different points of view**
- **distinguishes between party politics and community service**
- **tells what is true even if it is unpopular or unpleasant**
- **is an advocate for the community**
- **thinks about the community**
- **Let's the best interests of the community guide his/her decisions**

Politics Is a “Good Fight”: Lessons for Statesmen

Politics is a “Good Fight” grounded in the following “Rules of Engagement”:

- **Respect your opponent.**
- **Act with honesty and integrity.**
- **Focus on the issues, never make it personal.**
- **Be guided by your core principles and beliefs.**
- **Argue your position and desired outcome on the issue.**
- **Reach out to your opponents.**
- **Look for areas of compromise.**
- **When compromise is not possible, decide and move on.**
- **Recognize that in every “victory” there are seeds of failure.**
- **Be willing to take a difficult position.**
- **Maintain your sense of humor.**
- **Avoid destroying the personal relationship.**
- **Do what you think is right for the community.**
- **Put the community above self.**

When Politicians “Fight”: Basic Rules for Managers

- 1. Respect others*
- 2. Stay neutral and be nice*
- 3. Remember – the politician’s perspective: “if not with us, you must be with them”*
- 4. Be patient, persistent and sincerely believe that you will make a difference*
- 5. Be prepared – know and understand each politician – their operating styles and personalities*
- 6. Establish a personal rapport with each politician – find a personal area for building working relations*
- 7. Define the “core” areas of conflict*
- 8. Frame the critical policy questions that need focus and direction*
- 9. Provide data-based reports with options*
- 10. Present your “best” professional recommendations and opinions*
- 11. Help statesmen to focus on the “big picture” and the desired outcomes for the community*
- 12. Suggest options for consideration – a potential compromise*
- 13. Help each politician to understand the other politician’s information and point of view*

14. Be an advocate for factual information

15. Summarize key points

16. If directions are unclear, restate and test closure with the statesmen

17. Present a positive attitude with the staff – avoid negative or cynical comments

18. Serve the community and others above self

When Politicians Win... the Community Loses

- 1. More politicians get elected**
- 2. City responds to personal agendas**
- 3. Community stewards are lost and confused**
- 4. Minority rule through intimidation and manipulation – loss of majority rule**
- 5. Strategic planning is stopped – no longer guided by Vision, Goals or performance accountability**
- 6. Momentum on major projects is stopped**
- 7. Agendas are reactive**
- 8. Crises become common place**
- 9. Decisions focus on short term**
- 10. City staff attention is on survival and minimizing damage**
- 11. City Managers leave or retire or become Politicians themselves**
- 12. Other professionals leaving**

Leadership: Turbulent Forces Impacting Cities

► COMMUNITY FORCES

C/1 – POLITICAL PARTY INVOLVEMENT IN NON-PARTISAN ELECTIONS

- a. Increasing Pressure/Involvement from Political Parties**
- b. Partisan Funding with Expectations**
- c. Party Leaders Visibly Supporting Candidates**
- d. Formal/Informal Political Group Advising Mayor and Commission members**
- e. Increasing Costs for Running for Office – Campaigns**
- f. Making Community Issues Political**
- g. Changing Approach to Tradition Campaigning – Rise of Social Media**

C/2 – ANTI-GOVERNMENT 5%

- a. Personal Attacks and Accusations**
- b. Opposition to Public – Private Partnership**
- c. False Financial Information**
- d. Charges of “Illegal” Actions and Activities**
- e. Call for Transparency**
- f. Pressure for “Resident Engagement”**
- g. Distrust Government, including Elected and Appointed Officials**
- h. Never Will Be “Satisfied**
- i. Reality: Never Will Support Government**

► **COMMUNITY FORCES**

C/3 – PEOPLE ARE “MEAN”

- a. Abusive Language from Residents**
- b. Personal Attacks and Accusation, including Family Members**
- c. Intimidating Behavior Getting Results**
- d. Violent Actions toward Public Leaders and Employees**
- e. Balancing Workplace Security and Great Customer Service**
- f. Individuals Avoiding Responsibility**
- g. “Nasty” Social Media Personal Attacks**
- h. Use of Reference to Support from Elected Officials**

C/4 – FALSE FACTS AND INTENTIONAL MISINFORMATION

- a. Some People “Lie”**
- b. Making Up “Facts” to Support Point of View**
- c. City’s Reluctance to Respond or Correct**
- d. Misinformation Stands, Spreads and Expansion**
- e. Impacts on Social Media**
- f. Funding for Strategic/Tactical Communications**
- g. Use of “Public Comment” at Commission Meetings**
- h. Questioning City Professional**
- i. Denial and Rejection of Science and Data**

C/5 – DECISIONS TO MAKE PEOPLE “HAPPY”

- a. Loss of Data Driven Decision Making**
- b. Residents Start with Methods/Solutions and Not Outcomes**
- c. Rejecting City Staff Expertise and Report**
- d. Resident Happiness Does Not Solve the Problem**
- e. Everyone is an Expert on Municipal Government**
- f. Waivers of City Policies and Processes.**

► **GOVERNMENTAL FORCES**

G/1 – INCREASING COSTS OF GOVERNMENT

- a. Cost of Employee Salaries and Benefits**
- b. Retirement Costs**
- c. Cost of Equipment**
- d. Cost of Supplies and Materials**
- e. Increasing Cost of Borrowing with Higher Interest Rates**
- f. Higher Bids on Contracts**
- g. Funding for Response to Regulatory Mandates and Decrees**
- h. Taking over Responsibility of Other Governments – Highway Maintenance**

G/2 – HOW TO PAY FOR MUNICIPAL SERVICE

- a. Pressures to Reduce Tax Rate – No Tax Environment**
- b. Decreasing Outside Funding Sources**
- c. Revenue Restrictions by State Government**
- d. Restriction on Increasing Tax Rates**
- e. Limited Additional Capacity within the City Organization**
- f. Decreasing Outside Funding Sources**
- g. Growing Service Demands**

G/3 – MAJOR COMMUNITY INCIDENT

- a. Increasing Number and Severity of Natural Disaster/Weather Events**
- b. Shooting Events**
- c. Concern for School Safety and Security**
- d. National Media Coverage**
- e. Potential Misinformation**
- f. Individuals Seeing Political Opportunities**
- g. Preparation for, Response to and Lengthy Recovery**
- h. Could Happen Anywhere**

► **GOVERNMENTAL FORCES**

G/4 – FAILING OR DETERIORATING CITY INFRASTRUCTURE

- a. **Deferred City Facilities and Infrastructure**
- b. **Competition for Contractors**
- c. **Private Developments Looking for Cities to Increase Contributions**
- d. **Higher Bids on Projects**
- e. **Impacts of Tariffs**
- f. **Private Contractors at Capacity**

G/5 – DIFFICULTY IN FINDING THE NEXT GENERATION OF PUBLIC EMPLOYEES AND MANAGERS

- a. **Upcoming Retirements: Managers and Employees**
- b. **Less Interest in and Commitment to Public Service**
- c. **Retaining Quality Employees**
- d. **Expectations of Millennial Workforce**
- e. **Fewer Applications for City Jobs**
- f. **Lack of Educational Programs on Civics and Local Government**

G/6 – CITY MISSION CREEP

- a. **Residents Turning to the City to Address Community Problems**
- b. **Support for Schools – Facilities, Infrastructure and Educational Programs**
- c. **Support for Arts, Culture and Educational Programs**
- d. **Solving Residents Problems – Make “Happy”**
- e. **Support for Community Events and Festivals**
- f. **Support for Community Organizations and Institutions**
- g. **Responding to Mental Health Issues Plus Demands for Services and Programs**

► **GOVERNMENTAL FORCES**

G/7 – STATE LEGISLATURES

- a. Reducing Revenue Options**
- b. Restricting Powers of Home Rule**
- c. Adding Service Responsibilities**
- d. Adding Regulations**
- e. Directing City Public Policies**
- f. Limited Effectiveness of Lobbying – Local Delegation Voting Against the Interests of Cities**
- g. Governance Restrictions**
- h. Restricted Ability to Regulate**

► SOCIETAL FORCES

ST/1 – UNCERTAIN FUTURE OF RETAIL DEVELOPMENT

- a. More Shopping Online**
- b. Collections of Sales Tax by Online Retailers**
- c. State and Federal Government Regulations**
- d. Closing and Redesign of Retail Store**
- e. Decline in “Major Malls”**
- f. Retailers Closing Stores or Declaring Bankruptcy**
- g. Abundance of Land Zoned for Retail**
- h. Flat or Declining Sales Tax Revenues for Cities**

ST/2 – EMERGING MOBILITY OPTIONS

- a. Desire for Trails**
- b. Car Subscription: Now Available**
- c. Autonomous Vehicles: Pilot Programs**
- d. Accommodating Electric Vehicle Parking Preference, Charging Stations**
- e. Uber/Lyft: Strong Demand, Degree of City Regulations**
- f. Deteriorating Highways, Bridges and Sidewalks**
- g. Public Transportation Funding and Use by Choice**

ST/3 – CHANGING HOUSING PATTERNS

- a. Short Term Rental Impacting Neighborhoods**
- b. Decreasing Homeownership 64%**
- c. Limited Rental Housing with High Prices**
- d. Lack of Workforce/Affordable Housing**
- e. Resistance to “MF” – Multi-family**
- f. Deteriorating Older Housing Stock**
- g. Baby Boomer Grandparenting Moving Near Grandchildren – Looking for No Maintenance, Dense Housing Options**
- h. Mixed Use Developments with Housing Options**

► **SOCIETAL FORCES**

ST/4 – COMMUNITY MENTAL HEALTH

- a. Increasing Homelessness**
- b. Lack of Mental Health Services**
- c. Individuals with Mental Issues Clogging the Criminal Justice System**
- d. Defining the Role of Government**
- e. Services and Funding**
- f. Working with Community Partners**

ST/5 – LEISURE AND RECREATION

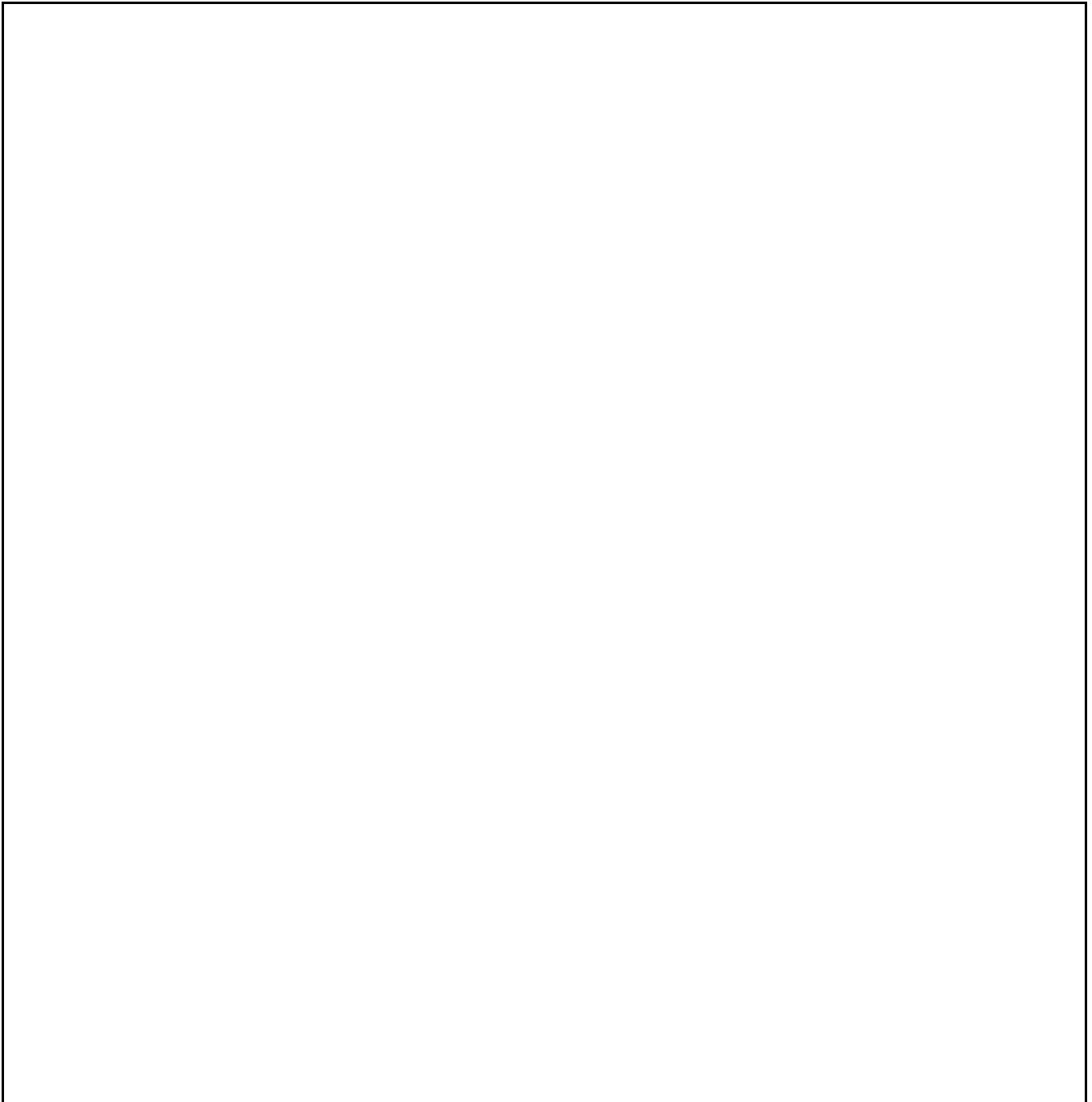
- a. Rise of “Professional” Amateur Youth Sports**
- b. New Emerging “Sports” – Pickle Ball, Lacrosse**
- c. Strong Demand for Specialty Parks/Park Venues – Dog Parks, Splash Pads, Skate Parks, etc.**
- d. Active, Healthy Lifestyles with Emphasis on Personal Wellness**
- e. Demands for Large/Massive Tournament Sports Facilities**
- f. Strong Interest/Support for Community Events**
- g. Conflicts among Seniors with Different Expectations – Super Senior [80+] and Baby Boomers**
- h. Defining “Aquatic” Facilities**
- i. Re-purposing Current Parks**

**BOTTOM LINE:
LEADERS PROVIDE HOPE FOR A BETTER
FUTURE FOR THE COMMUNITY
AND THE RESIDENTS DURING INCREASING
TURBULENT TIME!!!**

SECTION 6

LOOKING TO FORT LAUDERDALE'S FUTURE

**My Vision –
Preferred Future for Fort Lauderdale
in 10 – 15 Years**



Accomplishments for 2024

My Legacy for Fort Lauderdale

Major Challenges Facing Fort Lauderdale

Action Ideas 2020
Mayor and City Commission

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Mayor – City Commissioner Interview Summary

1. What major issues, major projects or topics need to carry over to 2019-2020?
 - a. Proactive Look at Open/Green Space
 - b. LauderTrail Development
 - c. Climate Change
 - d. Lockhart Stadium
 - e. ROI Implementation
 - f. Water Treatment Plant: Upgrade/Replacement
 - g. Wastewater Treatment Plant: Upgrade/Replacement
 - h. Land Use Regulations: Code Modifications
 - i. Affordable Community Plan
 - j. One Way Pairs: Direction
 - k. Vacation Rental Ordinance: Upgrade
 - l. Broward County-City of Fort Lauderdale Joint Campus Planning
 - m. Federal Courthouse: Location
 - n. Stormwater Management and Project: Direction and Funding Mechanism
 - o. Budget Deficit: Plan and Funding [Revenue Increase/Service and Staff Reductions]
 - p. Homeless: Next Step and Further Housing Options
 - q. Education: Chief Educational Officer Hired, Research on Options, Direction
 - r. Birch Road: Direction
 - s. City Hall: Direction
 - t. Environmental Lawsuit Settlement
 - u. My Six Projects: Completion
 - v. Hotel Development
 - w. Mixed Use Development - 4th
 - x. YMCA Property: Demolition and Redevelopment Project
 - y. Vacation Rental Regulations: Review
 - z. Resiliency Plan and Actions: Development
 - aa. 17th Corridor Mobility: Next Steps
 - bb. Port Bypass Road: Next Steps

2. In looking at the Fort Lauderdale community today, what are:

a. Major strengths?

- i. Growing economy and business investment**
- ii. Sense of vibrancy**
- iii. Restaurants and shopping**
- iv. Tourism - a national and international destination**
- v. Viable community**
- vi. Dynamic community**
- vii. Walkable community**
- viii. Downtown**
- ix. Beach**
- x. Neighborhoods**
- xi. Diverse housing opportunities**
- xii. Residents working together**
- xiii. Mayor and City Commission leadership and teamwork**
- xiv. Inclusive community with diverse populations welcome**
- xv. Climate**
- xvi. Overall high quality of life**
- xvii. Uptown revitalization**
- xviii. Las Olas - a recognized destination**
- xix. Diverse arts and cultural facilities and opportunities**
- xx. Development potential**
- xxi. Convention Center**
- xxii. City accomplishing things, making decisions and producing results**

b. Major areas for improvement?

- i. Increasing green/open spaces**
- ii. Water Treatment**
- iii. Wastewater Treatment**
- iv. Road Conditions**
- v. Planning for Climate Change**
- vi. Investing in neighborhoods**
- vii. Addressing homelessness**
- viii. Expensive community to live**
- ix. Limited housing options**
- x. Upgrading/modernizing parks**
- xi. Working with Schools Board**
- xii. Density near residential neighborhoods**
- xiii. Alternative public transportation options**
- xiv. Responding to the needs of millennials**
- xv. Addressing resiliency issues and linking to economic development opportunities**

- xvi. **Educating the neighbors - big picture and City actions**
 - xvii. **Neighbor engagement expansion**
 - c. **Major threats to the future?**
 - i. **Aging City Infrastructure**
 - ii. **Action by the State of Florida**
 - iii. **Traffic Congestion**
 - iv. **Pollution of the Environment**
 - v. **Lack of Affordable/Workforce Housing**
 - vi. **Sea Level Rise**
 - vii. **Climate Change**
 - viii. **Aging City Facilities and Infrastructure**
 - ix. **Homelessness**
 - x. **Anti-development Attitude**
 - d. **Major opportunities for the future?**
 - i. **Joint Campus**
 - ii. **Downtown**
 - iii. **Neighborhoods**
 - iv. **Transportation**
 - v. **Homelessness**
 - vi. **Park Upgrades**
 - vii. **Las Olas Corridor**
 - viii. **Educational Excellence**
 - ix. **Job Creation**
 - x. **Inclusive Community**
 - xi. **Resiliency and Economic Growth and Business Development**
- 3. What is your vision - preferred future for Fort Lauderdale in 10-15 years: major themes?**
- a. **Tunnel for Trains - border to border**
 - b. **Resilient Community - Proactive Response and Investment to Climate Change**
 - c. **Water Treatment Plant**
 - d. **Wastewater Treatment Plant**
 - e. **Thriving Downtown**
 - f. **Protection of Neighborhood Integrity**
 - g. **Leading City**
 - h. **Educational Excellence**
 - i. **Enhanced Quality of Life for All**

- j. Open/Green Space Expansion**
 - k. Business Investment and Economic Growth**
 - l. Technology and Tech-related Business Expansion**
 - m. Adaptive Reuse of Federal Courthouse**
 - n. Arts and Culture Enhanced**
 - o. Affordable Housing for Teachers and Public Employees**
- 4. In 2024 - five years in the future, what do you want to have accomplished or achieved in Fort Lauderdale?**
- a. LauderTrail Completed**
 - b. Water Treatment Plant**
 - c. Wastewater Treatment Plan**
 - d. Joint Campus**
 - e. Transportation Options - Focusing on the Future**
 - f. Affordable Housing**
 - g. Lockhart Stadium**
 - h. Upgraded Road**
 - i. Improved Mobility beyond Automobile**
 - j. Dedicated Lanes and Flyovers**
 - k. One Way Pairs**
 - l. Cleaner and Greener Community**
 - m. Protection of Natural Resources**
 - n. Smart Growth Plan in Place**
 - o. Construction Project Management and Coordination, including Communication with the Community**
- 5. When you leave office as Mayor or City Commissioner, what is the legacy that you would like to leave for Fort Lauderdale?**
- a. Viable, Dynamic Community**
 - b. Inclusive Community**
 - c. City Focused on the Future**
 - d. Effective and Efficient City Services**
 - e. Transparency**
 - f. People Having a Voice**
 - g. Best City**
 - h. Educational Excellence**
 - i. Infrastructure Upgrade**

- j. My District Redevelopment**
 - k. Job Creation**
 - l. Safe Community**
 - m. Resiliency: City Actions**
 - n. Protection/Enhancement of Neighborhood**
 - o. Easier Mobility through Options**
 - p. Made a Difference - a Better Fort Lauderdale**
- 6. During the next two years, what are the major challenges facing Fort Lauderdale?**
- a. Traffic Congestion**
 - b. Affordable Housing for Workforce**
 - c. Budget and Financial Sustainability**
 - d. Continue to Re-direct the City for the Future**
 - e. Homeless; Next Steps**
 - f. Transportation**
- 7. During the next year - 2019, what are the major issues or projects that you would like to be addressed by the Mayor and City Commission, and the City government?**
- a. ROI: Next Steps**
 - b. Climate Change: Analysis of Impacts, Regional Opportunities for Addressing Climate Change**
 - c. Water Treatment Plant: Direction and Funding**
 - d. Wastewater Treatment Plant: Direction and Funding**
 - e. LauderTrail Development: Direction and Implementation**
 - f. Lockhart Stadium: Report with Options and Direction [including Major League Soccer]**
 - g. Green/Open Space: Opportunities, Direction and City Actions**
 - h. Bond Referendum - Parks and Police Headquarters: Passage**
 - i. Charter Changes**
 - j. Land Development Regulations: Update**
 - k. Las Olas Redo: Firm Selection and Funding for Project**
 - l. Community Resiliency: Public Meeting and Direction**
 - m. Day Facility/ies for Homeless: Direction**
 - n. North Beach - Birch Road: Direction**
 - o. Public Transportation Options: Report and Direction**
 - p. Downtown Master Plan: Review and Re-direction**
 - q. SRO/Guardians: Review and Direction**
 - r. Water Rate: Direction**
 - s. Millage Rate: Direction**
 - t. One Way Pairs: Report and Direction**
 - u. Stormwater Policy and Management: Funding**

- v. **Arts and Culture Advisory Board**
 - w. **City Public Arts Policy: Development and City Actions**
8. **What are your top three priorities for 2019?**
- a. **Climate Change**
 - b. **ROI**
 - c. **Open/Green Space**
 - d. **Bond Referendum Passage**
 - e. **Charter Changes**
 - f. **Land Use Regulations: Update**
 - g. **Las Olas Redo**
 - h. **Homeless: Next Steps**
 - i. **City Organization: Efficiency and Effectiveness**
9. **What suggestions do you have for the new City Manager to enhance the effectiveness of the Mayor and City Commission? Or the effectiveness of the City organization?**
- a. **Continue to listen to Mayor and City Commission**
 - b. **Continue to be responsive**
 - c. **Have no agenda**
 - d. **Get to “yes” for neighbors**
 - e. **Community visibility and presence: events, neighborhood meetings, Commission meetings, etc.**
 - f. **Over communicate with individual Commissioners and the City Commission**
 - g. **Balance life - personal time for family**
 - h. **Have an open mind**
 - i. **Constant communications**
 - j. **Improve the Neighbor Response and Tracking System**
 - k. **Quick response to neighbor requests**

City of Fort Lauderdale's Future: Management Perspective

Commission Annual Action Plan FY 2019

TOP PRIORITY

Homelessness Eradication Action Plan

- Ended encampment at Broward Main Library [Completed]
- First session of Community Court occurred on January 9, 2019 [Completed & Ongoing]
- Public Works is currently hiring for food repatriation program [Ongoing]

New Transportation Technologies: Direction

- Launched a dockless scooter program in November 2018 providing for 4 vendors, with a maximum of 500 units each [Completed & Ongoing]
- Utilization of anonymized connected vehicle locational data from StreetLight Data for determining relative travel patterns [Ongoing]
- Working to partner with Florida Department of Transportation (FDOT) to expand the existing Blue Toad network which will provide travel speed data for vehicles [Ongoing]

Traffic Signal Synchronization

- Currently performing Traffic Signal System Assessment [Ongoing]
- Commission Presentation in February 2019: Signal System Alternatives and Recommendations [Ongoing]

Stormwater Management Master Plan and Rate Methodology

- Nearing conclusion and proposed methodology will be brought forward to City Commission in early April [Ongoing]

Incentive Tools for Affordable Housing: Direction

- Building Fees have been updated [Completed]
- Affordable Housing Trust Fund Ordinance revised to include 15% of the net proceeds from the sale of City owned non-residential properties as a fund source for the Affordable Housing Trust Fund [Completed]
- Sustainable Development, Urban and Planning Division met with Affordable Housing Advisory Committee on January 14, 2019 to discuss additional information/implementation policy for Affordable Housing Incentive Strategies. An additional workshop to finalize and come to consensus will occur on February 20, 2019. [Ongoing]

One Stop Shop: Direction

- In procurement process to identify a vendor for environmental services and demolition of the existing One Stop Shop building [Ongoing]

HIGH PRIORITY

Education Quality Strategy and City Actions

- Determined qualifications and advertised for Chief Education Officer [Completed]
- Reviewing applications for Chief Education Officer position [Ongoing]

Breakers-Birch Streetscape Project

- Staff issued a task order to a consultant, TY Lin, to provide cost estimates for initial scope and concept designs based on neighbor input. The consultant will also provide proactive outreach with impacted neighbors to build consensus for project components. [Completed & Ongoing]
- The final engineering design firm will be selected by June 2019 to finalize and complete project design. [Ongoing]

Parks Master Plan: Bond Package

- Will go to voters in March [Ongoing]

Police Station

- Will go to voters in March [Ongoing]

City Hall/Civic Campus with Broward County: Direction

- Working toward an Inter-Local Agreement (ILA) by February 2019 [Ongoing]
- Finalize determination of site [Ongoing]

LauderTrail Development

- Committee Chair spoke at January 7, 2019 Infrastructure Task Force meeting and January 8, 2019 Commission Meeting with his proposal for an elevated pedestrian walkway [Completed]
- Committee is meeting regularly to develop and formulate recommendations for path and amenities [Ongoing]

Las Olas Corridor Mobility Working Group

- Request for Quote (RFQ) for Conceptual Streetscape Design for Las Olas Boulevard to be released in January 2019 [Ongoing]

Building Permit Process: Review

- A building fee structure study has been completed and an updated ordinance has been approved by Commission based on the fee study [Completed]
- Accela implementation – April 2019 [Ongoing]
- Epermitting/billing will follow Accela implementation [Ongoing]

Departmental Challenges City of Fort Lauderdale 2019

DEPARTMENT: Finance

1. ERP transition
2. Retention in Utility Billing
3. Economic outlook

DEPARTMENT: Fire Rescue

1. Funding of staff (administrative, community engagement, and rescue staff)
2. Domestic preparedness collaboration between departments
3. Impact of increasing density on response times

DEPARTMENT: Human Resources

1. Decentralization of human resource functions outside of the Department
2. Uniform Citywide Policies and Procedures
3. Restoration of trust and confidence in the department and organization with respect to recruiting, promotions, and objective and fair administration of disciplinary and grievance processes

DEPARTMENT: Information Technology

1. Unable to complete internal projects
2. Staff retirement within key positions
3. Network bandwidth, loss of fiber

DEPARTMENT: Parks & Recreation

1. Sea level rise and extreme weather conditions
2. Maintenance of street lights owned by Florida Power and Light
3. Aging infrastructure

DEPARTMENT: Police

1. Pay disparities due to adoption of new pay plan from Class and Compensation study
2. Preparation and budgeting for unpredictable events (storms, events, protests, terrorist attacks, etc.)
3. Adequately addressing the mental health and welfare of community builders

DEPARTMENT: Public Works

1. Finding qualified community builders in a competitive market with low unemployment rate
2. Completing more projects on time and within budget
3. Building trust with community, Commission, and community builders

DEPARTMENT: Sustainable Development

1. Accela implementation – go live
2. Prioritizing general fund resources and mandates
3. Staffing concerns with plan reviewers due to a limited hiring pool

DEPARTMENT: Transportation & Mobility

1. Filling vacancies of key positions
2. Conflicting priorities between pedestrian safety improvements and traffic flow
3. Project funding

SECTION 7

MAYOR AND CITY COMMISSION VISION FOR FORT LAUDERDALE'S FUTURE

DYNAMIC

community working in partnership for a better Fort Lauderdale community - today and tomorrow

RESILENCY

regional leadership and partnership to address climate and sea level rise

INCLUSIVE

all welcome and opportunities for engagement and ownership

VIBRANCY

sense of place

EXCITING

fun venues and activities for all

NIMBLE

ability to adjust City plans, programs and services to enhance value to the community

Criteria:

Simple

Concise

Brief Definition

Easy to Understand and use

Guide for Decisions and Actions

SECTION 8

CAAP FY 2019

SECTION 9

CAAP FY 2020 INITIAL PRIORITIES

SECTION 10

GOVERNANCE REFINEMENTS: MAYOR – CITY COMMISSION – CITY MANAGER IN ACTION