

**PRESS PLAY**  
**FORT LAUDERDALE**

*Our City, Our Strategic Plan 2018*



# FORT LAUDERDALE CITY COMMISSION



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*Vice Mayor, District I*

Dean J. Trantalis  
*Commissioner, District II*

John P. "Jack" Seiler  
*Mayor*

Bobby B. DuBose  
*Commissioner, District III*

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*Commissioner, District IV*

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Lee R. Feldman, ICMA-CM  
*City Manager*

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John Herbst  
*City Auditor*

Jonda Joseph  
*City Clerk*

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# LETTER FROM THE CITY MANAGER TO THE MAYOR AND CITY COMMISSION



Honorable Mayor and City Commissioners:

It is my pleasure to present to you the City of Fort Lauderdale's Strategic Plan for 2018, *Press Play Fort Lauderdale*. In April of this year, the City Commission unanimously adopted *Fast Forward Fort Lauderdale*, our community's Vision Plan for 2035. Our staff is committed to working with our community partners to move forward with urgency and focus to implement the Vision through *Press Play Fort Lauderdale*. The Vision is our community's long-term aspiration for the future of Fort Lauderdale; the Strategic Plan is our first five-year journey to that Vision.

When I came to the City two years ago, I was impressed by the talented and energetic employees who wanted and needed the opportunity to work, collaborate, and innovate across traditional departmental lines to make our good City great. It was your commitment that kicked-off efforts to establish a Vision Plan in 2009. The Visioning initiative, combined with the realignment of City departments, and the creation of strategic area teams, what I call the five Cylinders of Excellence and Internal Support Platform, all bring focus and coordination to what we do every day: build community.

*Press Play Fort Lauderdale* is organized within the Cylinders of Excellence and Internal Support Platform. It enables our workforce to collaborate and innovate together like never before. As interdepartmental teams, the Cylinders and Platform work together to achieve the specific goals and objectives identified in this plan. Strategic initiatives, which are specific time-bound projects, will be each team's focus over the next five years. These teams will also work on shorter-term projects outlined in the Commission Annual Action Plan. As a results-oriented organization, the measurement of performance is crucial, and will be done by monitoring key performance indicators for both the Vision 2035 Scorecard and strategic goals. These performance indicators support the budget process by guiding our decision-making and resource allocation.

The employees of the City of Fort Lauderdale are committed to the successful implementation of *Press Play Fort Lauderdale*. Each department, distinctively and together, will be champions of the plan and align strategy and operations to achieve success. Community partnerships will also continue to play a significant role as we work together to build community.

This plan would not have been possible without the tireless efforts of staff at all levels and the leadership of the Office of Structural Innovation. I want to recognize everyone involved in this ongoing process, and thank them in advance as we turn the plan into action.

We Build Community!

A handwritten signature in black ink, appearing to read "Lee R. Feldman".

Lee R. Feldman, ICMA-CM  
City Manager



# WELCOME TO YOUR STRATEGIC PLAN: A Special Message to Employees

Your hard work, commitment, and dedication to the City of Fort Lauderdale and the neighbors who rely on us every day to deliver exceptional services continue to impress me. Over the past two years the City has gone through tremendous change, including a citywide realignment of department-provided services, the establishment of a new strategic management system through the five Cylinders of Excellence and Internal Support Platform, and the creation of a performance-based service delivery approach. We also saw the completion of our first annual Neighbor Survey and the approval of *Fast Forward Fort Lauderdale*, our community's 2035 Vision Plan. The framework has been set, and now it is time to press play, build community, and create place through the implementation of our 2018 Strategic Plan.

*Press Play Fort Lauderdale* is your strategic action plan. Many of you are part of interdepartmental teams that will work towards achieving a set of 12 aspirational goals, 38 objectives, 191 strategic initiatives, and 142 performance indicator targets. Through your continued commitment to the process and the passion you put into your work, success will soon be seen as we make progress toward our long-term goals. It is important that we continue to operate as a team, working across departments and throughout the community. This commitment to collaboration will be vital to our future success. Every individual in this organization has an essential role. The work you do at your desk or in the field has a ripple effect throughout the organization, ultimately impacting the quality of life our community has come to expect and enjoy. Public service is broad and far reaching, ranging from delivering clean drinking water, creating place, and providing a safe environment for children to grow up in, to minimizing flooding and stimulating the economy.

I challenge each and every one of you to expand your thinking and examine the way we, as a city, deliver services. Many new concepts have been brought to the table already, including our common mission, We Build Community, and embracing a service delivery approach of Smarter, Faster, Cheaper. Through this approach, we, as a team, identify the services we perform very well, and those that can be improved. By operating smarter, thinking strategically and continually evaluating our operations, we can reduce duplication and common work errors, and improve understanding of our roles. I encourage you to expand your professional development by enhancing your knowledge and skills for your current and future positions. We will measure our performance and highlight our successes, demonstrating our value to each other and the community by recognizing our accomplishments, and attaining competitive grant funding, awards, accreditations, and certifications. By operating faster, with a sense of urgency, we will see improvements and savings today; not tomorrow. Elevating the quality and thoroughness of our services will enable us to deliver them at the lowest cost possible. As stewards of the resources that have been entrusted to us, we will work to ensure high-quality service the first time around. We will accomplish this by reducing delays, reworks, inflexibility, and resulting complaints- the costs of quality. These cost savings can be dedicated to innovation and the strategic deployment of our fundamental services.

Our expectations are high; and this organization cannot accept mediocrity or complacency. It is my goal to provide you with the opportunity to build upon your strengths, produce quality work, and enjoy professional and rewarding careers. I have confidence that your efforts will continue to result in appreciation from all the City's stakeholders.

We Build Community!



Lee R. Feldman, ICMA-CM  
City Manager

# INTRODUCTION: FL<sup>2</sup>STAT - Our Approach to Exponential Improvement



As much as big ideas are the inspiration of *Fast Forward Fort Lauderdale 2035*, action is essential. The City of Fort Lauderdale is making great strides implementing an innovative, results-focused government culture. We use a robust strategy management system to connect planning, budgeting, measuring and improving. *Press Play Fort Lauderdale 2018* connects the dots between the community's long-term Vision to its day-to-day operations. A notable 42% of the 1,562 Vision ideas are incorporated in *Press Play Fort Lauderdale 2018*, through 12 goals, 38 objectives, 191 initiatives and 142 performance indicators.

*Press Play Fort Lauderdale 2018* connects the dots between the community's long-term Vision to its day-to-day operations. A notable 42% of the 1,562 Vision ideas are incorporated in *Press Play Fort Lauderdale 2018*, through 12 goals, 38 objectives, 191 initiatives and 142 performance indicators.

## VISION AND STRATEGIC PLAN: CONNECTING THE DOTS



### PLANNING

Fort Lauderdale celebrated its Centennial in 2011. As the City reflected on its first century, leaders recognized a need for a unified vision for the next 100 years. The City Commission embarked on a journey to engage the entire City in the development of a Vision that reflected the viewpoints of all stakeholders and could guide future policy and decision-making. Led by a City Commission appointed Visioning Committee, the City Manager's Office was charged with carrying out diverse engagement mechanisms that included: Stakeholder Interviews, Open House Meetings, Telephone Town Hall Meetings, neighbor-led Meetings-in-a-Box, a dynamic web based social ideation site [ourvisionftl.com](http://ourvisionftl.com), a subject-matter expert Big Ideas event, and a Neighbor Summit. The Vision to be "The City You Never Want to Leave" was unanimously recommended by the Visioning Committee and adopted by the City Commission on April 16, 2013.

The Strategic Plan, *Press Play Fort Lauderdale 2018*, is the main vehicle for accomplishing the goals set forth in *Fast*

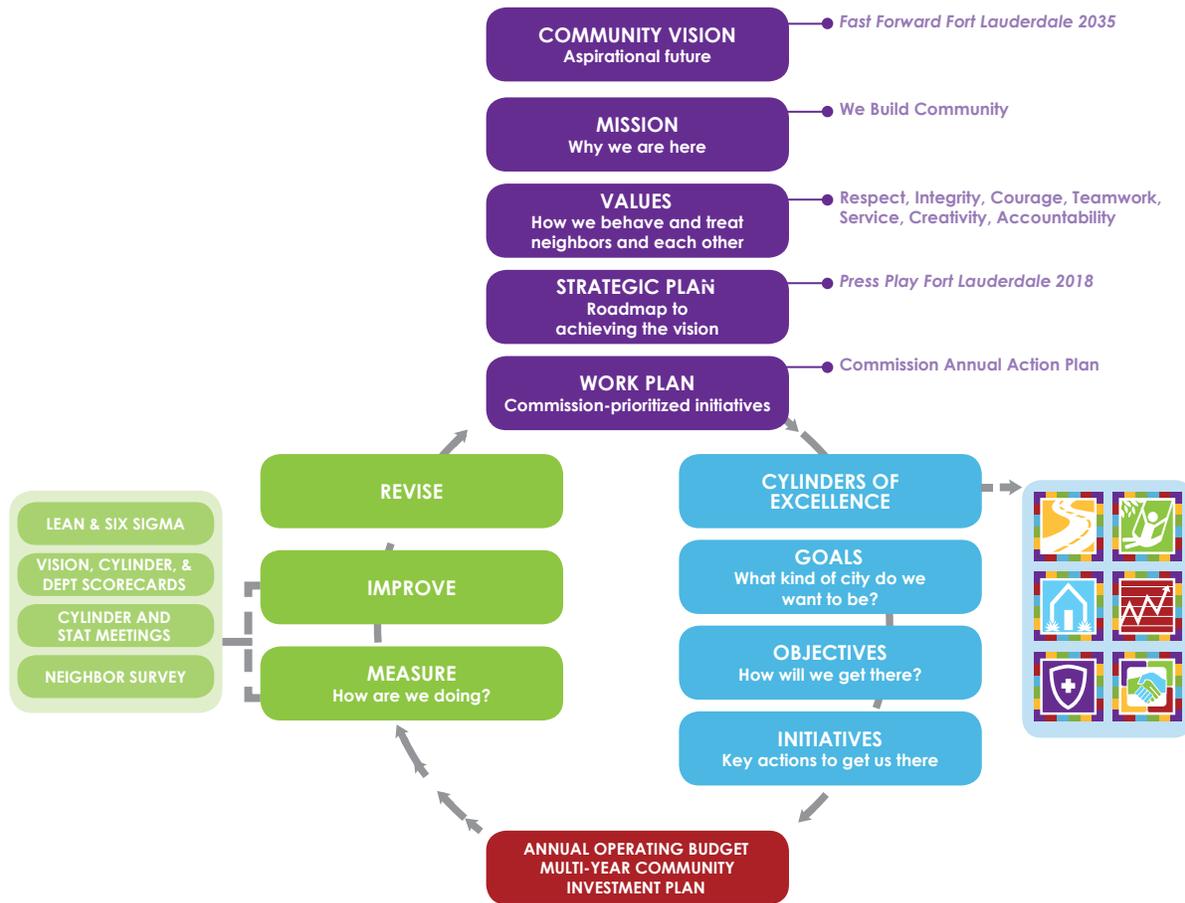
*Forward Fort Lauderdale 2035*. While the Vision establishes the shared direction of the City, the Strategic Plan will establish how we get there. It is organized through five Cylinders of Excellence, Infrastructure, Public Places, Neighborhood Enhancement, Business Development, and Public Safety, along with the Internal Support Platform. Strategic interdepartmental teams work to further our City's mission: We Build Community. Each Cylinder of Excellence contains two aspirational goals, objectives, initiatives, and performance indicators with five-year targets. These items comprise each team's five-year plan to move the City closer to achieving the Vision: "The City You Never Want to Leave." The Cylinder teams also reference previously adopted City plans that are critical to accomplishing our strategic goals. Partners for the Strategic Plan include: City departments, Advisory Boards and Committees, civic groups, and local, regional and national agencies. In the shorter term, Cylinder teams will focus on the Commission Annual Action Plan (CAAP), a one-year work plan with specific actions and objectives that reflect City Commission priorities in alignment with the Vision, the Strategic Plan, and the Neighbor Survey. The CAAP is a product of collaboration and prioritization by the City Commission, the City Manager's Office, and Department Directors. It highlights initiatives of significant importance to the City Commission for the upcoming fiscal year, ensuring that the organization is agile and prompt in its response to an ever-changing environment.

### BUDGETING

The Annual Operating Budget is our opportunity to prioritize City resources. Funding should be allocated in alignment with the Vision, Strategic Plan, and Commission Annual Action Plan. While we may not be able to fund all priorities in the upcoming fiscal year, we can make strategic investments in our future. Leveraging community partnerships and seizing grant opportunities will help our dollars stretch and maximize results. The budget process also integrates the strategic alignment of departments. Each department identifies major initiatives and performance targets; helping decision makers allocate resources for specific service level results.

The five-year Community Investment Plan (CIP) includes ongoing projects, new projects, and projects in progress that require additional funding. The CIP also includes a plan for future projects based on expected revenues, bond issuance,

# INTRODUCTION: FL<sup>2</sup>STAT - Our Approach to Exponential Improvement



and other financing mechanisms. CIP projects are carefully assessed and prioritized by objective criteria and weighting established by the City Commission to ensure the most pressing needs of the community, stakeholders, and neighbors are addressed. Additionally, CIP projects support both the Cylinders of Excellence and the 2035 Community Vision. To remain a vibrant community, we must continually invest in our public infrastructure, which in-turn, creates “place” unique and well-planned improvements that enhance quality of life. This is possible through the proper management and strategic funding of the CIP.

## MEASURING AND IMPROVING

At a staff level, Fort Lauderdale uses FL<sup>2</sup>STAT (FL<sup>2</sup> - for Fort Lauderdale, Florida) to measure, analyze, improve, and most importantly, make progress. A connected system of scorecards links the initiatives and performance indicators defined in the Vision Plan, Strategic Plan, Commission Annual Action Plan, Department Budgets, and Process Improvements. Progress is examined and challenges are addressed through routine Cylinder meetings and a monthly ‘all hands on deck’ FL<sup>2</sup>STAT meeting. The Community Investment Plan

and Grants Management are similarly addressed through a monthly CIP-STAT meeting. A Process Improvement Plan (PIP) based in Lean/Six Sigma methodology is a step-by-step approach to systematically assessing, improving, and managing key processes.

Feedback is crucial for continuous improvement, both from a listening and sharing perspective. An annual Neighbor Survey provides information about perceptions ranging from City service delivery to quality of life. In addition, feedback is gathered throughout the year, through direct employee interaction with neighbors. As we continue to administer the annual survey, results will alert us where to focus our attention and resources, while also validating targeted improvements. Benchmarking with other cities provides perspective to our performance results, survey results, and national trends. In the same way that the community was engaged in developing *Forward Fort Lauderdale 2035*, the City looks forward to sharing progress and results, while building transparency, accountability, and trust as we work together to implement *Press Play Fort Lauderdale 2018*.

# THE ROLE OF STRUCTURAL INNOVATION



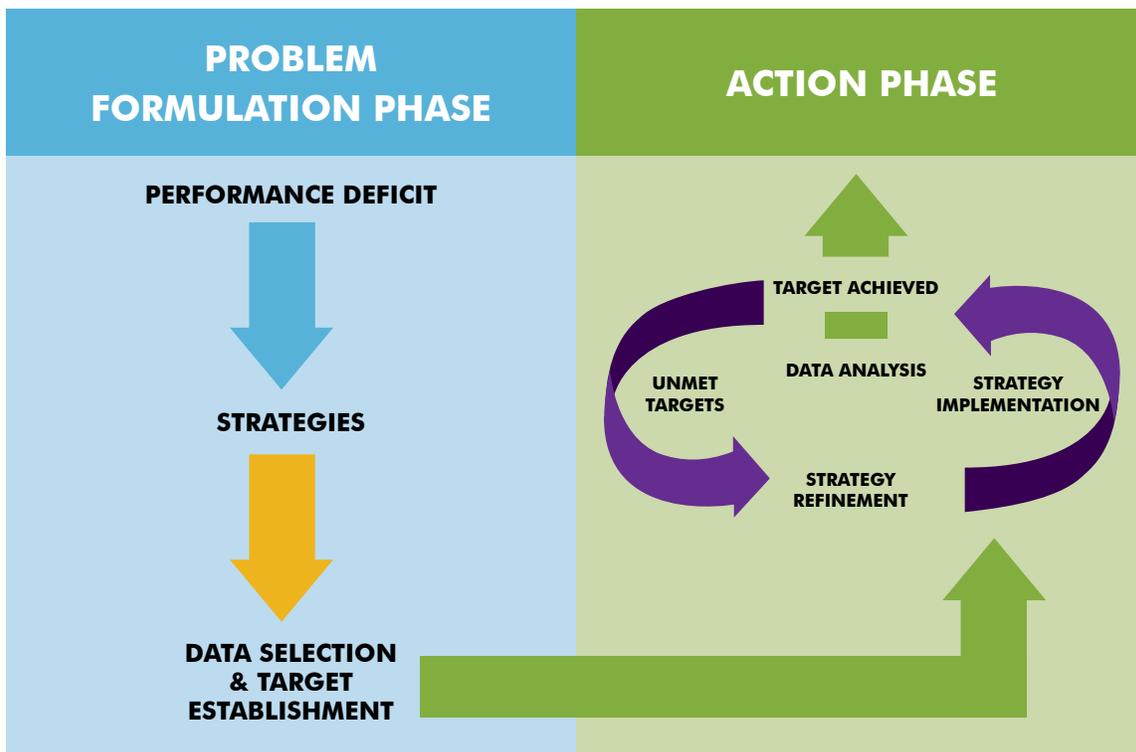
The City Manager's Office is committed to building a culture of innovation that values inclusive leadership, creativity, internal collaboration, external partnerships, and community connections. Structural Innovation is a dedicated champion of FL<sup>2</sup>STAT within the City Manager's Office, created in the fall of 2011 to advance strategy management, performance excellence, and process improvement. Structural Innovation leads vision-based strategic planning that is reflective of community priorities and inclusive of employee subject matter expertise. The office is a resource to City departments to help build the strategic capacity essential for high performance, and is strengthened by the complementary talents and skill sets in the City Manager's Office: Budget/Community Investment Plan (CIP) and Grants, Public Affairs, and Neighbor Support.

Structural Innovation guides the organization's strategic thinking; operating through collaboration and teamwork to achieve synergies not possible through traditional organiza-

tional silos. Thoughtful planning and activity positions the City for success and the benefits that come through internal and external partnerships.

Structural Innovation leads continuous process improvement efforts aimed at improving performance and significantly reducing the time and costs associated with everyday businesses processes. Through a Process Improvement Plan, Structural Innovation collaborates with department staff to determine performance deficits. They are prioritized for focused process improvements and addressed through Lean/Six Sigma approaches, benchmarking, and best practice research.

People create value. The foundation of innovation lies in our employees — through their ideas, participation, and implementation. Structural Innovation is here to stimulate and accelerate this value.



# FAST FORWARD FORT LAUDERDALE: VISION 2035

## Executive Summary



We cannot predict what the next 22 years will bring to our families, our work life, our City, or our world. Together, however, we can shape our own destiny. Through more than 1,500 ideas gathered from the City of Fort Lauderdale’s community Visioning process, in 2035, we will realize the importance of our collective passion, insight, and ability.

The concepts and ideas that form the foundation of this Vision Plan were gathered during a massive community outreach effort that utilized a variety of mechanisms including personal interviews, an interactive website, Meetings-In-A-Box, Telephone Town Hall Meetings, a Big Ideas event, and a Neighbor Summit. A statistically valid Neighbor Survey was conducted as well, which provided community-wide opinions about the quality of life in Fort Lauderdale. The Visioning Committee and City Staff Team listened, and, through this plan, we paint the picture of our collective aspirations. The 2035 Vision Plan is a remarkable compilation of big ideas

that will guide our decision-making for many years to come. We have identified our future realities, hopes, dreams, and ambitions for this place we call home. We have articulated our 2035 Vision for the City of Fort Lauderdale.

### FAST FORWARD FORT LAUDERDALE

Let the Vision Plan be our fast forward button; let’s not wait until 2035 to implement our big ideas. Our Vision imagines an exciting and bright future. It imagines our City realizing its true potential through thoughtful attention to its unique assets. There was not an overwhelming call for one singular Vision, but rather, a balance between many. Most importantly, however, our Vision is a plan. While some of the input and feedback reflect national trends, the sense of place, core beliefs, and big ideas expressed in our Vision are uniquely Fort Lauderdale. The focus on implementation makes it a living plan, an action plan.



# FAST FORWARD FORT LAUDERDALE: VISION 2035

## Executive Summary



### **IN 2035, WE ARE CONNECTED. We move seamlessly and easily through a safe transportation system where the pedestrian is first.**

Visioning feedback calls for a connected City, easy and safe to move through by walking, biking, and public transportation. Great cities have great streets, and great streets are “Complete Streets” that prioritize the safety and experience of its people first. Complete Streets are a pleasure to stroll along; they are shaded, visually interesting, and connected to efficient modes of safe public transportation. In contrast with this model, the 2012 Neighbor Survey results show that only 43% of residents feel safe walking in the City, only 30% are satisfied with the safety of biking, and only 42% are satisfied with the availability of greenways for these modes of transportation. An integrated public transportation system would connect neighborhoods from Palm Aire Village to Edgewood; bridge our main City centers, Port Everglades, and airports; and ultimately, link our City with the surrounding region. Connected development was the third highest category of feedback generated from Meetings-In-A-Box and the category for discussion that received the second highest number of votes at the Neighbor Summit. The 2012 Neighbor Survey revealed that only 46% of residents are satisfied with public transportation options. It is exceedingly clear from the data and feedback obtained that a long-term Vision is essential to improve these results, improve our connections, and strengthen our infrastructure.

### **IN 2035, WE ARE READY. We are a resilient and safe coastal community.**

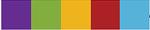
We are surrounded by water, and this poses challenges and opportunities now and in 2035. In the 2012 Neighbor Survey, 70% of residents observed coastal water level increases and 68% observed increases in flooding. Infrastructure was the top-voted category for discussion at the Neighbor Summit. The more resilient we make our beaches, drainage systems, bridges, roads, and homes, the less damage inclement weather and high tides will inflict on our City. We will reduce our risk and avoid debilitating costs from disaster response and infrastructure rebuilding. As we make wise, calculated decisions about our infrastructure, we will be able to effectively manage increased water supply demands by reducing our per capita use and reuse. In addition, improved drainage of water and wastewater will ensure a cleaner water supply for our neighbors and visitors. Our investments in foundational infrastructure will continue to pay dividends by enhancing quality of life now and for future generations.

### **IN 2035, WE ARE COMMUNITY. We are a neighborhood of neighborhoods.**

Our diverse neighborhoods are the most important places in our community because that is where our homes are, and in 2035, Fort Lauderdale expects to be home to more than 25% more residents. From downtown condominiums to historic neighborhoods, all of our housing options will be

# FAST FORWARD FORT LAUDERDALE: VISION 2035

## Executive Summary



aesthetically pleasing, clean, and safe. In 2035, we will walk and bike more. This increase in physical activity along with ample community gardens will be beneficial to our personal health and well-being. At the Visioning Open Houses and Meetings-In-A-Box, participants expressed concerns about reasonably priced housing, affordable child care, elderly care, health care, and homelessness. A more supportive network of community services is needed for residents in 2035 in order to protect, preserve and enhance our quality of life.

### **IN 2035, WE ARE HERE. We are an urban center and a vacationland in the heart of South Florida.**

We are a destination of choice known for our beautiful and accessible beaches, navigable waterways, outstanding parks, and distinct neighborhoods. Our City will continue to celebrate its impressive assets, and our community image will be strengthened through signature gateways and iconic landmarks. In the 2012 Neighbor Survey, 85% of residents favorably rated Fort Lauderdale as a place for play and leisure, an impressive statistic relating to our climate, amenities, and events. There is something for everyone in Fort Lauderdale. Our beaches are internationally known, and in 2035, our New River will be a polished gem. In spite of our urban fabric and feel, Fort Lauderdale will be green, shaded, and cool thanks to our outstanding public places and parks. Our arts and culture will be woven throughout the City, emanating from our world renowned Performing Arts Center, art institutions, museums, galleries, festivals, art in public places, and events. We have developed destination neighborhoods that attract distinctive lifestyles and tourists. These assets are key drivers of our prosperity.

### **IN 2035, WE ARE PROSPEROUS. We are a subtropical City, an urban laboratory for education and business.**

In 2035, Fort Lauderdale will be known as a subtropical urban laboratory. Our economy, strengthening in 2013, will be more vibrant and more diverse in 2035. The City will work with partners to retain our businesses and attract entrepreneurs, emerging industries, and global companies. Fort Lauderdale's planning and regulatory agencies will be skilled at balancing business needs and providing a stable environment for development and investment. We will remain the Yachting Capital of the World, tourism will expand throughout the City, and we will experience exponential

returns from our connections with neighboring transportation hubs. In 2012, our community has concerns about the education systems. Visioning will bring renewed attention to education as the springboard of a prosperous economy. We will reverse engineer the talent, skills, and connections needed to build a leading-edge diverse workforce.

### **IN 2035, WE ARE UNITED. We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.**

Our City will become increasingly multi-national and evolve into a vibrant kaleidoscope of multi-generational cultures and ethnicities whose philosophies, languages, music, and art will enrich the tapestry of our inclusive and close-knit community. Fort Lauderdale will become a leader in providing services to accommodate the changing face of our community. The increasing diversity will foster tremendous innovation and usher in a new era of cooperation and adaptation to meet the changing needs of our society. As entities work together, we will see to results, and ultimately, solve problems we could not solve on our own. In 2012, Fort Lauderdale committed to increasing transparency and accountability, to serve as a model of fiscal and operational efficiency, while meeting the needs of its flourishing population.

### **IN 2035, WE ARE FORT LAUDERDALE, a community of choice. We are the City you never want to leave.**

The Visioning process conveyed that we are good, but we aspire to be great in 2035. We have all of the ingredients; now we have the recipe. It is our responsibility and opportunity to make it happen. Our children and their children will experience the benefits of this 2035 Vision Plan.

The year 2035 seems quite far away, and even as this document is reflective of community aspirations documented in 2012, we acknowledge that the world, our City, and our people will change in ways we cannot anticipate or even imagine today. As we implement this Vision and move toward 2035, it should be revisited, renewed, or even rewritten to reflect the reality of the changing times. This is the charge for residents of the future. We invite you to embrace it. We encourage you to support it. And we trust you will respect it.

***Fast Forward Fort Lauderdale!***

# FAST FORWARD FORT LAUDERDALE: VISION 2035

## Vision Statement

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### **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.**



# FAST FORWARD FORT LAUDERDALE: VISION 2035

## Vision Scorecard



Measuring progress is crucial to ensure the short-term success of *Press Play Fort Lauderdale 2018* and the long-term success of *Fast Forward Fort Lauderdale 2035*. The 2035 Vision Scorecard will be a living document, and it will change as we progress into the future. It will show our successes and where we need to focus more attention in order to reach our goals.

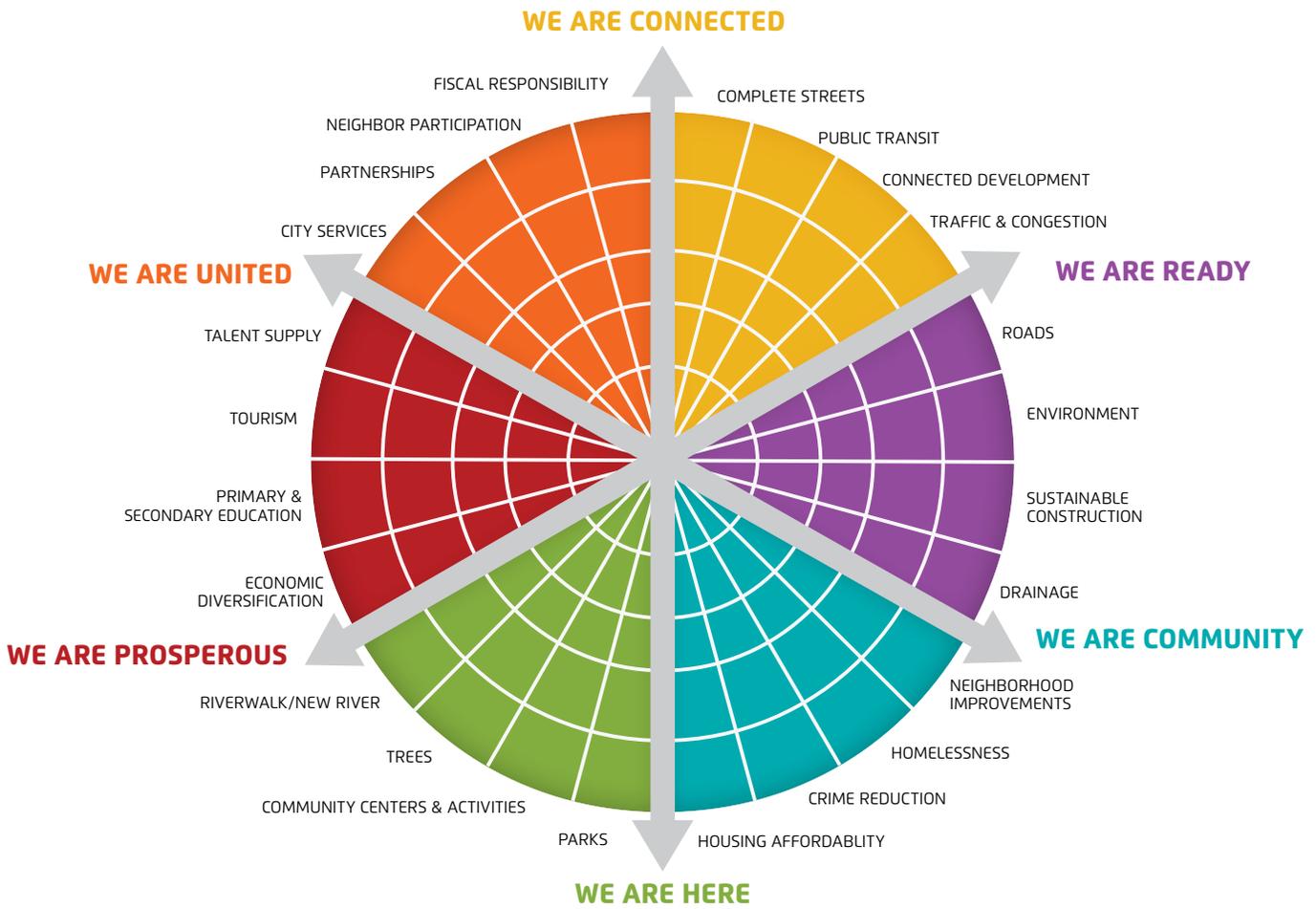
The scorecard is a clear and simple depiction of the high-level key performance indicators that best represent the overarching desired outcome of the associated category. The Vision for 2035 is a community vision; one that we cannot achieve without the help of our partners. Therefore, some of the performance indicators included in the Vision Scorecard are not under the direct control of City government. However, they are still important to monitor as we work together to achieve our collective goals. The Vision Scorecard will be akin to the 10% of the iceberg visible above water. Below it are operational and project specific performance measures. These and other indicators will be monitored throughout the Cylinders of Excellence on a routine basis.

Conceptually, the scorecard is represented as a circle with each of the measures representing a piece of the pie. When looking at the segmentation of ideas in the scorecard, one will first see the sections divided by the Vision Directions. Starting off, the pieces of the pie will be small and faint. This is because we are measuring where we started, but as we move forward and begin achieving our Vision, the pie pieces will grow, merge, and darken. When our Vision for 2035 is a reality, the pie pieces will no longer be separate, faint, or small, but instead all of our pieces will be connected and will be strong and vibrant, like our City.

A preliminary Vision Scorecard has been developed and will be fine-tuned through collaboration and engagement with the community. *Fast Forward Fort Lauderdale 2035* is a community plan, and the indicators selected should be those that matter. They will be shared transparently through the City of Fort Lauderdale's website. Stay tuned!

# FAST FORWARD FORT LAUDERDALE: VISION 2035

## Vision Scorecard



# FAST FORWARD FORT LAUDERDALE: VISION 2035

## Vision Scorecard



VISION PLAN CATEGORY:		KEY PERFORMANCE INDICATOR:	BASELINE:	5-YR TARGET:
<b>We are Connected</b>	Complete Streets	Walkability Score	59	66
	Public Transit	Percent of residents that drive to work alone	74%	68%
	Connected Development	Percent of Connectivity Map completed	10%	25%
	Traffic & Congestion	Satisfaction with overall flow of traffic	39%	45%
<b>We are Ready</b>	Roads	Percent of City roadways with an average Pavement Condition Index Score of greater than or equal to 70	N/A	70%
	Environment	Percent of Sustainability Action Plan (SAP) initiatives implemented	10%	80%
	Sustainable Construction	Citywide greenhouse gas (GHG) emissions per capita	15.65	12.11
	Drainage	FEMA Community Rating System (CRS) Score	7	5
<b>We are Community</b>	Neighborhood Improvements	Average time to resolve code violations	N/A	159
	Homelessness	Number of chronically homeless	408	250
	Crime Reduction	Crime rate per 1,000 residents	68.2	Decrease
	Housing Affordability	Percent of households that pay 30% or more of household income on housing	51.4%	Decrease
<b>We are Here</b>	Parks	Percent of residents that live within a 10-minute walk of a park	67%	70%
	Community Centers & Activities	Satisfaction with the quality of Parks and Recreation programs and facilities	75%	81%
	Trees	Tree canopy coverage citywide	20.6%	23.6 %
	Riverwalk/New River	Percent of the Riverwalk District Plan's Implementation Matrix implemented	17%	100%
<b>We are Prosperous</b>	Economic Diversification	Unemployment Rate	6.9%	Decrease
	Primary & Secondary Education	Fort Lauderdale public high school graduation rate	86.6%	90%
	Tourism	Percent of tourism tax generated by Fort Lauderdale	49.6%	50%
	Talent Supply	Percent of residents aged 18-44 with a bachelor's degree or higher	32.6%	Increase
<b>We are United</b>	City Services	Satisfaction with the overall quality of City services	67%	73%
	Partnerships	Voter turnout	12.43%	Increase
	Neighbor Participation	Volunteer hours	N/A	400,000
	Fiscal Responsibility	Property values	\$23,619,153,693	\$28,839,304,588



# PRESS PLAY FORT LAUDERDALE: Strategic Plan 2018 Goals

## INFRASTRUCTURE

### **G1** *GOAL 1: Be a pedestrian friendly, multi-modal City.*

The focus for infrastructure improvements in the next five years will be the planning, design and construction of pedestrian friendly streets. Our Infrastructure will be adaptive, well-designed and constructed to facilitate an easy and safe pedestrian-first experience, with shaded streets that are a pleasure to walk. Neighbors will have more connected mobility options, including increased sidewalks and greenways, additional bicycle amenities, and more public transportation options that are safe, reliable and accessible. Focus will be placed on completing the studies and design of projects with co-benefits that will result in a more connected Fort Lauderdale. As a result, the City will be well-positioned to apply for federal and regional grant investment dollars to fund final construction. These investments will also position us for economic growth.

- Improve transportation options and reduce congestion by working with agency partners
- Integrate transportation land use and planning to create a walkable and bikeable community
- Improve pedestrian, bicyclist and vehicular safety

### **G2** *GOAL 2: Be a sustainable and resilient community.*

Fort Lauderdale's roadways and bridges, water and wastewater systems, and drainage infrastructure will be more structurally sustainable to meet the needs of current and future generations. This will make our City increasingly resilient to inclement weather, high-tides, future water demands, and a growing population. Our community will utilize sustainable construction techniques and efficiencies to blend buildings with the natural environment, and increase recycling practices to minimize our environmental impact.

- Proactively maintain our water, wastewater, road and bridge infrastructure
- Reduce flooding and adapt to sea level rise
- Improve climate change resiliency by incorporating local, regional and mega-regional plans
- Reduce solid waste disposal and increase recycling
- Improve air and water quality and our natural environment
- Secure our community's water supply



# PRESS PLAY FORT LAUDERDALE: Strategic Plan 2018 Goals



## PUBLIC PLACES

**G3** *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.*

Fort Lauderdale is focused on ensuring that our public places are beautifully maintained, shaded, and landscaped. In the next five years, we will improve the landscape, level of maintenance, and attention paid to our public spaces. We will infuse arts and culture to attract neighbors and visitors, and benefit from a more connected, pedestrian friendly environment. Well-positioned trees will complement our public realm, offering shade and cooling effects. Dynamic and interactive planning will ensure that developments connect with and benefit our public realm as we utilize existing master plans to achieve this goal. This progress will enhance the identity and overall image of our City.

- Improve access to and enjoyment of our beach, Riverwalk, waterways, parks, and open spaces for everyone
- Enhance the City's identity and appearance through well-maintained green space, parks, major corridors, gateways, and medians
- Integrate arts and cultural elements into public places
- Cultivate our urban forest
- Work with partners to reduce homelessness by promoting independence and self-worth through advocacy, housing, and comprehensive services

**G4** *GOAL 4: Be a healthy community with fun and stimulating recreational activities for our neighbors.*

The City will continue to provide after-school, evening, and weekend programming to promote and encourage healthy living, following community needs and trends. As the downtown of Broward County, our gathering places will continue to be home to renowned celebrations and events. Staff will focus on streamlining the event processes, parking and traffic logistics, and neighborhood coordination.

- Offer a diverse range of youth, adult, and senior recreational programming
- Celebrate our community through special events and sports

# PRESS PLAY FORT LAUDERDALE: Strategic Plan 2018 Goals



## NEIGHBORHOOD ENHANCEMENT

### **G5** *GOAL 5: Be a community of strong, beautiful, and healthy neighborhoods.*

Fort Lauderdale will continue to focus on innovative ways to convene neighbors to create strong, respectful communities. By recognizing that neighborhood beautification benefits quality of life for everyone, the City will update its code compliance process to encourage well-maintained properties and shared public spaces. Shared spaces, whether they are pocket parks, medians, parklets or other great public places, will be further enhanced to support healthier lifestyles by encouraging the community to garden, connect, and be active.

- Increase neighbor engagement and improve communication networks within and among neighborhoods
- Enhance the beauty, aesthetics, and environmental quality of neighborhoods
- Increase healthy living through locally grown and fresh foods

### **G6** *GOAL 6: Be an inclusive community made up of distinct, complementary, and diverse neighborhoods.*

In the next five years, the City will focus on evolving zoning ordinances to reflect current master plans and neighborhood plans. As a government, we will work with developers and partners to provide our neighbors with a range of housing options, reflective of our City's unique character and creativity which parallels our ever changing demographics and needs.

- Evolve and update the land development code to balance neighborhood quality, character, and livability through sustainable development
- Ensure a range of housing options for current and future neighbors



## BUSINESS DEVELOPMENT

### **G7** *GOAL 7: Be a well-positioned City within the global economic and tourism markets of the South Florida region, leveraging our airports, port, and rail connections.*

Fort Lauderdale is committed to working with partners to create an environment for economic growth. Our natural aesthetics, unique coastal assets, regional links, and strong industries place us in an advantageous position to attract, expand, and retain regional and global businesses. The City will work to optimize these strengths, acting as a catalyst over the next five years to achieve superior success. Our local economy will be further enhanced by the influx of domestic and international travelers that are able to arrive easily and enjoy their time in a destination vacationland City.

- Define, cultivate, and attract targeted and emerging industries
- Facilitate a responsive and proactive business climate
- Advance beach resiliency and renourishment
- Deliver best-in-class regional general aviation airport amenities and services to domestic and international stakeholders

### **G8** *GOAL 8: Be known for educational excellence.*

Fort Lauderdale is committed to effectively developing and utilizing strong partnerships with business, community, and educational institutions to increase investment in the educational development of youth and adults. These flourishing partnerships will bring the community together to develop the next generation of leading talent. With targeted industries in mind, the City will reverse engineer the abilities, skills, and connections of our homegrown talent supply, building a leading-edge workforce of up-and-coming leaders primed for success and recognizable on a local, regional, and international scale.

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

## PUBLIC SAFETY

### **G9** *GOAL 9: Be the safest urban coastal city in South Florida through preventative and responsive police and fire protection.*

Safety and health are essential to our growing community's quality of life, with both areas being the focus for strategic innovation over the next five years. Advancements in public safety will stem from the analytical use of data to prevent emerging crimes through smart policing initiatives and through modernizing the technology infrastructure. Fire-Rescue will continue to respond quickly to all life-safety incidents. Technical and medical expertise and equipment will continue to positively influence health and property outcomes on both land and water.

- Prevent and solve crime in all neighborhoods
- Provide quick and exceptional fire, medical, and emergency response

### **G10** *GOAL 10: Be a city well-prepared for and responsive to all hazards.*

Fort Lauderdale is focused on being prepared and ready to respond to inclement weather, natural disasters, and other hazards. Through collaborative partnerships, active community involvement, advance planning, prevention efforts, and infrastructure improvements, risks and recovery from hazards will be minimized.

- Provide and effectively communicate comprehensive emergency management planning and disaster recovery
- Involve our neighbors with prevention efforts and emergency preparedness

# PRESS PLAY FORT LAUDERDALE: Strategic Plan 2018 Goals



## INTERNAL SUPPORT

### **G11** *GOAL 11: Be a well-trained, innovative, and neighbor-centric workforce that builds community.*

As an organization, the City will make advances in training and provide essential tools to deliver superior service to our neighbors. A culture of initiative, innovation, and continuous improvement will be integrated in all departments and work units. Core to developing this engaging work environment is recognition, leadership support, and cross-departmental collaboration. Advances in employee safety procedures and wellness opportunities will help energize our workforce to build community.

- Foster professional and rewarding careers
- Improve employee safety and wellness
- Continuously improve and innovate communication and service delivery
- Provide reliable and progressive technology infrastructure

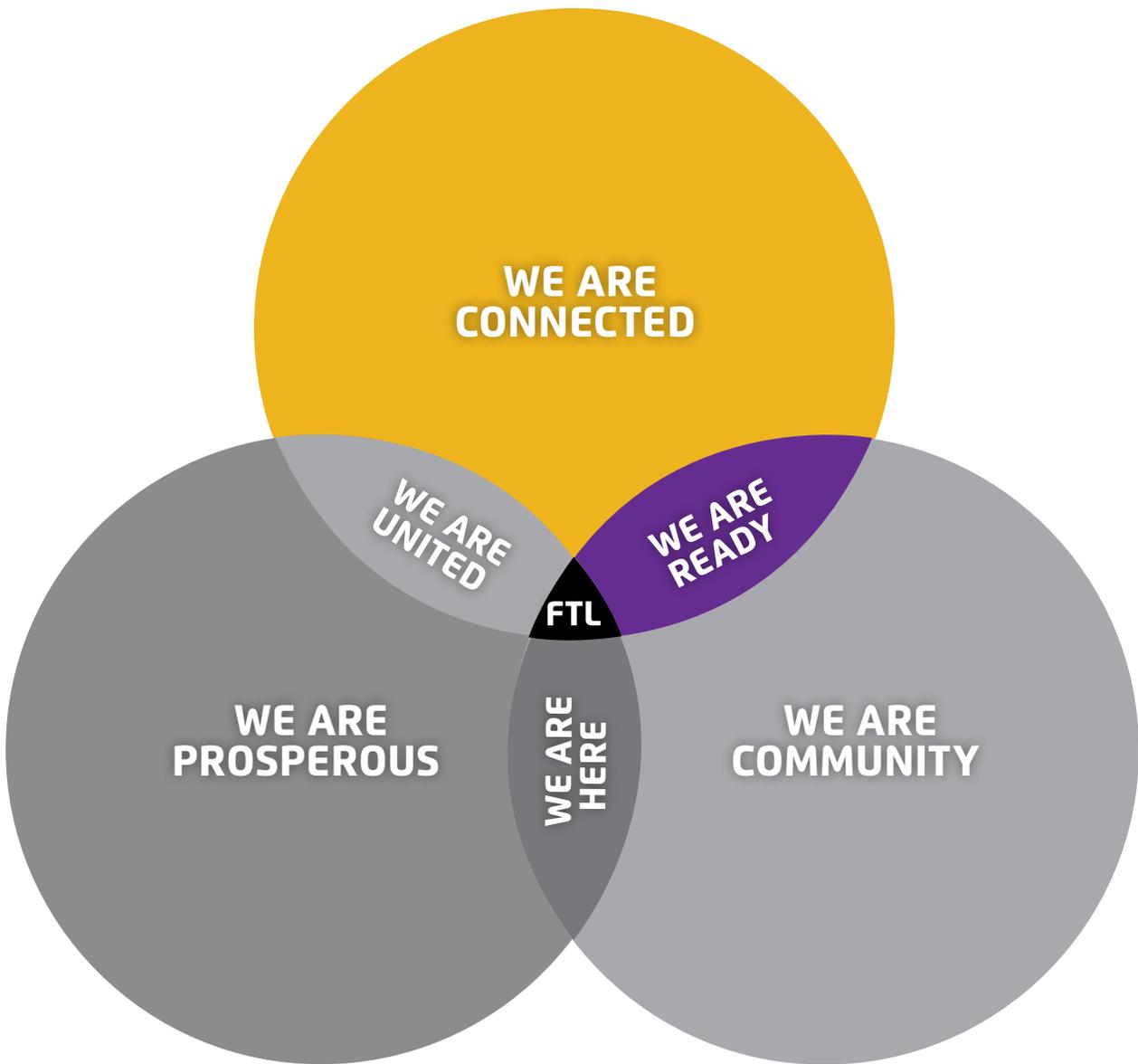
### **G12** *GOAL 12: Be a leading government organization, managing our resources wisely and sustainably.*

Our revenues will be strategically allocated for smart and streamlined delivery of finance, budget, and procurement. By implementing preventive maintenance approaches and sustainability practices to reduce resource-use and generate savings, we will further extend the useful life and efficiencies of our infrastructure and fleet.

- Ensure sound fiscal management
- Achieve excellent procurement services through technological advancements, improved procedures, and outreach programs
- Provide safe, efficient, and well-maintained vehicles, equipment, and facilities and integrate sustainability into daily operations

# ALIGNMENT OF VISION DIRECTIONS AND STRATEGIC GOALS

FAST FORWARD FORT LAUDERDALE 2035 VISION PLAN: VISION DIRECTIONS						
	WE ARE CONNECTED	WE ARE READY	WE ARE COMMUNITY	WE ARE HERE	WE ARE PROSPEROUS	WE ARE UNITED
<p>Press Play Fort Lauderdale 2018 is holistic, rather than a series of separate and distinct goals. Goals are inter-related, success in one area can bring benefits in another. Each goal and its initiatives bring our community one step closer to achieving our community Vision. Here we present the Vision directions and the Strategic Plan goals in one place, demonstrating inter-dependence and alignment.</p>						
<b>STRATEGIC GOALS</b>						
INFRASTRUCTURE	BE A PEDESTRIAN FRIENDLY, MULTI-MODAL CITY	●	●	●	●	●
	BE A SUSTAINABLE AND RESILIENT COMMUNITY	●	●	●	●	●
PUBLIC PLACES	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	●	●	●	●	●
	BE A HEALTHY COMMUNITY WITH FUN AND STIMULATING RECREATIONAL ACTIVITIES FOR OUR NEIGHBORS	●	●	●	●	●
NEIGHBORHOOD ENHANCEMENT	BE A COMMUNITY OF STRONG, BEAUTIFUL, AND HEALTHY NEIGHBORHOODS	●	●	●	●	●
	BE AN INCLUSIVE COMMUNITY MADE UP OF DISTINCT, COMPLIMENTARY AND DIVERSE NEIGHBORHOODS	●	●	●	●	●
BUSINESS DEVELOPMENT	BE A WELL-POSITIONED CITY WITHIN THE GLOBAL ECONOMIC AND TOURISM MARKETS OF THE SOUTH FLORIDA REGION; LEVERAGING OUR AIRPORTS, PORT, AND RAIL CONNECTIONS	●	●	●	●	●
	BE KNOWN FOR EDUCATIONAL EXCELLENCE	●	●	●	●	●
PUBLIC SAFETY	BE THE SAFEST URBAN COASTAL CITY IN SOUTH FLORIDA THROUGH PREVENTIVE AND RESPONSIVE POLICE AND FIRE PROTECTION	●	●	●	●	●
	BE WELL-PREPARED FOR AND RESPONSIVE TO ALL HAZARDS	●	●	●	●	●
INTERNAL SUPPORT	BE A WELL-TRAINED, INNOVATIVE, AND NEIGHBOR-CENTRIC WORK FORCE THAT BUILDS COMMUNITY	●	●	●	●	●
	BE A LEADING GOVERNMENT ORGANIZATION, MANAGING RESOURCES WISELY AND SUSTAINABLY	●	●	●	●	●



*FAST FORWARD FORT LAUDERDALE 2035*  
VISION STATEMENT

**"We need to have an urban center that is pedestrian and bike friendly. A place that becomes the 'heart' of the City."  
- BIG IDEAS EVENT, OCTOBER 2012**

# INFRASTRUCTURE



**G1** *GOAL 1: Be a pedestrian friendly, multi-modal City.*

**G2** *GOAL 2: Be a sustainable and resilient community.*



**Infrastructure** directly impacts our community every day. Quality infrastructure leads to neighborhood enhancement, active and safe public places, and spurs business and economic development. Our country, as a whole, is currently facing the dilemma of how to effectively address aging infrastructure with shrinking government budgets. In many areas of the nation, roadways, bridges, drinking water and wastewater systems are well past their useful life expectancy and are in need of renovations and upgrades. As one of the oldest cities in Broward County, Fort Lauderdale is not immune from dealing with this formidable challenge, which is exacerbated by the City's subtropical climate, coastal location and susceptibility to flooding and sea level rise. Not surprisingly, *Fast Forward Fort Lauderdale 2035* contains hundreds of ideas related to the categories of Connected Development, Complete Streets, Public Transit, Sustainability, and Infrastructure.

**The City will make significant infrastructure advances in the next five years.**



Fort Lauderdale will see real **changes in transportation options and pedestrian friendliness** to accommodate expected increases in our population. Thousands of new residential units in downtown coupled with an increase in the flow of commuters will require a more Transit-Oriented Development (TOD) strategy. A Multi-Modal Connectivity Map is in the final stages of development and will focus on a system that offers users diverse transportation options based on Complete Streets and Livability Principles at its core. The map is the foundation for prioritizing projects to implement the connectivity aspects of *Fast Forward Fort Lauderdale 2035*, along with other opportunities, such as those outlined in the Downtown Walkability Study. Staff is engaged in planning services for several significant transit initiatives including the Wave Streetcar, the Central Broward East-West project, All Aboard Florida and the Transportation Management Association's (TMA) Sun Trolley community bus system. Additionally, water transportation will benefit from dredging plans that are in place to improve waterway navigability and increase access to our waterfronts.

**Strategic community investments that consider adaptation and resiliency** are important now and for future generations. Like many coastal communities, Fort Lauderdale is consciously incorporating ways to address climate change, sea level rise, and impacts from extreme weather events into our short and long-term operations and planning. High tides, and heavy rain events impact our drainage systems and cause tidal and stormwater related flooding. The Water Works 2011 program was a major undertaking and a substantial investment in the future of our community. In the next five years, the City will focus on continuing our progress by proactively lining pipes, inspecting and cleaning water

lines, and creating Adaptation Action Areas and traditional gray and natural green infrastructure, such as water retention parks and bio-swales. Roads, sidewalks, and bridges need smart investments and maintenance in ways that meet resiliency and daily transportation needs. While prior generations made significant investments to ensure that we have sound infrastructure, we are now responsible for maintaining and preparing for future challenges and demands.





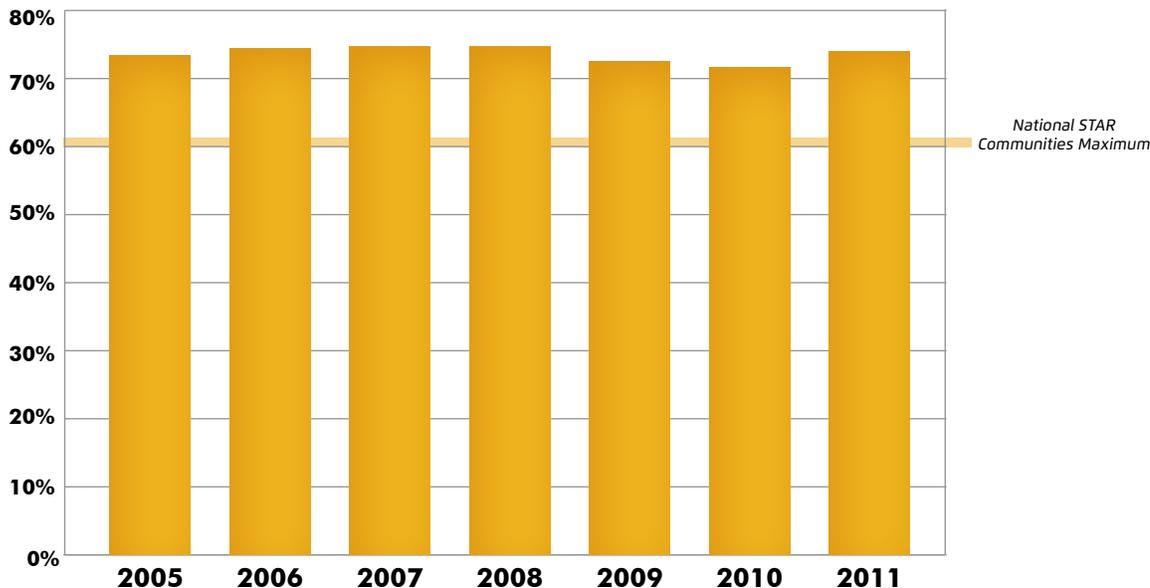
# G1

## GOAL 1 OBJECTIVES

- 01** **OBJECTIVE 1:** Improve transportation options and reduce congestion by working with agency partners
- 02** **OBJECTIVE 2:** Integrate transportation land use and planning to create a walkable and bikeable community
- 03** **OBJECTIVE 3:** Improve pedestrian, bicyclist, and vehicular safety

The focus for infrastructure improvements in the next five years will be the planning, design and construction of pedestrian friendly streets. Our infrastructure will be adaptive, well-designed and constructed to facilitate an easy and safe pedestrian-first experience, with shaded streets that are a pleasure to walk. Neighbors will have more connected mobility options, including increased sidewalks and greenways, additional bicycle amenities, and more public transportation options that are safe, reliable and accessible. Focus will be placed on completing the studies and design of projects with co-benefits that will result in a more connected Fort Lauderdale. As a result, the City will be well-positioned to apply for federal and regional grant investment dollars to fund final construction. These investments will also position us for economic growth.

## Commuters 16 and Over Who Drive Alone to Work



Source: American Community Survey 1-Year Estimates, 2005-2011

The City of Fort Lauderdale desires to be a multi-modal city; a city that is safe, pedestrian and bike friendly, and easy to move through, with seamless connections to regional mass transit, such as Tri-Rail, Port Everglades, and the airports. In a 2012 Telephone Town Hall Meeting poll, 10% of participants indicated that the City was “very pedestrian friendly,” while 54% indicated that the City “needs a lot of improvement.” The 2012 Neighbor Survey also revealed low levels of satisfaction among respondents for walking and biking safety in Fort Lauderdale, with 43% of respondents being satisfied with the safety of walking and 30% being satisfied with the safety of biking within the City. The following objectives and initiatives outline our strategic approach to progress.

### 2012 NEIGHBOR SURVEY SNAPSHOT:

- 60% of neighbors are satisfied with the availability of side walks in the City.
- 43% of neighbors are satisfied with the safety of walking in the City.
- 34% of neighbors are satisfied with the availability of biking paths and amenities.
- 30% of neighbors are satisfied with the safety of biking in the City.

01

**OBJECTIVE 1:**

Improve transportation options and reduce congestion by working with agency partners

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Strategically route and expand the Sun Trolley as an overall complement to upcoming major transportation projects	Transportation and Mobility (T&M)	DDA, TMA
2. » Monitor All Aboard Florida Implementation and advocate for the City's best interest	T&M	DSD, DDA, All Aboard Florida, MPO, SFRTA
3. » Work with partners to construct the Wave Streetcar, including the Transit-Oriented Development (TOD) ordinances and connections to airport, port, and rail stations	T&M	DSD, DDA, BCAD, BCT, MPO, PE, SFRTA
4. » Improve bus and mass transit amenities such as shelters and incorporate green design when feasible	T&M	DSD, BCT, FDOT, MPO, TMA, Wave
5. » Work with partners to plan for the construction of Central Broward East-West Transit (light rail) Project in 2020	T&M	BCT, FDOT, MPO
6. » Partner with agencies and businesses to increase commuter car-pooling and to incentivize and encourage mass transit use	T&M	DDA, BCT, FDOT, GFLCC, SFCS, SFRTA, Tri-Rail
7. » Develop balanced public/private parking amenities that address future changes in modal share, such as motorcycles and scooters. Incorporate innovative design and sustainable practices that reduce greenhouse gas emissions	T&M	DSD, DDA, B-Cycle, Private Parking Associations,
8. Implement the Broward Boulevard Gateway project to reduce congestion and calm traffic through transit planning and investment improvements to east-west connections, including: traffic signal synchronization, streetscapes, and review of traffic flow patterns in the downtown	T&M	DSD, BCT, FDOT, MPO
9. Implement and monitor the parklets pilot program	Sustainable Development (DSD)	T&M
10. Incorporate university talent and knowledge into the planning and design of urban areas	DSD	FAU, FIU
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» Percent of residents that drive to work alone	74%	68%
» Satisfaction with the overall flow of traffic	39%	45%
• Percent annual change in the number of Transit Management Authority (TMA) boardings	490,000	2% annual increase
• Percent of TMA total cost recovery	75%	90%
• Percent of commuters that use public transportation (excluding taxi-cab) to get to work	4.1%	Increase
• Percent of commuters that walk or bike to work	4.5%	Increase
• Number of improvements to transportation options and amenities	N/A	Average 1 per new approved development

» indicates an idea from the Vision Plan. For more information on strategic initiative partners, see [Cylinders of Excellence Community Partners](#)

## 02

**OBJECTIVE 2:**

Integrate transportation land use and planning to create a walkable and bikeable community

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Plan for the MPO Hub network to connect people from live centers to employment centers	T&M	DSD, MPO
2. » Implement feasible short and long-term Downtown Walkability Study results	T&M	DSD, DDA, MPO
3. » Develop a citywide comprehensive public/private sidewalk policy and plan to improve sidewalks and connections	T&M	DSD, PWD
4. » Develop bike amenities	T&M	DSD, PWD, BC, B-Cycle, FDOT, MPO,
5. » Construct ADA accessible transit stops	Public Works (PWD)	DSD, T&M, MPO, SFRTA
6. » Develop and implement the Connectivity Master Plan to improve accessibility	T&M	DSD, PWD, DDA, BC, FDOT, MPO
7. » Develop and Implement Transit-Oriented Development (TOD) ordinance	DSD	T&M, DDA, BCT, MPO, SFRTA,
8. » Adopt Complete Streets guidelines	T&M	DSD, PWD, BC, MPO
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» Percent of Connectivity Map completed	10%	25%
» Walkability score	59	66
• Percent of TMA transit stops that are ADA accessible	33%	100%
• Annual increase in the number of linear feet of bicycle lanes, greenways, and sidewalks installed	N/A	20,000
• Percent increase in the number of B-Cycle trips	10,915	2% annually

## 03

**OBJECTIVE 3:**

Improve pedestrian, bicyclist, and vehicular safety

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Implement traffic calming mechanisms to increase safety through environmental design	T&M	FLPD, PWD, BC, CA, FDOT, MPO
2. » Provide public education on pedestrian, bicyclist, and driver safety	Police Department (FLPD)	T&M, B-Cycle
3. Maximize the Advanced Traffic Management System (ATMS) project as appropriate for public information	T&M	BCT, FDOT
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Number of vehicle accidents involving pedestrians	164	Decrease
• Number of vehicle accidents involving bicyclists	152	Decrease

G2

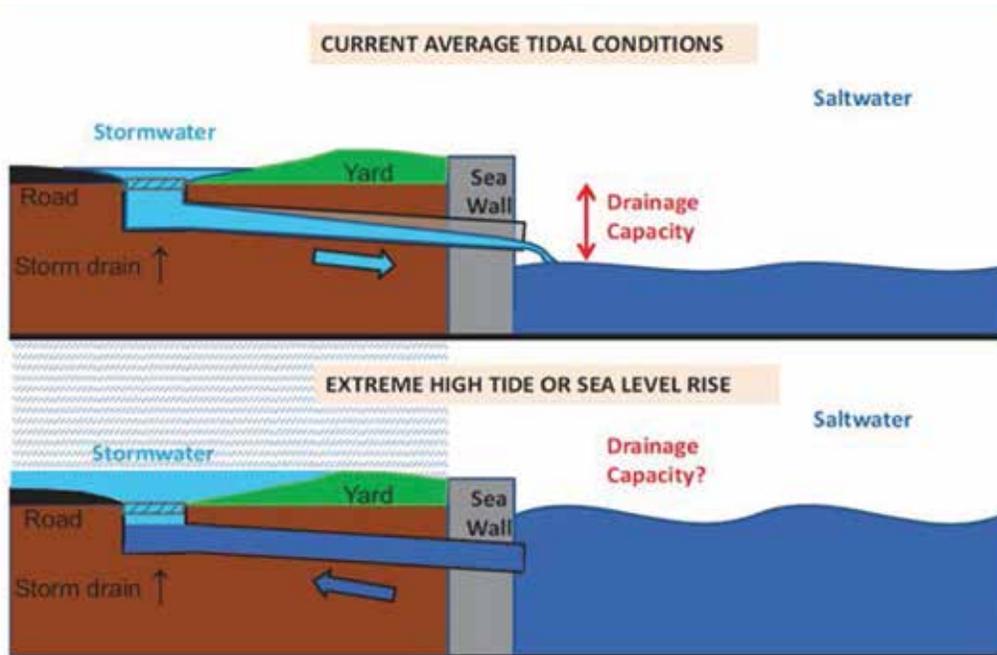
**GOAL 2 OBJECTIVES**

- 01** **OBJECTIVE 1:** Proactively maintain our water, wastewater, road and bridge infrastructure
- 02** **OBJECTIVE 2:** Reduce flooding and adapt to sea level rise
- 03** **OBJECTIVE 3:** Improve climate change resiliency by incorporating local, regional and mega- regional plans
- 04** **OBJECTIVE 4:** Reduce solid waste disposal and increase recycling
- 05** **OBJECTIVE 5:** Improve air and water quality and our natural environment
- 06** **OBJECTIVE 6:** Secure our community's water supply

Fort Lauderdale's roadways and bridges, water and wastewater systems, and drainage infrastructure will be more structurally sustainable to meet the needs of current and future generations. This will make our City increasingly resilient to inclement weather, high-tides, future water demands, and a growing population. Our community will utilize sustainable construction techniques and efficiencies to blend buildings with the natural environment, and increase recycling practices to minimize our environmental impact.

Given our coastal location, beginning in the next five years and continuing beyond, the City will focus on building a sustainable and resilient infrastructure. We are surrounded by water and impacted by high tides, heavy rain events, and sea level rise, all of which significantly impact our drainage and gravity sewer infrastructure. We will need to design differently to account for these changes. This means smart investments in our community infrastructure for short-term and long-term economic and environmental viability and quality of life. Our roads, bridges, water and wastewater systems, and drainage infrastructure will need to be maintained and updated in accordance with sea level rise projections and other coastal threats.

### Drainage Challenge with Sea Level Rise

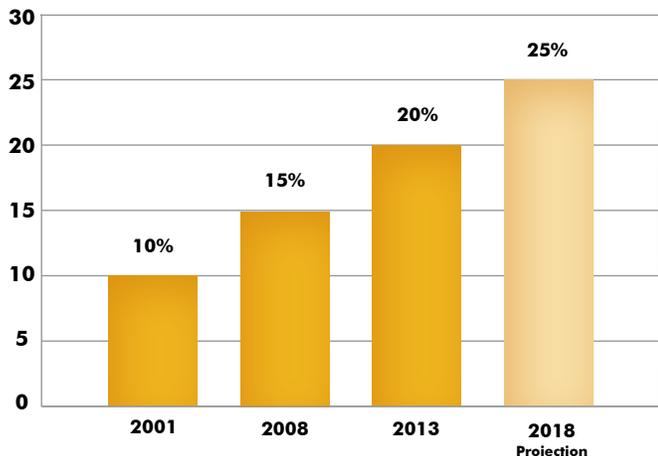


Graphic courtesy of Dr. Nancy Gassman, Broward County

Additional benefits can be realized through increasing our participation in the FEMA Community Rating System (CRS) program. By increasing our flood-prevention efforts, we will be able to further protect our community from flooding risks, and save our neighbors money on flood insurance premiums as we achieve lower CRS scores. Focusing on awareness, planning, and efficiency now, will help us safeguard our long term water supply later. We must also make a commitment to reduce our energy use and choose recycling and

reduction over disposal. We will evaluate our recycling and yard waste programs with an eye toward reducing waste and generating useful products, such as mulch. We will examine, pilot, and implement industry trends that will provide the best and highest use of our operations and waste. All of these initiatives will be carried out to protect the most fundamental environmental resources that sustain our community: air, water, and natural resources.

Neighbor Flood Insurance Discount



Source: Federal Emergency Management Agency (FEMA), Community Rating System

#### 2012 NEIGHBOR SURVEY SNAPSHOT:

- 59% of neighbors are satisfied with the overall quality of drinking water.
- 34% of neighbors are satisfied with the prevention of storm water related flooding.
- 34% of neighbors are satisfied with the prevention of tidal related flooding.

01

**OBJECTIVE 1:**

Proactively maintain our water, wastewater, road and bridge infrastructure

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Implement a road condition evaluation and maintenance program utilizing the Pavement Condition Index for prioritization of improvements	PWD	
2. » Consider placing utilities underground when feasible	PWD	AT&T, FPL
3. » Conduct an analysis of canal dredging needs and examine funding scenarios	PWD	P&R, MAB, SFWMD, USACE
4. » Examine funding options to maintain and update our aging bridge infrastructure considering sea level rise, pedestrian friendliness, and aesthetics	PWD	T&M, FDOT, MPO
5. Update the Water and Sewer Master Plan; integrate the plan with infrastructure improvements that include modern and efficient energy standards	PWD	UAC, FDOH, BC, Developers, Municipalities Served
6. Develop a Water Capacity Model and approval process for future development	PWD	Developers
7. Address excessive Infiltration and Inflow (I&I), and develop performance indicators	PWD	CMO-SI, Consultants
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET
» Percent of City roadways with an average Pavement Condition Index score of 70 or above	N/A	70%
• Percent of sewer pipe lined	60.45%	85%
• Number of sewage overflows annually	30	20
• Number of water line breaks annually	900	850
• Percent of bridges with a Sufficiency Rating above 50%	55.77%	75%

02

**OBJECTIVE 2:**

Reduce flooding and adapt to sea level rise

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Incorporate sea level rise and resiliency projections into the Stormwater Management Plan and the Flood Hazard Mitigation program	PWD	FLFR, BC, Compact, Seven50, SFWMD
2. Implement the Stormwater Management Plan and examine funding rate structures based on vulnerability	PWD	BC, Compact
3. Implement the Flood Hazard Mitigation Program for residents	PWD	CMO-BDGT, DSD, FLFR, BC, FDEM, FEMA
4. Utilize a multi-agency advisory group to evaluate and implement solutions to address flooding concerns	PWD	BC, Consultant
5. Identify potential Adaptation Action Areas (AAA) and develop AAA policies	PWD	DSD, FLFR, T&M, PNZ, CA, DEO, DEP, NOAA, SFRPC
6. Examine and update the Save Our Swales program to include bio-swale options	PWD	Neighbors

» indicates an idea from the Vision Plan. For more information on strategic initiative partners, see [Cylinders of Excellence Community Partners](#)

KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» FEMA Community Rating System (CRS) Score	7	5
• Percent of reclaimed Save Our Swales applications that are completed	90%	90%
• Percent of storm drains inspected and/or cleaned twice annually	100%	100%
• Acres of natural spaces in flood plain	893	900

## 03

**OBJECTIVE 3:**

Improve climate change resiliency by incorporating local, regional and mega- regional plans

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Implement the Sustainability Action Plan (SAP); align it with the Southeast Florida Regional Climate Action Plan (SFRCAP) and the Seven Counties - 50 Years Southeast Florida Prosperity Plan, and monitor progress	PWD	SAB, BC
2. » Create and monitor the Sustainability Scorecard	PWD	CMO-SI
3. Develop an approach for the future SAP update	PWD	DSD, P&R, T&M, SAB
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» Percent of SAP initiatives implemented	10%	80%
» Citywide greenhouse gas emissions per capita	15.65	12.11

## 04

**OBJECTIVE 4:**

Reduce solid waste disposal and increase recycling

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Implement Multi-Family/Commercial Recycling Program	PWD	P&R, BC
2. Examine mandating commercial recycling through code amendments	PWD	DSD
3. Explore the potential of turning yard waste collected by Parks and Recreation into free mulch for neighbors	P&R	PWD
4. Examine the possibility of using sludge from water and wastewater operations more effectively	PWD	Consultants
5. Explore the best and highest use of the compost site	P&R	PWD
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Recycling and yard waste tons as a percent of garbage disposed	37.4%	50%
• Household refuse collected (tons)	38,772	31,018
• Yard waste materials diverted from disposal (tons)	16,190	17,809
• Recycling material diverted from disposal (tons)	9,107	10,018

**05 OBJECTIVE 5:**

Improve air and water quality and our natural environment

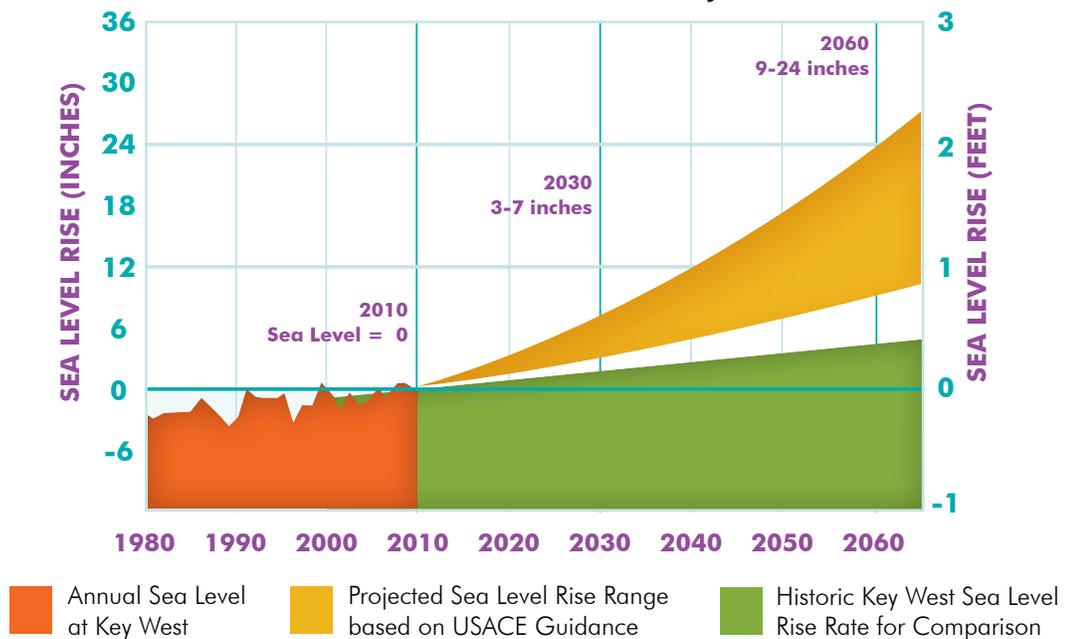
STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Evaluate results of the National Pollution Discharge Elimination System (NPDES) program to keep our waterways clean</b>	PWD	DEP
2. Explore and determine the environmental compliance rate and impact of businesses that hold County and State environmental permits	PWD	BC, Florida
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Percent of days that air quality is rated “good” or “moderate”	99.73%	100%
• Percent compliance with surface water quality standards	96%	96%

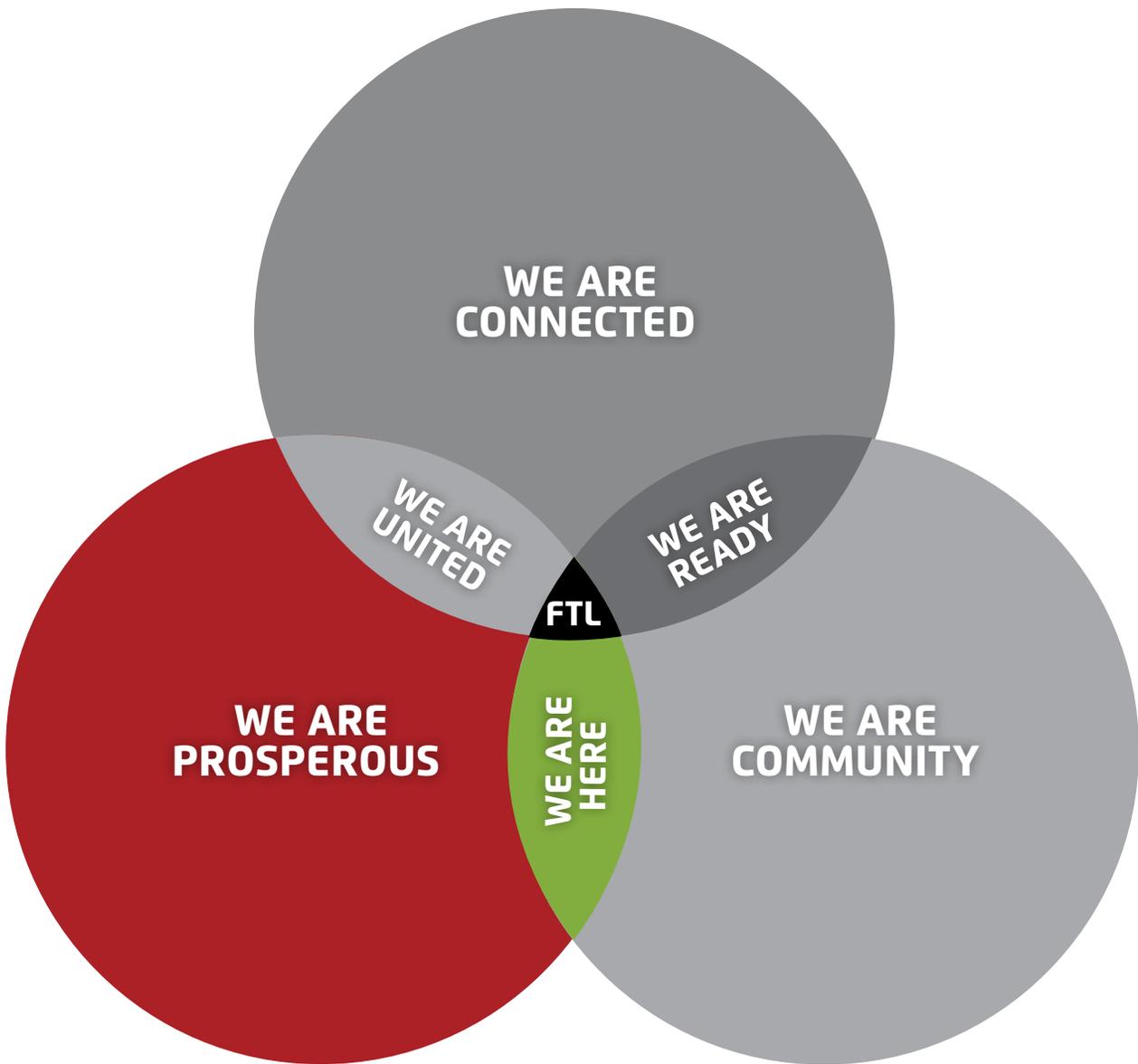
**06 OBJECTIVE 6:**

Secure our community’s water supply

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Work with partners to identify and implement wastewater reuse opportunities</b>	PWD	Consultants
2. <b>» Participate in regional Long-Term Water Supply Strategies (C-51)</b>	PWD	BC, PBC, SFWMD
3. Monitor the salt intrusion line and implement best practices, reuse, and other practices to hold the line	PWD	BC
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Water use per capita	190 MGD	180 MGD
• Percent compliance with primary drinking water standards	100%	100%

Unified Sea Level Rise Projection





*FAST FORWARD FORT LAUDERDALE 2035*  
VISION STATEMENT

**“People are social animals and want to gather. We look for places where we can live, work, and play...”**

**- BIG IDEAS EVENT, 2012**

# PUBLIC PLACES



**G3**

**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.**

**G4**

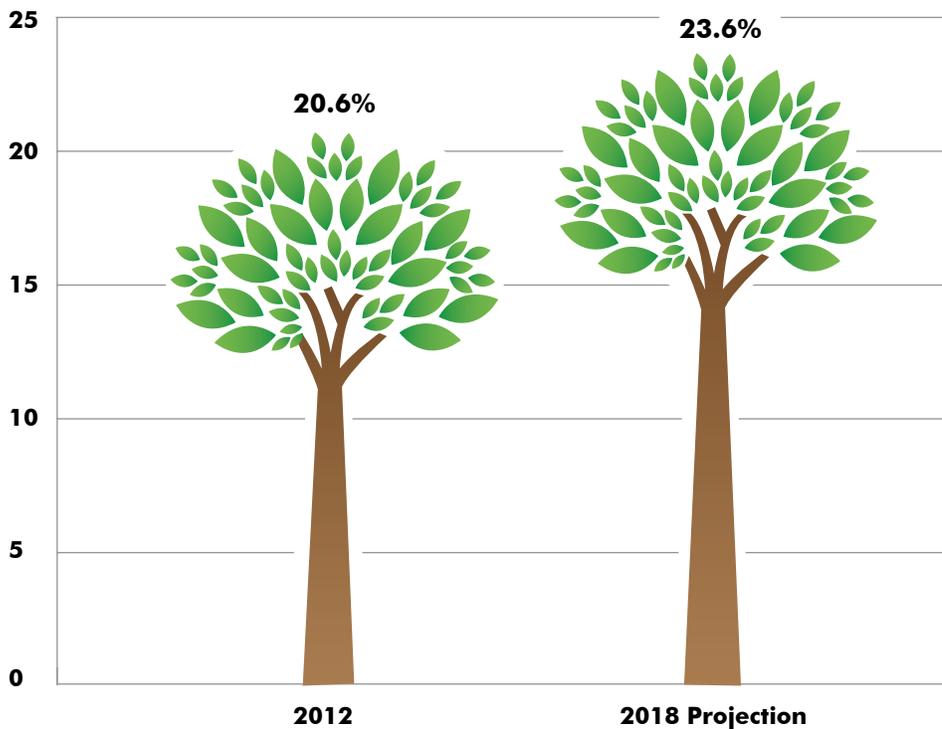
**GOAL 4: Be a healthy community with fun and stimulating recreational activities for our neighbors.**

Great cities worldwide have great **public places**, from small passive parks, to grand public plazas and pleasant pathways. The outreach for *Fast Forward Fort Lauderdale 2035* brought in 267 ideas related to the sub-category of Culture and Public Spaces. Ideas focused on specific initiatives to enhance parks, community centers and activities, activate the Riverwalk, create Healthy Communities, and address homelessness.

Fort Lauderdale has more than seven miles of sparkling beaches and 165 miles of navigable waterways that offer residents and visitors premier opportunities for recreation, relaxation and enjoyment. With nearly 800 acres of beautiful park land, nine pools, a natural Riverwalk well poised for activation, and 82 unique neighborhoods, Fort Lauderdale is full of special public places that are the foundation of our South Florida vacationland lifestyle.



## Tree Canopy Coverage



*Source: City of Fort Lauderdale Parks and Recreation Department*

In the next five years, we will see changes in the **appearance of our public places**. Over the past two decades, the City has invested millions of dollars in expanding its parks and green spaces through parks bonds and land preservation grants. Today, we are faced with the challenge of maintaining and improving the infrastructure, fields, and landscapes that have become a fundamental component of our public space. While our attention to maintenance decreased in recent years due to the economic recession and resulting budget cuts, over the next five years more resources will be directed to upgrading and beautifying these public areas and integrating public art to create place. As a designated "Tree City," we will continue to increase our community's tree canopy to shade and enhance our public places and pathways. Our Riverwalk district will blossom as arts, culture, and entertainment begin to enliven and revitalize the area.

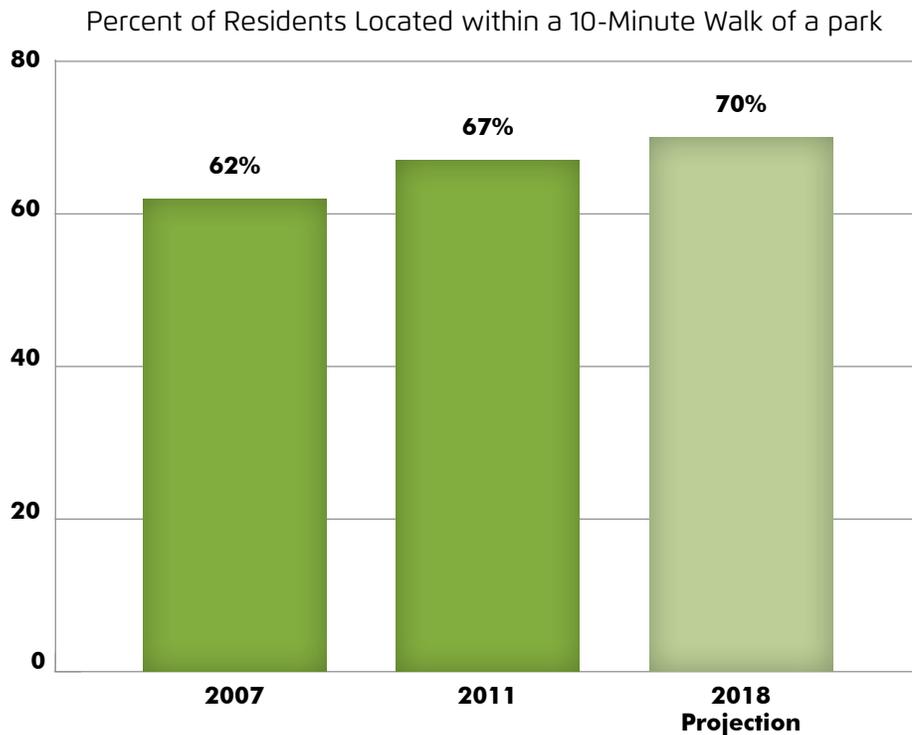
**Active communities have opportunities for fun and healthy** recreation and community building events. Fort Lauderdale, like the rest of the nation, is beginning to see changes in demographics. As our community changes, so too do their desires for the types and places for activity. Within the last year, the City's nationally accredited Parks and Recreation Department has made strides toward increasing the access, use, and enjoyment of our parks and public spaces for everyone. Enhancements have included: redeveloping public areas into park space; making upgrades to sports facilities; adding fitness zones; engaging over 2,000 children in sports programs and activities; and using partnerships to provide increased nutrition and fitness instruction to children. Additionally, attendance at City special events has continued to climb and attract locals and visitors who come to celebrate with us. As a designated "Playful City," we will adjust the types of programs, activities, and facilities to meet the needs and desires of our changing demographics, and we will continue to work with partners to reduce homelessness by helping our neighbors achieve self-sufficiency.



### **GOAL 3 OBJECTIVES**

- 01** **OBJECTIVE 1:** Improve access to and enjoyment of our beach, Riverwalk, waterways, parks, and open spaces for everyone
- 02** **OBJECTIVE 2:** Enhance the City's identity and image through well-maintained green space, parks, major corridors, gateways, and medians
- 03** **OBJECTIVE 3:** Integrate arts and culture into public places
- 04** **OBJECTIVE 4:** Cultivate our urban forest
- 05** **OBJECTIVE 5:** Work with partners to reduce homelessness by promoting independence and self worth through advocacy, housing, and comprehensive services

Fort Lauderdale is focused on ensuring that our public places are beautifully maintained, shaded, and landscaped. In the next five years, we will improve the landscape, level of maintenance, and attention paid to our public spaces. We will infuse arts and culture to attract neighbors and visitors, and benefit from a more connected, pedestrian friendly environment. Well-positioned trees will complement our public realm, offering shade and cooling effects. Dynamic and interactive planning will ensure that developments connect with and benefit our public realm as we utilize existing master plans to achieve this goal. This progress will enhance the identity and overall image of our City.



*Source: City of Fort Lauderdale Parks and Recreation Department*

Fort Lauderdale strives to be a city with unique, inviting, and connected gathering places that highlight our beaches, waterways, urban areas, and parks. Our public places are where our community comes together to enjoy simple activities such as listening to music, shopping at a farmer's market, or taking strolls through our network of cool urban forests and along our tropical waterways. Arts and culture are inextricably linked to these places, and make them expressive and inspiring. Targeted efforts to reduce homelessness further enhance the health and well-being of our community. The Public Places Cylinder overlaps with the Infrastructure Cylinder by focusing on easy accessibility to parks, public spaces, and the waterfront by increasing connectivity through mass transit, greenways and blueways.

## 2012 NEIGHBOR SURVEY SNAPSHOT:

- 79% of neighbors are satisfied with the proximity of their home to City parks.
- 58% of neighbors are satisfied with the availability of green space near their home.
- 69% of neighbors are satisfied with the landscaping in parks, medians, and other public areas.
- 74% of neighbors are satisfied with the safety in City parks.

**01**

**OBJECTIVE 1:**

Improve access to and enjoyment of our beach, Riverwalk, waterways, parks, and open spaces for everyone

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Create playful areas for all ages, considering families, active and passive sports, and pets</b>	Parks and Recreation (P&R)	DSD, CRA, BGCBC, Riverwalk, SBBC, YMCA
2. <b>» Enhance and expand pedestrian and bike-friendly connections and amenities</b>	Transportation and Mobility (T&M)	DSD, P&R, BC, FDOT, MPO
3. <b>» Evaluate dock availability to complement our public places</b>	P&R	MAB
4. <b>» Work with the school board to open school parks to the community</b>	P&R	SBBC
5. <b>» Identify and prioritize highly visible waterways for cleaning and beautification with government and business partners</b>	P&R	CA, Marine Associations, Volunteers
6. Accomplish the Riverwalk District Plan Implementation Matrix to activate and enliven the area and increase access	Sustainable Development (DSD)	DDA, AI, BCPA, Cinema Paradiso, FAU, MoA, MODS, Riverwalk
7. Create a Fort Lauderdale Parks and Recreation Foundation	P&R	PRBB, Donors
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
<b>» Percent of residents located within a 10-minute walk of a park</b>	67%	70%
<b>» Percent of the Riverwalk District Plan’s Implementation Matrix implemented</b>	17%	100%
• Percent of parks with bicycle racks	42%	100%
• Percent of waterfront parks accessible by boat	55%	75%
• Number of events/activities on the Riverwalk	50	75

**02**

**OBJECTIVE 2:**

Enhance the City’s identity and appearance through well-maintained green space, parks, major corridors, gateways, and medians

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Establish a beautification and maintenance rating program for public places landscaping and performance indicators</b>	P&R	CMO-SI, FDOT, MPO, Other Municipalities,
2. <b>» Work with agencies and neighboring municipalities to identify opportunities to beautify our major corridors</b>	P&R	DSD, T&M, FDOT, MPO, Other Municipalities
3. <b>» Continue Florida-Friendly landscaping and create wildlife gardens</b>	Public Works (PWD)	P&R, BC, NatureScape, NWF
4. Create a unified way-finding program indicative of our coastal community and unique neighborhoods	T&M	DSD
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Percent of residents that perceive the overall appearance of the City as excellent or good	66%	76%
• Percent of residents satisfied with the maintenance of City parks	77%	82%

**»** indicates an idea from the Vision Plan. For more information on strategic initiative partners, see *Cylinders of Excellence Community Partners*

## 03

**OBJECTIVE 3:**

Integrate arts and culture elements into public places

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Collaborate with local artists, educational institutions, associations, and businesses to enliven public places with multicultural art</b>	P&R	Businesses for the Arts, museums, art education institutions
2. <b>» Examine the potential for creating an Arts &amp; Public Places ordinance to fund and maintain public art as part of municipal capital projects</b>	P&R	CAO
3. Partner with Broward County Cultural Division to implement Creative Broward 2020	P&R	BCCD
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Number of City owned public places with art integration	35	45

## 04

**OBJECTIVE 4:**

Cultivate our urban forest

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Develop community partnerships to increase tree plantings</b>	PWD	P&R, T&M, CA, Cooperative Extension
2. <b>» Ensure the right tree is planted in the right place</b>	PWD	T&M, P&R, CA
3. Modernize the current tree protection ordinance to include Florida native trees, and provide more structured direction for tree removal, relocation, and replacement	PWD	CAO
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
<b>» Tree canopy coverage citywide</b>	20.6%	23.6%
• Number of new trees planted in public places and provided to residents	997	7800

## 05

**OBJECTIVE 5:**

Work with partners to reduce homelessness by promoting independence and self worth through advocacy, housing, and comprehensive services

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Continue the Anti-Panhandling program</b>	Police Department (FLPD)	P&R, BC
2. Implement a comprehensive short and long-term strategy with community partners to address Homelessness	P&R	BC, HUD
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
<b>» Number of chronically homeless</b>	408	250
• Percent of residents that perceive the City's efforts in addressing homelessness as excellent or good	23%	33%

**»** indicates an idea from the Vision Plan. For more information on strategic initiative partners, see *Cylinders of Excellence Community Partners*

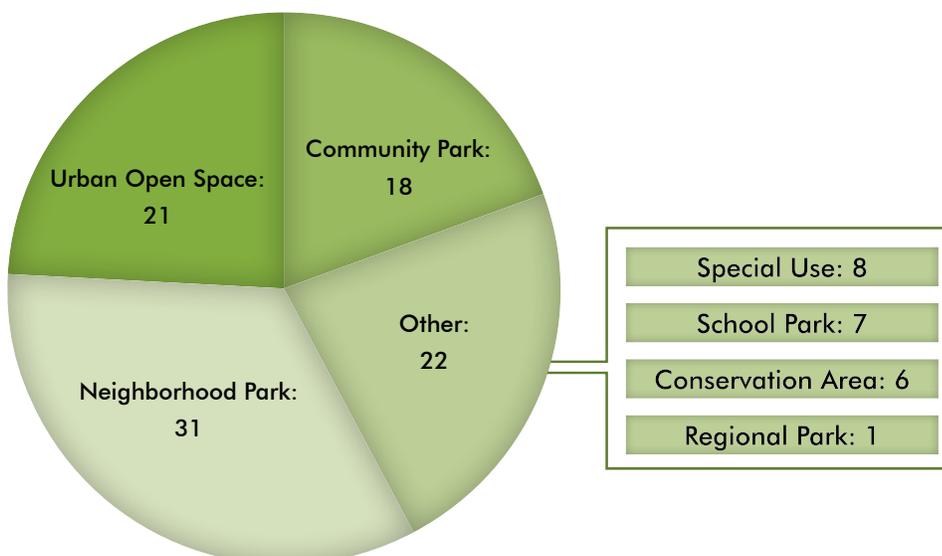


### GOAL 4 OBJECTIVES

- 01** **OBJECTIVE 1:** Offer a diverse range of youth, adult, and senior recreational programming
- 02** **OBJECTIVE 2:** Celebrate our community through special events and sports

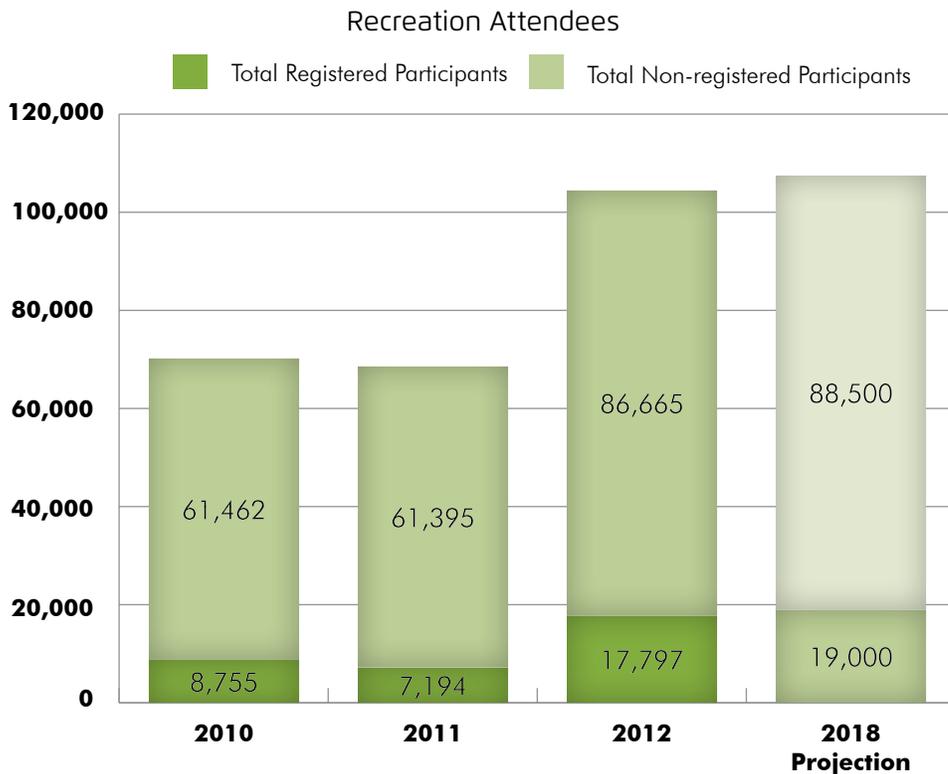
Our public places make us a **healthy community with fun and stimulating recreational activities** for our neighbors. These places are where both public and private recreational programming can take place for people of all ages and abilities, and directly influence community health and activity levels. Recreational program attendance has increased in recent years as the City has expanded the types and number of programs offered.

Types of Parks in Fort Lauderdale



The parks that lie within the boundaries of the City of Fort Lauderdale. Not all of the parks are owned and operated by the City.

Source: City of Fort Lauderdale Parks and Recreation Department



Participants include adult programs, pools, youth programs, youth sports, tennis, trips, adult passes, swim passes, and tennis passes. Non-registered participants include adult programs & sports, pools, tennis, and youth programs that were purchased as a "walk-in."

Source: City of Fort Lauderdale Parks and Recreation Department

Large and small scale events are held throughout the City that celebrate our community and draw visitors from all around. While these community-building events bring arts, culture and entertainment to our neighbors and visitors, they also require considerable staff coordination and collaboration. Considerations include traffic and parking, public safety, sanitation, code compliance, risk management and legal requirements, and coordination efforts through Parks and Recreation.

## 2012 NEIGHBOR SURVEY SNAPSHOT:

- 67% of neighbors are satisfied with the City's special events and festivals.
- 60% of neighbors are satisfied with the variety of parks programs.
- 59% of neighbors are satisfied with the City's youth athletic programs.
- 53% of neighbors are satisfied with the City's adult athletic programs.

01

**OBJECTIVE 1:**

Offer a diverse range of youth, adult, and senior recreational programming

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Offer exceptional youth recreation programming in line with sport and activity trends	P&R	BGCBC, YMCA
2. » Collaborate with recreational and wellness service providers to identify needs and target senior programming	P&R	AARP, HFSH
3. Expand wellness and therapeutic programs	P&R	AARP, FDOH, HFSF
4. Explore the impact of recreational activities and programming on juvenile success and diversion	FLPD	P&R
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» Percent of neighbors that are satisfied with the quality of parks and recreation programs and facilities	75%	81%
• Number of recreation program participants	104,462	107,500

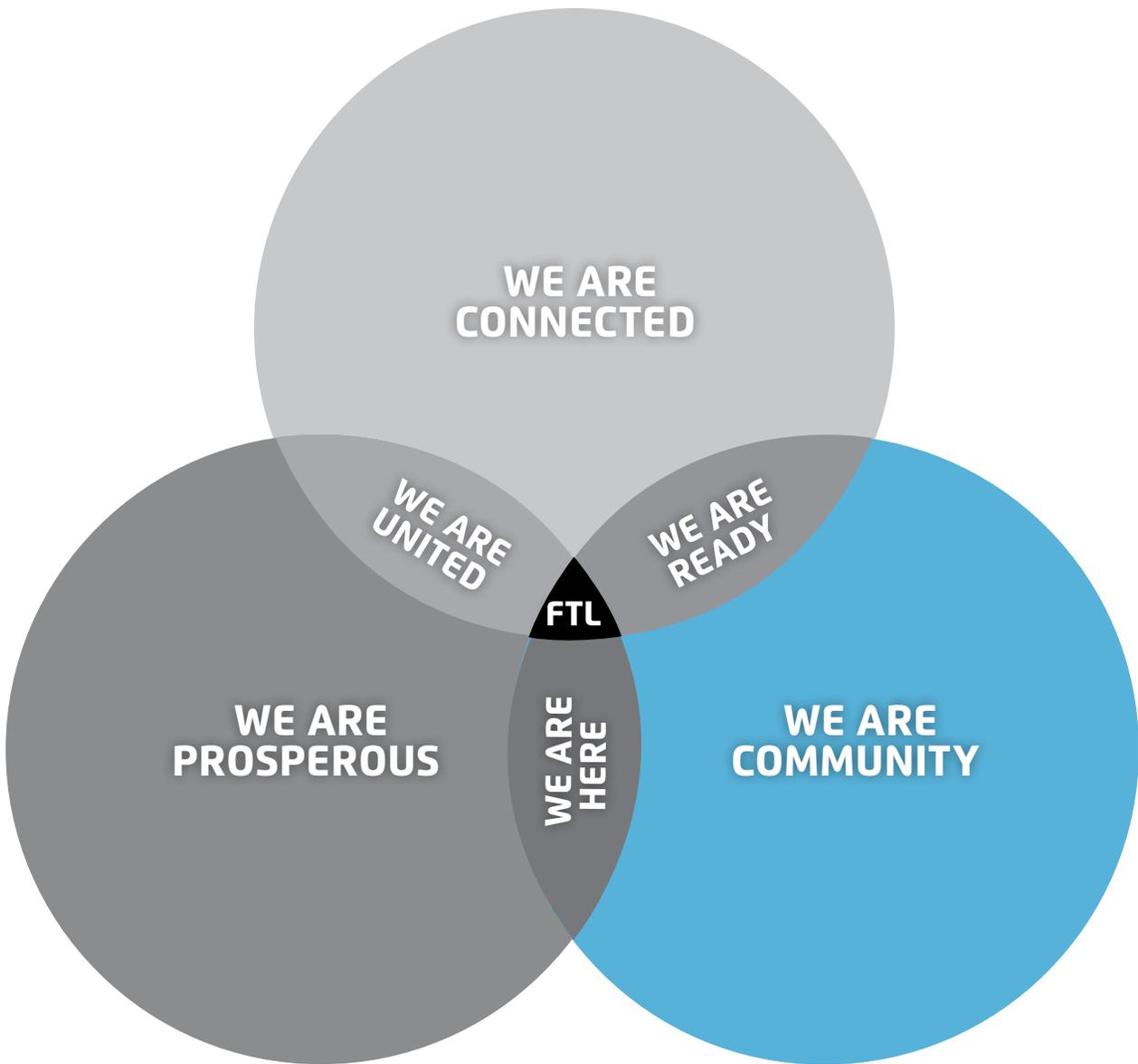
02

**OBJECTIVE 2:**

Celebrate our community through special events and sports

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Evaluate special events planning to streamline both the City, vendor, and neighborhood experience; ensure effective logistics and safety	P&R	CMO-SI, DSD, HRD,PWD, T&M, CA), FLFR, FLPD
2. Incorporate sustainability at events through low and renewable energy use, and easy transit and recycling options	P&R	PWD, Anticipation, Water Taxi
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Percent of neighbors that are satisfied with special events, activities, and festivals	67%	75%
• Number of patrons of the City’s large special events that utilize public transportation options	1,229	1,700
• Percent of events with available recycling options	N/A	100%

» indicates an idea from the Vision Plan. For more information on strategic initiative partners, see [Cylinders of Excellence Community Partners](#)



*FAST FORWARD FORT LAUDERDALE 2035*  
VISION STATEMENT

**"We are unique because we occupy the middle ground, the best of both worlds, urban and suburban. Let's improve them both and not lose either." – *OURVISIONFTL.COM, 2012***

# NEIGHBORHOOD ENHANCEMENT



**G5**

**GOAL 5: Be a community of strong, beautiful, and healthy neighborhoods.**

**G6**

**GOAL 6: Be an inclusive community made up of distinct, complementary, and diverse neighborhoods.**

Our **neighborhoods** form the foundation of our community and reflect the character and diversity of our people. Feedback received from the visioning process included 209 ideas related to neighborhoods and healthy communities, ranging from neighborhood improvements to code enforcement, historic preservation, housing affordability, and quality of life. Fort Lauderdale is a community of communities, with 82 unique neighborhoods, a beautiful beach, and vibrant business and entertainment centers. The City features both historic charm and modern urban living.

Quality of life for one individual is important to the entire community's quality of life, and the City works to provide excellent infrastructure and services to every neighborhood; cognizant that no neighborhood or no individual is left behind. Fort Lauderdale has weathered the national recession and is now experiencing growth in property values and sales. Benefits of reasonably priced housing and a range of housing options are important to developing our City, helping to retain current residents, and attract a new generation of Fort Lauderdaleians. Our active and engaged neighbors and stakeholders help to further enhance quality of life by driving the change that creates the incredible blended network of great places that are Fort Lauderdale.





As Fort Lauderdale continues to grow, the face of our community is expected to change, mirroring national trends. It is important that we continue to embrace the City as a collection of unique neighborhoods, and plan now for the right mix of residential and commercial zoning for future use. In the next five years, the City will be focused on carrying out this initiative; adapting and evolving zoning codes to ensure a wide range of housing and development to accommodate our growing population's needs.

Fort Lauderdale has made a commitment to **enhance neighborhoods and the overall quality of life** experienced in our community every day. One such effort currently underway includes updating our Comprehensive Plan to ensure that there are principles, guidelines, standards, and strategies for the orderly and balanced future development of our City. **The right balance is needed to address the market's demand for increased density while reflecting the unique character of our established neighborhoods.** Staff will focus on improving the code compliance process to keep our neighborhoods beautiful and achieve operational efficiencies.

Further enhancements are shown through the community outreach efforts of the Office of Neighbor Support. Neighbor Support has a consistent presence at neighborhood, business and community meetings, and serves as a central resource for all neighbors. Over the next five years, Neighbor Support will continue its outreach, employing a number of new methods for engaging our community. **Effective communication and interactions within and among neighborhoods will enhance and strengthen the fabric of our community.**

# G5

## GOAL 5 OBJECTIVES

01

**OBJECTIVE 1:** Increase neighbor engagement and improve communication networks within and among neighborhoods

02

**OBJECTIVE 2:** Enhance the beauty, aesthetics, and environmental quality of neighborhoods

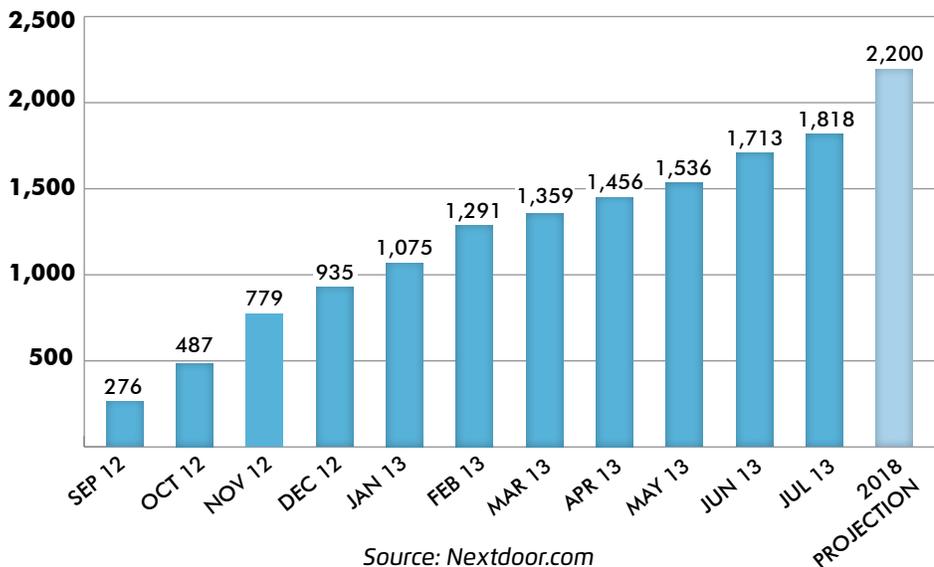
03

**OBJECTIVE 3:** Increase healthy living through locally grown and fresh foods

Fort Lauderdale will continue to focus on innovative ways to convene neighbors to create strong, respectful communities. By recognizing that neighborhood beautification benefits quality of life for everyone, the City will update its code compliance process to encourage well-maintained properties and shared public spaces. Shared spaces, whether they are pocket parks, medians, parklets or other great public places, will be further enhanced to support healthier lifestyles by encouraging the community to garden, connect, and be active.



Neighbors on Nextdoor



Our strategic focus in the next five years is to build robust communication networks, improve neighborhood aesthetics, and increase access to healthy, fresh foods, all of which are components to creating strong and healthy neighborhoods. The City is fortunate to have a strong fabric of neighbor associations and civic activity. We pride ourselves on our neighbor-centric model of service, and the unique role of our Neighbor Support office in being the friendly-face to the community. With 45% of neighbors satisfied with the opportunities to participate in local government, as reported in the 2012 Neighbor Survey, the City will continue to expand opportunities to encourage neighbor participation in this fundamental, public policy decision-making process.

## 2012 NEIGHBOR SURVEY SNAPSHOT:

- 42% of neighbors believe the City's efforts in planning for growth are excellent or good.
- 46% of neighbors are satisfied with the City's efforts in enforcing the maintenance of residential property.
- 37% of neighbors are satisfied with the permitting process for construction/renovations.

01

**OBJECTIVE 1:**

Increase neighbor engagement and improve communication networks within and among neighborhoods

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Administer an internal and external volunteer service program through the Office of Neighbor Support</b>	Neighbor Support (CMO-NS)	All Depts., CMO-PAO, CCR, CSB, Businesses, CFB, CFLCA, EB, GFLCC, NA
2. Develop a neighborhood communication toolkit to increase involvement by examining existing approaches, tools, websites, block parties, and newsletters, etc. used by neighborhoods	CMO-NS	CMO-PAO
3. Conduct neighborhood association outreach geared toward facilitating the process for them to become formally recognized by the City, as well as to encourage active participation in events and other volunteer functions	CMO-NS	CC, CCR, CSB, CFLCA
4. Maximize talent and skills through City Boards and Committees with dedicated and engaged subject matter experts	CMO-NS	CCLRK, CCR, CSB, CFLCA
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
<b>» Voter turnout</b>	12.43%	Increase
<b>» Number of volunteer hours</b>	N/A	400,000
• Number of neighborhoods with formally recognized neighborhood associations	64	68
• Number neighbor meetings and events with city community outreach	N/A	7,500
• Number of neighbors on Nextdoor	276	2,200
• Percent of neighbors that agree or strongly agree that the City builds community	51%	57%

02

**OBJECTIVE 2:**

Enhance the beauty, aesthetics, and environmental quality of neighborhoods

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Promote the Florida Friendly Yards programs and/or Broward Naturescape, and consider awards</b>	Public Works (PWD)	BC, CAB, CCR
2. <b>» Coordinate neighborhood and waterway cleanup events</b>	CMO-NS	All Depts., CA, CFLCA, NA, Churches
3. <b>» Integrate sustainable construction into building codes and applicable performance indicators</b>	Sustainable Development (DSD)	PWD
4. Implement findings from the Code Enforcement Process Improvement	DSD	CMO-SI, FLPD, CEB, NAB, USB
5. Facilitate connecting neighbors in need of property maintenance assistance with support services and resources	DSD	CMO-NS, CRA, CEB, NAB, USB
6. Become a Certified Community Wildlife Habitat by the National Wildlife Federation	Parks and Recreation (P&R)	PWD

» indicates an idea from the Vision Plan. For more information on strategic initiative partners, see Cylinders of Excellence Community Partners

KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» Average number of days from code violation to compliance	N/A	159
• Number of certified neighborhood wildlife habitats	275	400

**OBJECTIVE 3:**

Increase healthy living through locally grown and fresh foods

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Increase locally grown food and biodiversity through sustainable community and residential gardens and urban agriculture	PWD	CMO-NS, CMO-PAO, DSD, P&R
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Number of community garden and urban farm applications approved under the Urban Agriculture Ordinance	1	6

“Fort Lauderdale is ahead of most cities I visit. It is lucky to have the essential ingredients of community – with established and active civic groups and neighborhoods.” – Rich Luker, *Big Ideas*, 2012

# G6

## GOAL 6 OBJECTIVES

01

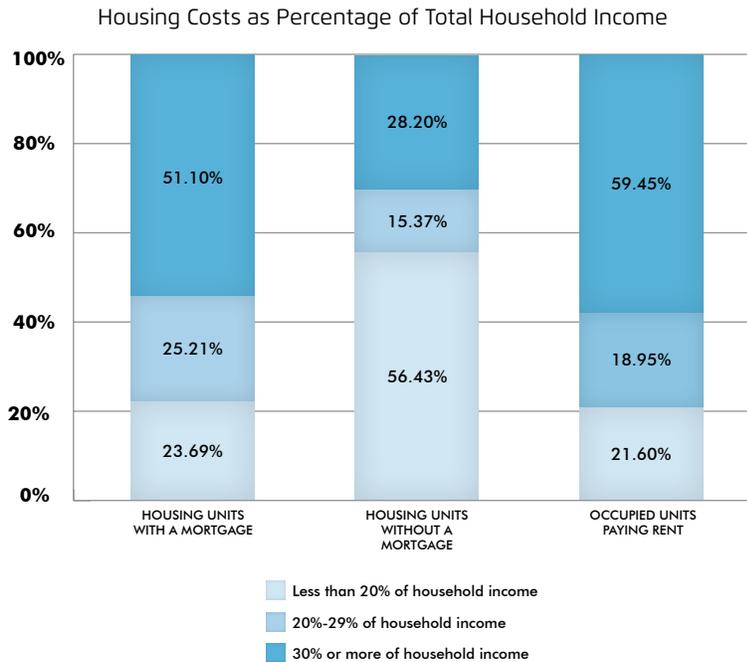
**OBJECTIVE 1:** Evolve and update the land development code to balance neighborhood quality, character, and livability through sustainable development

02

**OBJECTIVE 2:** Ensure a range of housing options for current and future neighbors

In the next five years, the City will focus on evolving zoning ordinances to reflect current master plans and neighborhood plans. As a government, we will work with developers and partners to provide our neighbors with a range of housing options, reflective of our City's unique character and creativity which parallels our ever changing demographics and needs.





Source: 2011 American Community Survey 1-Year Estimates

Our strategic focus for the next five years is to ensure our zoning is advantageous for achieving balanced growth. According to the Broward County Planning and Environmental Regulation Division, Fort Lauderdale's population is projected to grow by 25% to 205,769 by the time our community's Vision is realized in 2035. Such an increase will require progressive plans and fluid ordinances today, for future development tomorrow. Like many cities, Fort Lauderdale is diverse, with high, medium and low-income areas. The needs of our neighborhoods differ greatly, and will continue to change and evolve as we move forward. To be a city for everyone, we need to have a place for everyone. Having a range of homes available throughout the City will help attract new neighbors, encourage new businesses, and stimulate a broad base of economic investment in Fort Lauderdale.

## 2012 NEIGHBOR SURVEY SNAPSHOT:

- 34% of neighbors believe the availability of affordable housing in the City is excellent or good.
- 59% of neighbors are satisfied with the importance of historic preservation in the City.
- 38% of neighbors are satisfied with the effectiveness/efforts to revitalize low-income areas.

01

**OBJECTIVE 1:**

Evolve and update the land development code to balance neighborhood quality, character, and livability through sustainable development

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Examine land-use patterns and neighborhood development trends to recommend changes to the Unified Land Development Regulations (ULDR) for optimal neighborhood growth, including parking, landscaping, setbacks, change of use and reuse, etc.</b>	DSD	T&M, BoA, PNZ, PUDZD,
2. <b>» Examine and update draft historic surveys</b>	DSD	HPB, FLHS
3. Prepare the Comprehensive Plan Evaluation and Appraisal	DSD	All Dept., Many Outside Agencies
4. Complete the Neighborhood Development Criteria Revisions (NDCR) initiative	DSD	CMO-NS, CMO-PAO
5. Implement the Innovative Development ordinance	DSD	CMO-NS, CMO-PAO, PNZ, PUDZD
6. Amend the Northwest Regional Activity Center (NW RAC) zoning regulations and implement design guidelines	DSD	CMO-NS, CMO-PAO, NWPF
7. Codify the Downtown Master Plan design guidelines	DSD	CMO-NS, CMO-PAO
8. Codify the Central Beach Master Plan design guidelines	DSD	CMO-NS, CMO-PAO
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Percent of new development that is adaptive reuse, preserving existing buildings' structure and character	91.35%	92.5%
• Number of appeals and variance requests as a percent of overall development requests	3.29%	2.5%

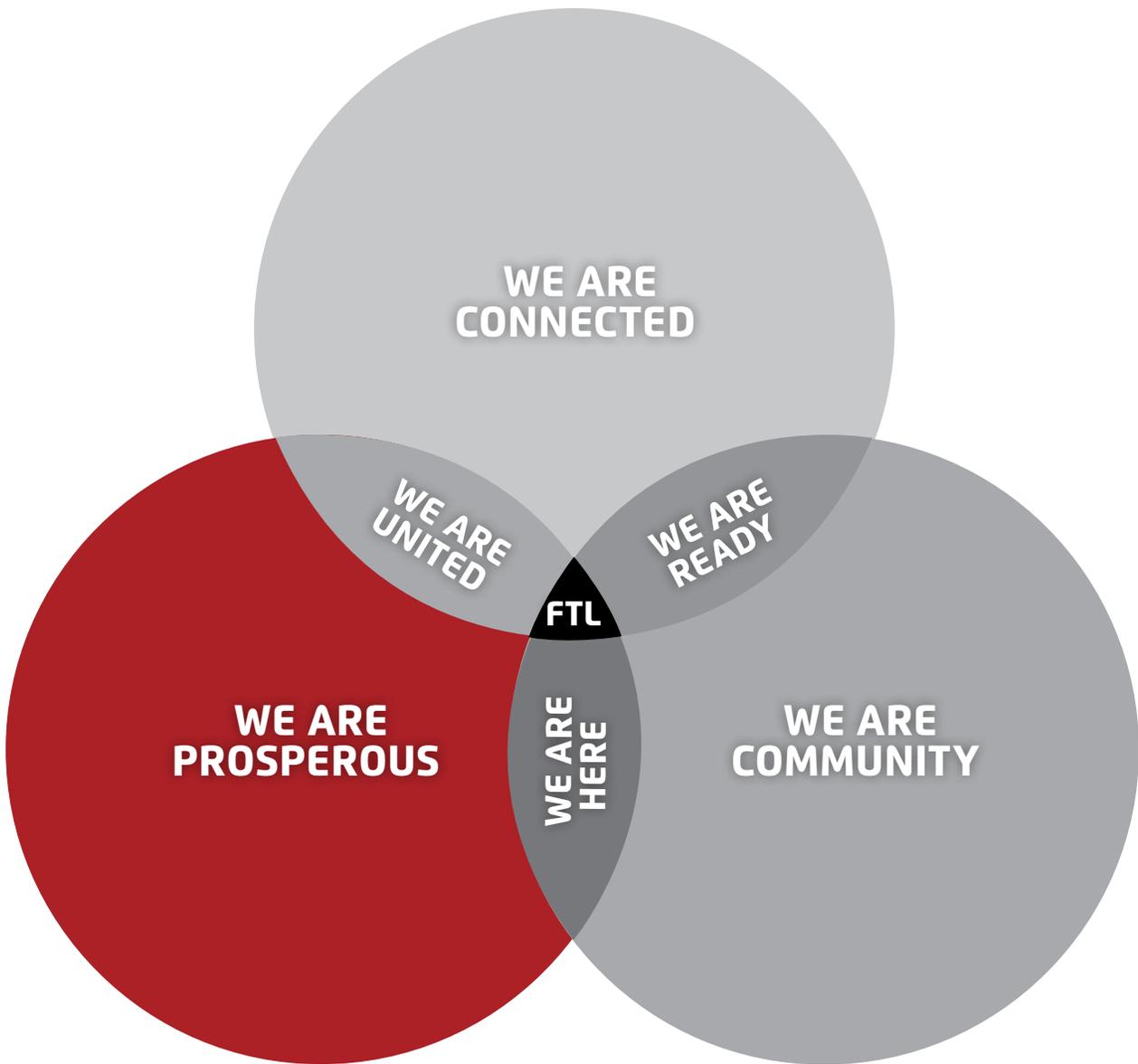
02

**OBJECTIVE 2:**

Ensure a range of housing options for current and future neighbors

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Work with the development community and housing advocates to complete and implement a Housing and Market Study	DSD	AHAC, HA, CSB, BHC, HUD
2. Provide land use and zoning for a range of housing options to match community and business needs, such as accessory dwelling units and live-work units	DSD	BoA, PNZ, PUDZD, Real Estate Associations
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
<b>» Percent of neighbors spending 30% or more of their income on housing</b>	51.4%	Decrease
• Number of Housing and Urban Development (HUD) eligible first-time homebuyers	13	65
• Private investment from lending institutions leveraged through homebuyers and developer assisted programs	\$1,501,931	Increase
• Number of rehabilitated units completed	20	100
• Neighbor satisfaction with the availability of affordable housing in the City	34%	40%

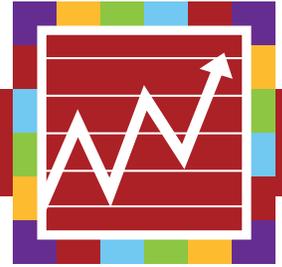
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*FAST FORWARD FORT LAUDERDALE 2035*  
VISION STATEMENT

**“Cities are most powerful when they are small business incubators. There are 300,000 small businesses in Fort Lauderdale – there are opportunities for entrepreneurs.” – *Big Ideas Event, 2012***

# BUSINESS DEVELOPMENT



**G7**

**GOAL 7: Be a well-positioned City within the global economic and tourism markets of the South Florida region, leveraging our airports, port, and rail connections.**

**G8**

**GOAL 8: Be known for educational excellence.**

The City of Fort Lauderdale has a thriving economy with a diverse range of industries including marine, tourism, manufacturing, finance, healthcare, insurance, real estate, high technology, avionics/aerospace, and film and television production. This economic base coupled with excellent education centers will further Fort Lauderdale as a leader in **business and education development**. Both areas are valued highly by the community as expressed in *Fast Forward Fort Lauderdale 2035*. Economic Diversification received the largest number of single ideas, with Primary and Secondary Education falling within the top-five idea groups. Tourism, technology, and the importance of our relationship with higher education institutions were also reflected in the community feedback. Recently named one of the Top Ten Small Cities of the Future for Economic Potential by fDi Magazine, and with the Broward and Miami-Dade County area ranked as the fifth best place for small business growth in the country by Biz2Credit, the City of Fort Lauderdale is well-positioned for growth and investment.



With economic indicators trending positive, the creation of the citywide Economic Development Strategic Plan is underway to stimulate further targeted economic growth. The objective of the strategy is to **sustain, expand and diversify the City's economic base** by enhancing the business climate, creating higher paying jobs, increasing the City's tax base, and improving the quality of life for all neighbors. These economic development objectives are complemented by other Cylinder goals that address smart planning, streetscape, public realm, and housing mix improvements that will achieve long-term economic returns on investment and enhance quality of life. Focused Community Redevelopment Areas (CRAs) work to stimulate the economy now and for years to come. The Northwest-Progresso-Flagler Heights CRA expects to see an additional \$24 million in investment in the next five years; while the new Central City CRA looks to realize \$25 million in investment and a 380% increase in the overall taxable value of the area over the next thirty years.

Further assurance of a strong economic sector is having quality talent available to supply local businesses and industries with valuable human resources. Rooted in our local education system, the achievement of such a talent pool requires **respectful and innovative partnerships with regional and local education stakeholders**. According to the Urban Land Institute (ULI), by 2020, 60% of the workforce is expected to have a college degree. Currently, U.S. Census data shows that 32.6% of Fort Lauderdale residents have at least a bachelor's degree. Considering that 17.5% of residents are in poverty, progress in the education sector is crucial to strengthening future quality of life and enhancing the City's competitiveness for business attraction and future development.



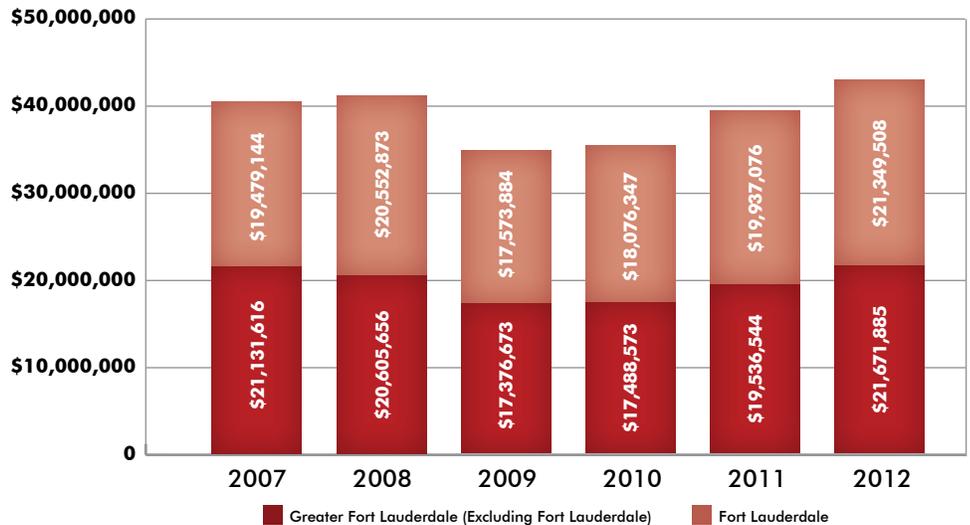


**GOAL 7 OBJECTIVES**

- 01 OBJECTIVE 1:** Define, cultivate, and attract targeted and emerging industries
- 02 OBJECTIVE 2:** Facilitate a responsive and proactive business climate
- 03 OBJECTIVE 3:** Advance beach resiliency and renourishment
- 04 OBJECTIVE 4:** Deliver best-in-class regional general aviation airport amenities and services to domestic and international stakeholders

Fort Lauderdale is committed to working with partners to create an environment for economic growth. Our natural aesthetics, unique coastal assets, regional links, and strong industries place us in an advantageous position to attract, expand, and retain regional and global businesses. The City will work to optimize these strengths, acting as a catalyst over the next five years to achieve superior success. Our local economy will be further enhanced by the influx of domestic and international travelers that are able to arrive easily and enjoy their time in a destination vacationland City.

Greater Fort Lauderdale Tourism Tax Collection



Source: Greater Fort Lauderdale Convention and Visitors Bureau

Unemployment Rate



Source: Bureau of Labor Statistics

Understanding the needs of businesses presents the City with an opportunity to offer a diverse range of assistance and incentives to attract targeted businesses in a variety of industries. Fort Lauderdale can further enhance business attraction by streamlining the administrative and regulatory processes, and by doing so, make it easier to establish, open and operate a business in our community. By growing our

current assets, such as making targeted investments in developing the Uptown District and expanding the potential of Fort Lauderdale Executive Airport, the City will be primed for attracting more domestic and international businesses. We will become a city that will be able to capitalize on national economic upswings and take Fort Lauderdale into the future of the global, national, and regional markets.

**2012 NEIGHBOR SURVEY SNAPSHOT:**

- 27% of neighbors rate the availability of employment in the City as excellent or good.
- 65% of neighbors rate the City as a place to work as excellent or good.

**01**

**OBJECTIVE 1:**

Define, cultivate, and attract targeted and emerging industries

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Evaluate and expand our portfolio of business attraction incentives</b>	Sustainable Development (DSD)	EDAB, BCED, GFLA
2. <b>» Work with partners to promote Fort Lauderdale as a year-round destination for domestic and international travel</b>	DSD	GFLCC, GFLCVB
3. Work with partners to implement a City Economic Development Strategy that will include an Economic Development Profile Report, Entrepreneurial Development and Empowerment Strategy, and a Targeted Industry Growth Strategy	DSD	EDAB, BCED, GFLA, GFLCC
4. Integrate and prioritize Community Investment Plan (CIP) infrastructure investments to enhance targeted industries	Budget (CMO-BDGT)	DSD, P&R, PWD, T&M, BAB
5. Develop and implement a Marine Industry Strategy	DSD	P&R, MAB, MISF
6. Develop and monitor a performance indicator to track the economic and quality of life impacts resulting from CIP and streetscape investments	Transportation and Mobility (T&M)	CMO-SI, DSD, BC, FDOT, MPO
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
<b>» Unemployment rate</b>	6.9%	Decrease
<b>» Percent of tourism tax generated by Fort Lauderdale</b>	49.6%	50%
• Median household income	\$50,648	Increase
• Percent of neighbors that rate the City excellent or good as a place to work	65%	71%
• Total number of newly created jobs from Qualified Targeted Industry (QTI) and Economic Development (ED) Direct Cash Grants	116	1,500
• Citywide commercial vacancy rates (office, industrial, commercial)	14.3%	14.3%

**02**

**OBJECTIVE 2:**

Facilitate a responsive and proactive business climate

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Promote sustainable business practices and development; develop "Green Business" incentives such as fast track; reduce permit costs and reduce business tax</b>	DSD	PWD, EDAB, SFGBC
2. Implement a Small Business Development Program to enhance long-term viability of our local economy	DSD	EDAB, Businesses, Educational Facilities, WF1
3. Develop a How-To Resource Guide and Welcome packet for businesses	DSD	BCED, Educational Facilities, GFLA, GFLCC
4. Incorporate Business First feedback into City business development efforts	DSD	GFLCC
5. Annually review and streamline the development and permitting process to reflect business and customer feedback and trends	DSD	CMO-SI

**»** indicates an idea from the Vision Plan. For more information on strategic initiative partners, see *Cylinders of Excellence Community Partners*

6. Evolve and improve the Business Tax Receipt process	DSD	CMO-SI, FIN
7. Maintain Platinum City Certification by the Greater Fort Lauderdale Alliance for Streamlined Development Review and Permitting Process and pursue IAS (International Accreditation Service) Building Department accreditation	DSD	
8. Develop and monitor business success performance indicators	DSD	CMO-SI
<b>KEY PERFORMANCE INDICATORS:</b>	<b>BASELINE:</b>	<b>5-YR TARGET:</b>
• Average days to issue a new commercial construction permit	32	25
• Number of new business licenses	1,814	2,441

**03**

**OBJECTIVE 3:**

Advance beach resiliency and renourishment

<b>STRATEGIC INITIATIVES:</b>	<b>LEAD:</b>	<b>PARTNERS:</b>
1. <b>» Update the Beach Renourishment Plan to include sand dunes and beach vegetation for natural protection against extreme weather</b>	Public Works (PWD)	P&R, BCER, DEP
2. Work with community partners and agencies to develop a sustainable funding plan	PWD	BC, DEP, USACE
3. Quantify the value and level of protection of sand dunes	PWD	ITS, BC, DEP
<b>KEY PERFORMANCE INDICATORS:</b>	<b>BASELINE:</b>	<b>5-YR TARGET</b>
• Average beach width	Baseline and target data for the beach resiliency indicators are currently being developed.	
• Overall beach square footage		
• Overall beach dune(s) square footage		
• Overall beach dune(s): vegetated v. non-vegetated		

**04**

**OBJECTIVE 4:**

Deliver best-in-class regional general aviation airport amenities and services to domestic and international stakeholders

<b>STRATEGIC INITIATIVES:</b>	<b>LEAD:</b>	<b>PARTNERS:</b>
1. Examine the highest and best use of airport property to stimulate economic development and create jobs	T&M	DSD, AAB, FAA, FDOT, Uptown
2. Implement the Uptown Trolley	T&M	DSD, FDOT, Tri-Rail, Uptown
3. Promote and develop the Foreign-Trade Zone to grow import and export businesses	T&M	Consultant, GFLA, GFLCC, Uptown
<b>KEY PERFORMANCE INDICATORS:</b>	<b>BASELINE:</b>	<b>5-YR TARGET:</b>
• Number of new developments at Fort Lauderdale Executive Airport	N/A	6
• Uptown Trolley ridership	N/A	91,577
• Number of activated Foreign-Trade Zone operators	2	7
• Value of amenity improvements constructed by current tenants	\$350,000	\$1,750,000

G8

## GOAL 8 OBJECTIVES

01

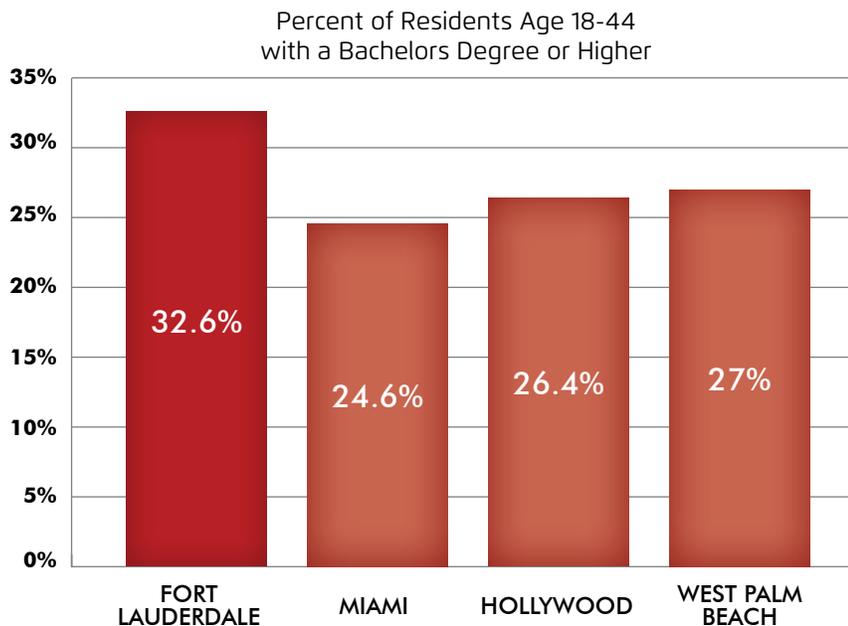
**OBJECTIVE 1:** Create a call to action with our partners to elevate our focus on excellent pre-k through 12th grade quality public and private education

02

**OBJECTIVE 2:** Develop strategic alliances with business associations, colleges, and universities to connect skills development with jobs

Fort Lauderdale is committed to effectively developing and utilizing strong partnerships with business, community, and educational institutions to increase investment in the educational development of youth and adults. These flourishing partnerships will bring the community together to develop the next generation of leading talent. With targeted industries in mind, the City will reverse engineer the abilities, skills, and connections of our homegrown talent supply, building a leading-edge workforce of up-and-coming leaders primed for success and recognizable on a local, regional, and international scale.





Source: 2011 American Community Survey 1-Year Estimates

Fort Lauderdale is committed to effectively developing and utilizing strong partnerships with business, community, and educational institutions to increase investment in the educational development of youth and adults. These flourishing partnerships will bring the community together to develop the next generation of leading talent. With targeted industries in mind, the City will reverse engineer the abilities, skills, and connections of our homegrown talent supply, building a leading-edge workforce of up-and-coming leaders primed for success and recognizable on a local, regional, and international scale.

## 2012 NEIGHBOR SURVEY SNAPSHOT:

- 49% of neighbors believe the City is an excellent or good place to raise and educate children.
- 30% of neighbors believe the quality of public schools is excellent or good.

01

**OBJECTIVE 1:**

Create a call to action with our partners to elevate our focus on excellent pre-k through 12th grade quality public and private education

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Work within the existing network of government, civic, alumni, and business partners to develop a strategy and action plan to mentor and sponsor schools and students to achieve educational excellence.</b>	Neighbor Support (CMO-NS)	EAB, BCPS, SBBC
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
<b>» Percent of residents aged 18-44 with a Bachelor's Degree or higher</b>	32.6%	Increase
<b>» Fort Lauderdale public high school graduation rate</b>	86.6%	90%
• Private high school graduation rate	100%	100%
• Percent of residents that rate the quality of public schools as excellent or good	30%	42%
• Number of mentorships	N/A	500

02

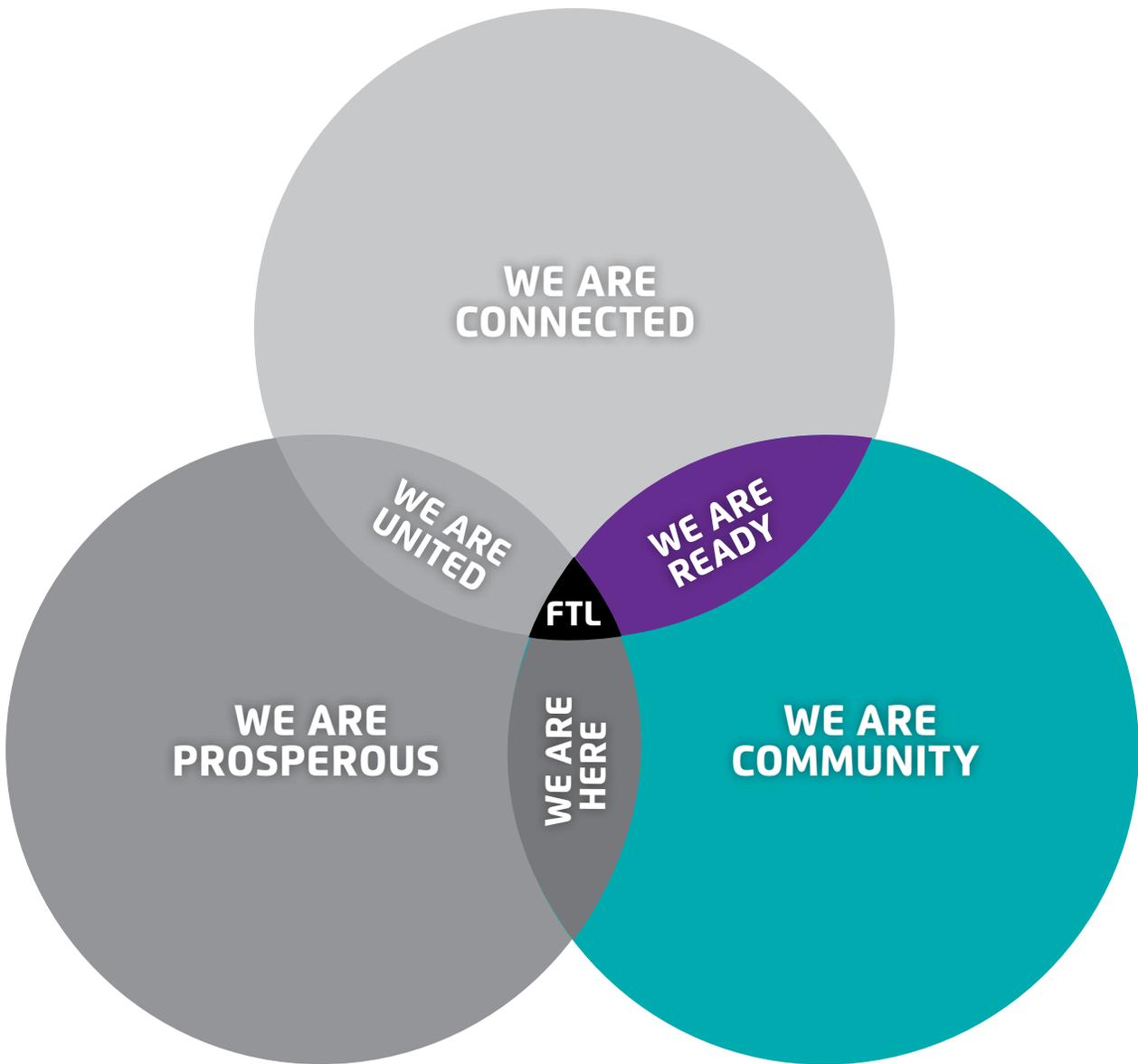
**OBJECTIVE 2:**

Develop strategic alliances with business associations, colleges, and universities to connect skills development with jobs

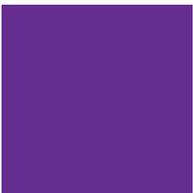
STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Connect with colleges, universities, and trade schools to identify and track new programs for targeted industry talent development</b>	DSD	EAB, BCLG, FAU, FIU, NOVA
2. <b>» Create business incubators</b>	DSD	T&M, Uptown
3. Develop performance indicators for tracking the connection of skills development with jobs	DSD	CMO-SI, BCLG, FAU

**»** indicates an idea from the Vision Plan. For more information on strategic initiative partners, see *Cylinders of Excellence Community Partners*

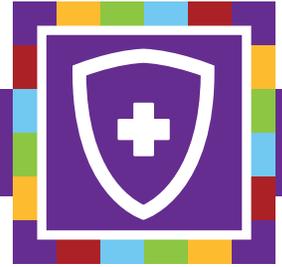
**“If Fort Lauderdale really wants to have a world-class school system, then we need to engage with schools, not just send money and hope that teachers will prepare our students for the future. How can the City of Fort Lauderdale encourage owners of local businesses and others to engage with innovative teachers and create internship-mentor opportunities?” – *OurVisionFTL.com, 2012***



*FAST FORWARD FORT LAUDERDALE 2035*  
VISION STATEMENT



*"This new data will allow us to have patrolling with a purpose."  
- Patrol Officer*



**G9**

**GOAL 9: Be the safest urban coastal City in South Florida through preventative and responsive police and fire protection.**

**G10**

**GOAL 10: Be a City well-prepared for and responsive to all hazards.**

As the foundation for protecting, preserving and maintaining our community's outstanding quality of life, **public safety** is essential to accomplishing the goals and objectives of *Fast Forward Fort Lauderdale 2035* and *Press Play Fort Lauderdale 2018*.

As the urban hub of a tri-county area with a population in excess of 5.5 million, every day the City of Fort Lauderdale serves a huge influx of commuting workers, tourists, and business travelers. In addition to the City's 168,000 residents, Fort Lauderdale provides police, fire-rescue and emergency management services to a daytime population that increases more than 50% from commuters alone.

Call volumes for the City's Police and Fire-Rescue Departments are among the highest in South Florida. Our Police Department responded to over 331,000 emergency calls and 232,000 non-emergency calls for service in 2012, which represents a 2.3% and 1% decrease, respectively, over the past 10 years. Fire-Rescue responded to over 42,000 fire and EMS calls in 2012, which represents a 9.5% increase during the same time period.

**Fort Lauderdale's Police and Fire-Rescue Departments are local and national leaders in their fields.** Our outstanding Police Department was recently re-accredited by the Commission for Florida Law Enforcement Accreditation for the fifth consecutive time and received Excelsior status, the State's highest form of recognition in the Florida law enforcement accreditation process. The department utilizes several innovative smart policing initiatives, special operations, and task forces to curtail emerging crimes and critical response, including the SWAT Team, K-9 Unit, and Bomb Squad.

The Fire-Rescue Department utilizes advanced medical protocols unique to its field and specialized expert teams, such as Hazardous Materials, Dive-Rescue, and Technical Rescue are capable of addressing a variety of emergencies. The City's Fire Marshal received the Fire Marshal of the Year award in 2013 for leading the Department's fire prevention efforts, which are crucial in cities with a large volume of high-risk facilities such as hospitals, schools, high-rises, and marine and industrial facilities. The Fire-Rescue Department is also a Certified Training Center (CTC) with the American



Heart Association and the first Fire-Rescue Department in Florida approved as a training center in all three disciplines (Basic Life Support, Advanced Life Support, and Pediatric Life Support) in the last five years.

The City has two major interstate highways, 165 miles of navigable waterways, over 50 bridges, eight of which are moving bridges, and two major rail lines that traverse the City from North to South. The overall geographical layout of Fort Lauderdale can present many challenges when responding to emergencies. Our coastal location also makes us vulnerable to hurricanes, sea-level rise, flooding, and other extreme weather conditions. **Emergency management and preparedness are critical for reducing risk, quick response, and maintaining the normalcy of operations.** In addition, a County jail and a trauma hospital reside within our borders, which can result in an infusion of individuals prone to recidivism or homelessness, both of which can challenge the resources of our Police and Fire-Rescue services.

While the majority of public safety personnel are front-line, operations staff that responds to emergencies in the community every day, the departments also engage in educational and community building activities that support the mission of the City and improve outcomes. Police Neighborhood Action Teams, Citizen's Police Academy (CPA), Citizens on Patrol (COP), and Youth Explorer programs are all outstanding examples of partnerships between the Police Department and the community designed to increase awareness about public safety and prevent crime.

Fire-Rescue recently began providing non-emergency inter-facility transportation services, which will enhance operations and serve as a stable revenue stream. The Fire-Rescue Department also oversees the Community Emergency Response Team (CERT), a group of volunteer, trained civilians that strengthen and facilitate community preparedness and response, and also provide an important support role during community events.



# G9

## GOAL 9 OBJECTIVES

01

**OBJECTIVE 1:** Prevent and solve crime in all neighborhoods

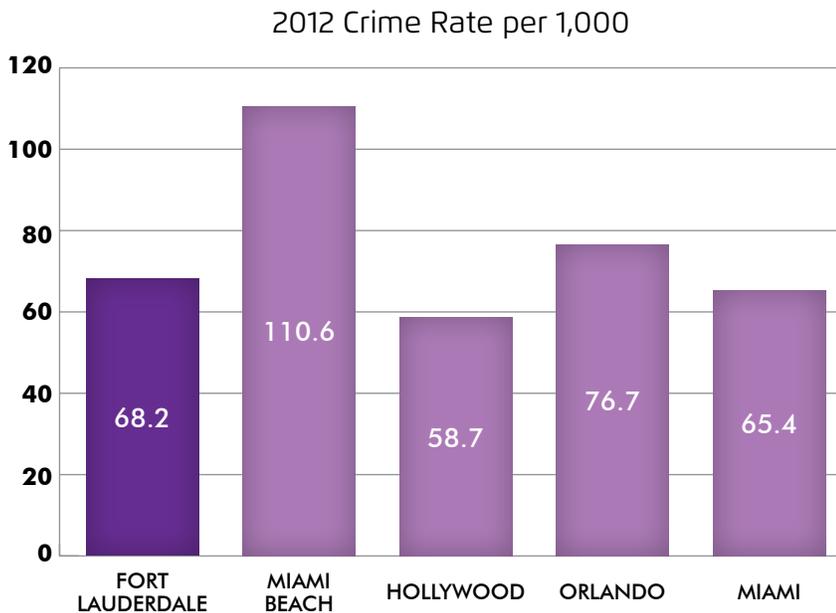
02

**OBJECTIVE 2:** Provide quick and exceptional fire, medical, and emergency response

Safety and health are essential to our growing community’s quality of life, with both areas being the focus for strategic innovation over the next five years. Advancements in public safety will stem from the analytical use of data to prevent emerging crimes through smart policing initiatives and through modernizing the technology infrastructure. Fire-Rescue will continue to respond quickly to all life-safety incidents. Technical and medical expertise and equipment will continue to positively influence health and property outcomes on both land and water.

Intelligence Led Policing and frequent and focused crime meetings provide a strategic approach to crime response and set the stage for the smart deployment of resources and strategic initiatives. Neighborhood crime meetings and Neighborhood Action Teams all increase the visibility of police in the community. Behind the scenes, targeted crime reduction strategies such as undercover assignments, Smart Water CSI, and an IBM “First of a Kind” Research and Development partnership for predictive policing help prevent crime. Reducing juvenile crime and the issues surrounding it will require strong community and interagency partnerships. Over the next five years, Fort Lauderdale will shift its 911 communications and dispatch operation to a regional system, which will require both Police and Fire-Rescue to dedicate resources and attention throughout the transition.

Fort Lauderdale is committed to saving life, property, and the environment through rapid, effective, and specialized response to emergencies. Fire and accident response extends from homes and businesses to vehicles, yachts and boats. Advanced medical programs, such as Induced Hypothermia, increase the likelihood of cardiac arrest survival, and other life-threatening conditions. In addition, the Fire-Rescue Department is



Source: Florida Department of Law Enforcement

focused on achieving accreditation and improving their Insurance Service Office (ISO) rating in an effort to reduce property insurance premiums.

The City's Police and Fire-Rescue Departments provide several special response services to the community, including the Technical Rescue Team (TRT), Hazardous Materials (HazMat), Tactical EMS (medical response), Special Weapons and Tactics (SWAT) Team, and incidents and Aircraft Rescue Fire Fighting (ARFF) service to Fort Lauderdale Executive Airport. The City's seven miles of beach is protected by the Fire-Rescue Department's Ocean-Rescue Division.

Our public places and events require safety to remain vibrant, active destinations, including our beach, downtown, entertainment and retail areas, and parks. The strides we are making to be a pedestrian-friendly, walkable City with improved transportation options outlined in the Infrastructure Cylinder requires close communication and coordination with public safety experts.

## 2012 NEIGHBOR SURVEY SNAPSHOT:

- 53% of neighbors are satisfied with the visibility of police in neighborhoods.
- 50% of neighbors are satisfied with the City's efforts to prevent crime.
- 65% of neighbors are satisfied with how quickly police respond to 911 emergencies.

01

**OBJECTIVE 1:**

Prevent and solve crime in all neighborhoods

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Continue to implement the Crime Reduction Strategy and Action Plan	Police Department (FLPD)	SAO
2. Continue to enhance daily crime meetings through Intelligence Led Policing (ILP)	FLPD	IBM
3. Partner with Juvenile Protection, Juvenile Justice System, State Attorney’s Office, Fort Lauderdale’s Intelligence Led Policing unit, and other agencies to address juvenile criminal activity and prevent repeat offenders	FLPD	BC, FDJJ, FDLE, HBH, JAC, MHS, NAACP, Other Cities, PACE, SAO
4. Support public safety in parks and the prevention of vehicle break-ins during events	FLPD	P&R, T&M, CERT
5. Examine and implement electronic ticketing and crash reporting in concert with regional 911 communications	FLPD	ITS, BC, BSO
6. Implement electronic reporting	FLPD	ITS, BC, BSO
7. Examine the possibility of implementing public cameras in high crime areas	FLPD	DSD, P&R
8. Implement the IBM First of a Kind “FOAK” project	FLPD	ITS, IBM
9. Implement the Automatic Vehicle Location (AVL) system	FLPD	ITS, PWD
10. Continuously evaluate the effectiveness and cost/benefits of red light cameras	FLPD	BC
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» Crime rate per 1,000 residents	68.2	Decrease
• Number of violent Part 1 crimes	1,543	Decrease
• Number of non-violent Part 1 crimes	9,960	Decrease
• Average non-emergency call response time (FLPD)	17:34 min.	< 18 min.
• Number of juvenile arrests	933	Decrease
• FDLE Crime Clearance rates for Part 1 crimes	14.6%	Increase
• Percent of residents that responded to feeling safe in City parks	74%	80%
• Percent of residents that perceive the overall feeling of safety in the City as excellent or good	56%	62%

» indicates an idea from the Vision Plan. For more information on strategic initiative partners, see [Cylinders of Excellence Community Partners](#)

**02 OBJECTIVE 2:**

Provide quick and exceptional fire, medical, and emergency response

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Transition to the County 911 dispatch; proactively working with Broward County and monitoring mutual aid impacts to maintain reasonable response times and high quality service levels for Fort Lauderdale neighbors	Fire-Rescue Department (FLFR)	FLPD, BC
2. Remain on the leading edge of advanced pre-hospital medical interventions	FLFR	Medical Director
3. Continue to explore alternative funding options for a joint Police and Fire-Rescue tactical and medical training facility	FLFR	FLPD
4. Increase awareness with patrons regarding beach/water conditions utilizing the beach alerting system and other resources	FLFR	CMO-PAO
5. Conduct routine patient satisfaction surveys	FLFR	Neighbors
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Average Code 3 response time - dispatch to first unit on scene (FLFR)	4:38	4:30
• Number of lives saved by Ocean Rescue annually	178	168
• Number of EMS responses per 1,000 residents annually	170	175
• Number of Fire and EMS responses annually	42,649	45,000
• Percent of cardiac arrest patients arriving to hospital resuscitated	20.4%	25%
• Percent of calls that result in complaints	.05%	.05%

**2012 NEIGHBOR SURVEY SNAPSHOT:**

- 85% of neighbors are satisfied with how quickly Fire Rescue responds to 911 emergencies.
- 85% of neighbors are satisfied with the quality of Emergency Medical Services (EMS).
- 83% of neighbors are satisfied with the professionalism of Fire-Rescue employees responding to emergencies.

# G10

## GOAL 10 OBJECTIVES

01

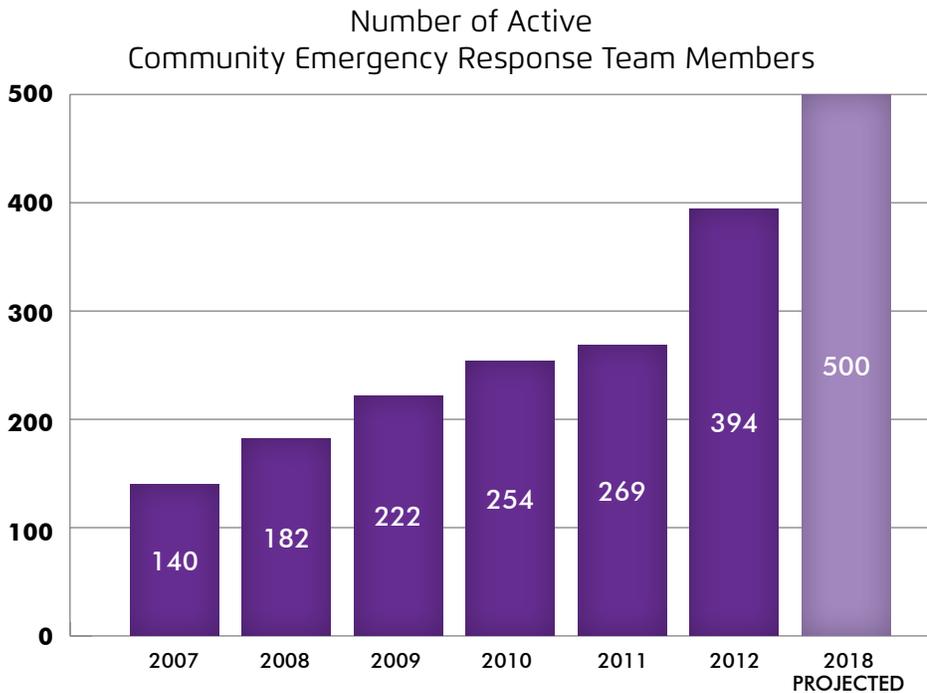
**OBJECTIVE 1:** Provide and effectively communicate comprehensive emergency management planning and disaster recovery

02

**OBJECTIVE 2:** Involve neighbors with prevention efforts and emergency preparedness

Fort Lauderdale is focused on being prepared and ready to respond to inclement weather, natural disasters, and other hazards. Through collaborative partnerships, active community involvement, advance planning, prevention efforts, and infrastructure improvements, risks and recovery from hazards will be minimized.





Source: City of Fort Lauderdale Fire-Rescue Department

In the next five years, Fort Lauderdale will continue to focus on being well-prepared for and responsive to all hazards to reduce the risk to neighbors and critical assets from threats such as storms, flooding and disasters. The City is striving to be a resilient coastal community, and is integrating climate change concerns and risks into emergency management planning. Volunteer neighbor partnerships, such as Community Emergency Response Teams (CERT), help strengthen community preparedness and response, and serve an important support role for community events. Using basic emergency response and organization skills learned in the classroom and during exercises, CERT members are well-prepared to help family, friends and neighbors in the immediate aftermath of a disaster or extreme weather event until professional rescue personnel arrive.

## 2012 NEIGHBOR SURVEY SNAPSHOT:

- 53% of neighbors are satisfied with how well the City is prepared for disasters.
- 79% of neighbors agree that their household is prepared with supplies for an emergency.
- 78% of neighbors agree that they know where to get information during an emergency

01

**OBJECTIVE 1:**

Provide and effectively communicate comprehensive emergency management planning and disaster recovery

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Produce a current and informative citywide Comprehensive Emergency Management Plan (including preparation, response, recovery, and mitigation)</b>	FLFR	All Depts., FDEM, FEMA
2. Routinely update the Continuity of Operations Plan (COOP)	FLFR	All Depts.
3. Ensure excellent internal emergency management coordination of executive leadership, personnel, resources, and communications	FLFR	All Depts., FEMA
4. Continue to assess and reduce risk through tests and drills of emergency management planning, with specific focus on Fire and Police coordination	FLFR	All Depts., FDEM, FEMA
5. Increase “Disaster Preparedness” presentations within the community	FLFR	NA
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Percent of National Incident Management System (NIMS)compliant employees	46.3%	100%
• Number of residents signed up for Disaster Alerts via Code Red	129,302	140,000

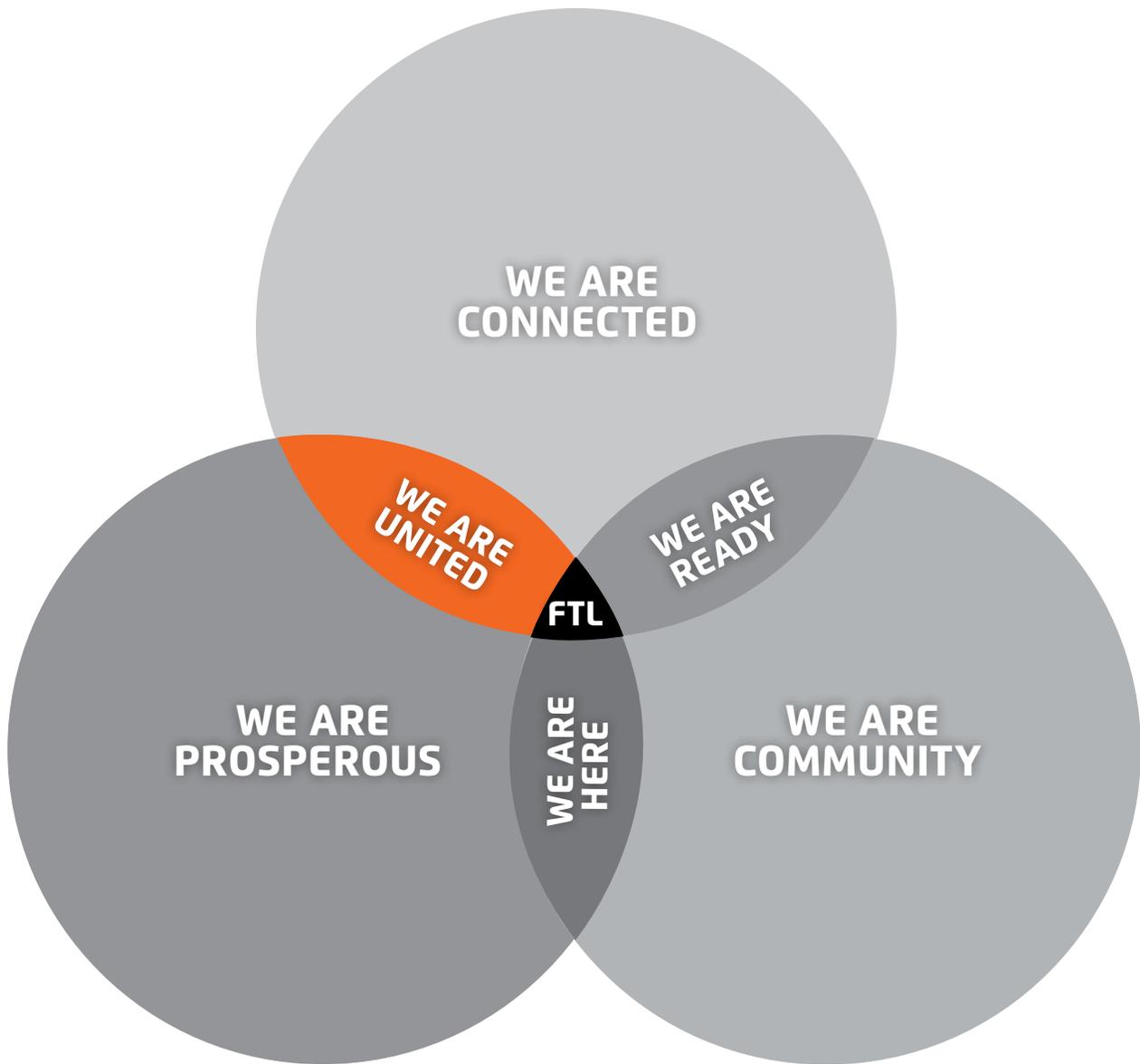
02

**OBJECTIVE 2:**

Involve neighbors with prevention efforts and emergency preparedness

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Purchase new software to accommodate annual fire inspection billing as well as a “Pre-Fire” planning database	FLFR	ITS
2. Increase the participation and advanced training of new and existing CERT members in the program	FLFR	CMO-PAO, BCPS, Businesses, Faith-Based Groups, NA
3. Increase the utilization of fire stations for public health needs such as nutrition counseling, blood pressure testing and immunizations	FLFR	Medical Director
4. Increase public education opportunities and roles in community awareness (Nutrition, Health Fairs, HOAs, Civic Group Demonstrations, and Fire Prevention Events)	FLFR	BCPS, CERT, Businesses, Faith-Based Groups, NA
5. Increase in-house training for City employees (such as CPR and confined space entry)	FLFR	AHA
6. Maintain a well-trained and cross-trained fire prevention team to maintain competency and organizational versatility	FLFR	HRD, other municipalities
7. Partner with agencies to address mental health, elderly, neglect, and homelessness issues	FLFR	FLPD, FDOH
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Percent of High Index structures inspected	86%	90%
• Number of active Community Emergency Response Team (CERT) members	394	500
• Percent of neighbors indicating their house is prepared for a natural disaster	79%	85%

» indicates an idea from the Vision Plan. For more information on strategic initiative partners, see *Cylinders of Excellence Community Partners*



*FAST FORWARD FORT LAUDERDALE 2035*  
VISION STATEMENT

**"To get to the future, we have to work together – public with private, municipalities with county – none of us has all the tools to make it happen...We need to leverage funding, leverage opportunities, leverage thinking." – Stakeholder Interview, 2011**

# INTERNAL SUPPORT



**G11**

**GOAL 11: Be a well-trained, innovative, and neighbor-centric workforce that builds community.**

**G12**

**GOAL 12: Be a leading government organization, managing resources wisely and sustainably.**

Throughout the *Fast Forward Fort Lauderdale 2035* initiative, neighbors remained acutely aware of the role local government plays in creating a quality city. More than 80 ideas were generated in the Governance and Services sub-category. The majority of suggestions aligned with the City Services idea group and focused mainly on strategies to enhance the delivery of services to the community or ways to provide new services. Other ideas within the Governance and Services sub-category included increasing community, private, and public partnerships; ensuring fiscal responsibility; and enhancing citizen participation.

The City of Fort Lauderdale's mission is to build community, and we accomplish this through the strategic collaboration of the Cylinders of Excellence and **Internal Support Platform**. While operating departments are responsible for on-time and quality service delivery, the assistance they receive from the internal support departments is crucial to their success. The Internal Support Platform team is responsible for leading essential City functions including human resources, information technology, budget, finance, procurement, facilities, and fleet. Moving the organization forward are elements such as strategic performance management and resource allocation, process improvement, sustainability, and dedicated neighbor-centric support.





Most public and private organizations have and continue to experience funding reductions associated with the recession. The City was able to weather the economic downturn with limited impacts to the community by focusing its budget cuts on internal operations. Internal service needs were reduced and postponed, including employee training, facility maintenance, and upgrades to basic information technology systems such as phones, radios, and infrastructure. With less staff and less resources, employees were asked to handle additional responsibilities. In Fiscal Year 2012, the City implemented an additional cost-cutting measure when it realigned the organization, reducing departments from 15 to nine. The realignment included shared services to achieve economies of scale, an early retirement incentive program, smarter financing, the use of fund reserves, reducing employee pensions and health-care benefits, and limiting pay increases. As the City evolves into a more strategic and data-driven culture, expectations are higher. Employees are being asked not just to do more with less, but to work differently. Over the next five years, the leadership team will focus on **strategic investments in employees** through

professional development, technical and process improvement training, accreditations, and enhanced information systems that will lead to more efficient and improved results. **The Internal Support Platform has now set the stage for a leaner, smarter organization.**

There are several keys to our future success. First, we are establishing an innovative organizational structure and culture that promotes collaboration, transparency and accountability. Second, we are capitalizing on partnerships with important local, regional and national organizations, neighbors, and businesses. These relationships are the drivers for smart and informed decision-making, and provide increased opportunities for collaboration. Finally, remembering that similar to the NASA custodian who saw his job as “putting a man on the moon,” all City employees are embracing our Vision and carrying out our mission of “We Build Community” each and every day.

# G11

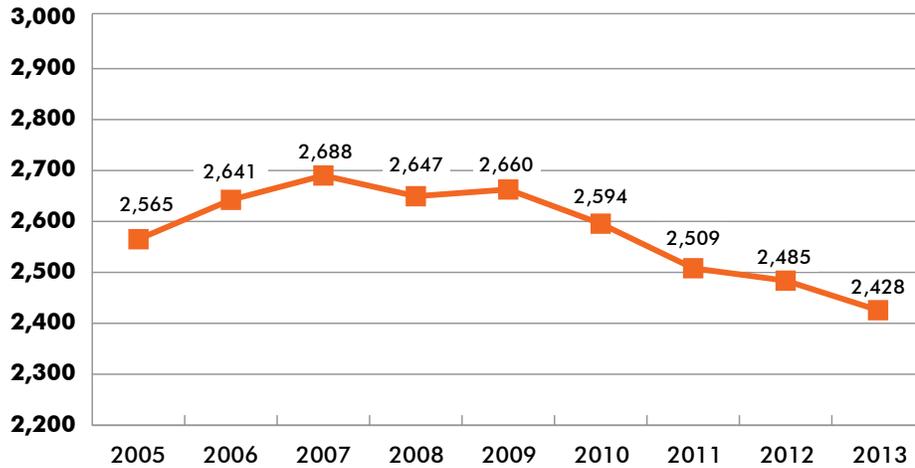
## GOAL 11 OBJECTIVES

- 01** **OBJECTIVE 1:** Foster professional and rewarding careers
- 02** **OBJECTIVE 2:** Improve employee safety and wellness
- 03** **OBJECTIVE 3:** Continuously improve and innovate communication and service delivery
- 04** **OBJECTIVE 4:** Provide a reliable and progressive technology infrastructure

As an organization, the City will make advances in training and provide essential tools to deliver superior service to our neighbors. A culture of initiative, innovation, and continuous improvement will be integrated in all departments and work units. Core to developing this engaging work environment is recognition, leadership support, and cross-departmental collaboration. Advances in employee safety procedures and wellness opportunities will help energize our workforce to build community.



## City of Fort Lauderdale Staffing Levels



Source: City of Fort Lauderdale, Adopted Operating Budgets, FY 2005 – FY 2013

One of the best predictors of our organization's growth and vitality is our ability to attract and retain the best talent. The City is committed to engaging employees at all levels and ensuring the professional development of their knowledge, skills, and talents, while continuing to fill our organization with the best and brightest. As we modernize fundamental tools, such as phones, internet, facilities, and equipment, we will be able to effectively and efficiently conduct our work. The benefit to our neighbors is value for their tax dollars which is demonstrated through our efficient delivery of high quality services. By capitalizing on the added value that safety, wellness, skills training, strategic performance management, and process improvement programs offer, the City will be well-positioned to continually enhance service delivery and develop new and innovative ways to serve our neighbors.

## 2012 NEIGHBOR SURVEY SNAPSHOT:

- 54% of neighbors agree that the City continuously improves services.
- 67% of neighbors are satisfied with the quality of City services.
- 56% of neighbors are satisfied with the ease of access to information about City services.

**01 OBJECTIVE 1:**

Foster professional and rewarding careers

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Establish a comprehensive “We Build Talent” employee training and development program	Human Resources (HRD)	CMO-PAO, BCLG, NOVA, Volunteers
2. Implement the internal “We Build Community” employee recognition toolbox	HRD	CMO-PAO, CMO-SI
3. Research meaningful evaluation processes as well as goals and objectives setting for all employees	HRD	
4. Explore employee engagement tools	HRD	CMO-SI
5. Develop a succession planning program to ensure knowledge transfer for critical positions	HRD	All Depts.
6. Improve the communication of City policies and procedures	HRD	CMO-PAO, ITS
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Employee turnover rate	7%	2%
• Average hours of training per employee	N/A	24
• Percent of on-time performance evaluations	28%	60%

**02 OBJECTIVE 2:**

Improve employee safety and wellness

STRATEGIC INITIATIVES:	LEAD:	PARTNER:
1. Develop a City and department employee safety program to prevent injuries and costly claims	HRD	
2. Maximize participation with the employee health and wellness center	HRD	CMO-PAO, All Depts., IAB, MH
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Absenteeism rate for sick and worker compensation leave time	2%	2%
• Number of new on the job injuries	327	300
• Number of employee wellness events	11	60
• Percent of employee driver caused accidents	56%	40%
• Change in expenditures for the health fund annually	15%	6%
• Utilization rate of the employee health and wellness center	50%	90%

**03 OBJECTIVE 3:**

Continuously improve and innovate communication and service delivery

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. <b>» Implement Fast Forward Fort Lauderdale 2035 through the FL<sup>2</sup>STAT model and community partnerships</b>	Structural Innovation (CMO-SI)	All Depts., CMO-NS, CMO-PAO, All Advisory Boards, CFLCA, Neighbors, Community Stakeholders
2. <b>» Utilize professional associations and benchmarking for continuous improvement</b>	CMO-SI	ICMA

» indicates an idea from the Vision Plan. For more information on strategic initiative partners, see [Cylinders of Excellence Community Partners](#)

3. <b>» Communicate performance management results with employees and neighbors</b>	CMO-SI	CMO-PAO, ITS
4. Implement a Lean/ Six Sigma Process Improvement Plan	CMO-SI	All Depts.
5. Routinely conduct a Neighbor Survey and address priority opportunities for improvement	CMO-SI	All Depts., ETC
6. Develop a modern communications and branding strategy for employees and neighbors	Public Affairs (CMO-PAO)	CMO-SI
7. Upgrade the City's official website	Information Technology Services (ITS)	CMO-PAO, PWD
8. Develop a modern intranet to improve internal communication, business rules, and knowledge sharing	ITS	CMO-PAO
9. Develop an employee newsletter	CMO-PAO	All Depts., HRD, ITS
10. Implement the social media policy for expanded communications	ITS	All Depts., CMO-PAO
11. Explore the creation of a call center, by developing a new Customer Relationship Management (CRM) tool to track and address general questions and non-emergency calls from neighbors for City services	ITS	
12. Conduct a test pilot of Wi-Fi in public parks	ITS	P&R
13. Allow City customers to pay any bill at any City location	Finance (FIN)	All Depts., ITS
<b>KEY PERFORMANCE INDICATORS:</b>	<b>BASELINE:</b>	<b>5-YR TARGET:</b>
<b>» Satisfaction with the overall quality of City services</b>	67%	73%
• Number of City website visitors	1,984,745	10,126,349
• Number of downloaded electronic applications for smart devices	156	468
• Number of smart phone applications for City services	2	5
• Number of Lean/Six Sigma process improvements conducted	3	30
• Percent of neighbors satisfied with the ease of access to information about City services	56%	62%

## 04

**OBJECTIVE 4:**

Provide a reliable and progressive technology infrastructure

<b>STRATEGIC INITIATIVES:</b>	<b>LEAD:</b>	<b>PARTNERS:</b>
1. Implement the Information Technology Strategic Plan for improved operational efficiencies and increased employee productivity	ITS	All Depts.
2. Utilize an effective governance model for overseeing technology decisions	ITS	All Depts.
3. Implement a scanning and Electronic Document Management System (EDMS) citywide	ITS	All Depts.
<b>KEY PERFORMANCE INDICATORS:</b>	<b>BASELINE:</b>	<b>5-YR TARGET:</b>
• Percent of ITS Help Desk calls resolved at time of call	60%	60%
• Network and telephone systems uptime	N/A	99.90%

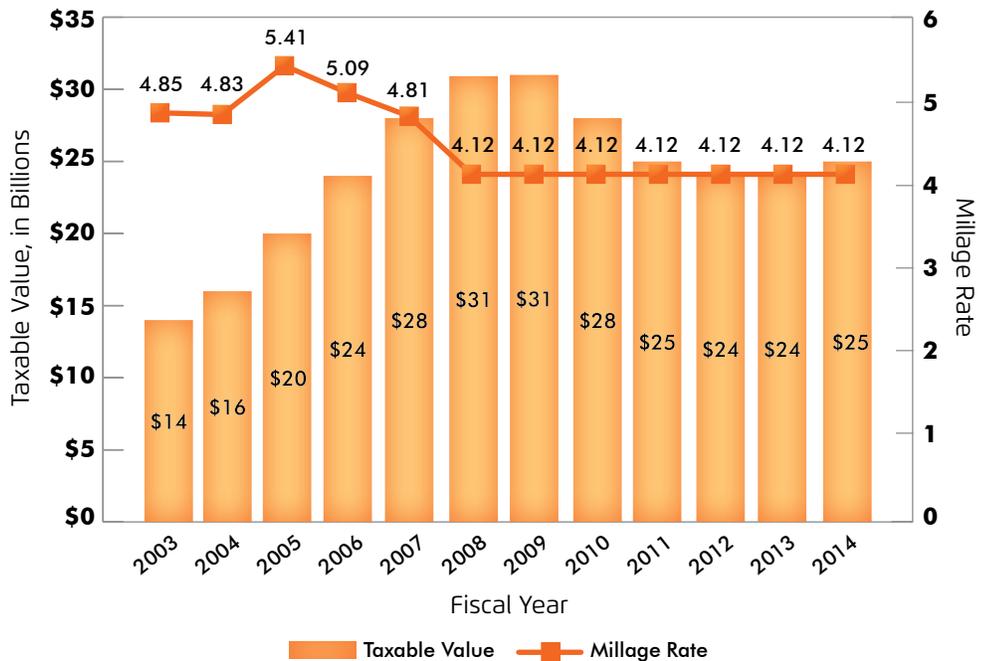


**GOAL 12 OBJECTIVES**

- 01 OBJECTIVE 1:** Ensure sound fiscal management
- 02 OBJECTIVE 2:** Achieve excellent procurement services through technological advancements, improved procedures and outreach programs
- 03 OBJECTIVE 3:** Provide safe, efficient and well-maintained vehicles, equipment and facilities and integrate sustainability into daily operations

Our revenues will be strategically allocated for the smart and streamlined delivery of financial services. By implementing preventive maintenance approaches and sustainability practices to reduce resource use and generate savings, we will extend the useful life and efficiencies of our infrastructure and fleet.

City of Fort Lauderdale Taxable Value and Millage Rate



Source: City of Fort Lauderdale Fiscal Capacity Study and FY 2014 Proposed Operating Budget



Managing our resources wisely and sustainably means that we have sound fiscal management, procure goods for the best value, and integrate sustainability principles into daily operations and planning. A fundamental component of this is the City of Fort Lauderdale's recent adoption of fiscal principles; demonstrating its commitment to developing a structurally balanced, strategic budget that delivers exceptional value to neighbors. These principles ensure professional management and stability that leads to optimal bond ratings. By aligning our financial and employee resources with *Fast Forward Fort Lauderdale 2035*, the City Commission Annual Action Plan (CAAP), and our neighbors' priorities, we aim to provide investments in public safety, mobility, infrastructure, performance management, and quality development.

As we progress into the future, our population will continue to grow and the City's physical infrastructure will need preventive maintenance and smart investments to expand the useful life of public resources. In the next five years, the City will focus on managing our property, facilities, equipment, vehicle fleet, water and wastewater systems, and drainage infrastructure, while integrating sustainable principles and best practices into each facet of our operations. The Commission-approved Sustainability Action Plan, in alignment with the Southeast Regional Climate Change Compact, outlines cost-saving sustainability measures such as green building retrofits, energy management systems, and water, energy, and fuel reductions and efficiencies. This responsible asset management will position Fort Lauderdale as a visionary and green government leader.

## 2012 NEIGHBOR SURVEY SNAPSHOT:

- 41% of neighbors agree that the City uses tax dollars wisely.
- 43% of neighbors believe the overall value received for City tax dollars/fees is excellent or good.

01

**OBJECTIVE 1:**

Ensure sound fiscal management

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Achieve a structurally balanced budget through viable revenue sources, smart financial management, comprehensive financial forecasting, and results-oriented and efficient services	Budget (CMO-BDGT)	All Depts., CC, BAB
2. Implement the strategically prioritized Five-Year Community Investment Plan (CIP)	CMO-BDGT	All Depts., CC
3. Provide fiscally sustainable employee pensions	City Manager's Office (CMO)	CC, CMO-BDGT, HRD, BAB, GERS, PFRS
4. Maintain available fund balance minimums per City Commission policy, as advised by the Government Finance Officers Association (GFOA)	CMO-BDGT	CC, BAB
5. Maintain a budget document that continues to achieve the GFOA Distinguished Budget Presentation Award	CMO-BDGT	
6. Prepare an annual Popular Report in conjunction with the Comprehensive Annual Financial Report (CAFR), to produce a high-quality report that is readily accessible and easily understandable to the general public and other interested parties without a background in public finance	FIN	CMO
7. Procure and advance implementation of an Enterprise Resource Planning (ERP) system	ITS	All Depts., FIN
8. Implement KRONOS, a time and attendance automation management software, to reduce manual entry and increase accuracy	ITS	FIN
KEY PERFORMANCE INDICATORS:	BASELINE:	5 -YR TARGET:
» Property Values	\$23,619,153,693	\$28,839,304,588
• Bond rating evaluation by National Bond Rating Agency: General Obligation	AA-	AA-
• Bond rating evaluation by National Bond Rating Agency: Revenue	AA-	AA-
• Percent of general fund balance available for use at or above requirements	16.6%	≥ 16.6%
• Total number of open audit findings (financial)	3	0
• Total number of open audit findings (single)	11	0
• Average number of days to receive funds for claims subrogation from date of damage	270	183

02

**OBJECTIVE 2:**

Achieve excellent procurement services through technological advancements, improved procedures and outreach programs

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Continue to grow the use of purchasing cards (P-cards) with vendors to streamline payments and maximize City rebates	FIN	All Depts., Vendors
2. Routinely examine and improve procurement and payment processes	FIN	CMO-SI
3. Maintain the National Purchasing Institute Award of Excellence in Procurement	FIN	

» indicates an idea from the Vision Plan. For more information on strategic initiative partners, see *Cylinders of Excellence Community Partners*

4. Develop a policy for sustainable product purchasing	FIN	All Depts.
5. Implement Spend Analysis software to achieve procurement efficiencies	FIN	
6. Continue to expand and monitor local supplier spending	FIN	
7. Expand use of departmental informal electronic quoting	FIN	All Depts.
<b>KEY PERFORMANCE INDICATORS:</b>	<b>BASELINE:</b>	<b>5-YR TARGET:</b>
• Purchasing card (P-card) volume as percentage of all goods and services	22.2%	30.0%
• P-card purchase dollar amount (includes E-payable payments)	\$18,582,613	\$30,000,000
• P-card rebate	\$250,865	\$300,000
• Percent increase in departmental informal electronic quotes	N/A	10.0%

**03 OBJECTIVE 3:** Provide safe, efficient and well-maintained vehicles, equipment and facilities and integrate sustainability into daily operations

<b>STRATEGIC INITIATIVES:</b>	<b>LEAD:</b>	<b>PARTNERS:</b>
1. <b>» Continue to use Florida-friendly and drought-tolerant landscaping at all City facilities to conserve water</b>	Parks and Recreation (P&R)	
2. <b>» Reduce fuel consumption and maximize efficiencies in City vehicles and equipment</b>	Public Works (PWD)	All Depts.
3. Conduct water and energy conservation and efficiency audits	PWD	P&R
4. Implement energy management systems to reduce energy consumption and save money	PWD	P&R
5. Integrate energy efficient retro-fits and sustainable design elements in City facilities	PWD	P&R
6. Explore an employee pool car system using existing vehicles to reduce mileage costs	PWD	
7. Establish a preventative maintenance program and performance indicators for facilities	P&R	CMO-SI
8. Maximize the best use of or sell City real estate	P&R	
<b>KEY PERFORMANCE INDICATORS:</b>	<b>BASELINE:</b>	<b>5-YR TARGET:</b>
• Total gallons (in millions) per month of water consumed by City operations	50,516	48,941
• Percent reduction in total fleet fuel consumption	1,414,453 gallons	5%
• Percent reduction in greenhouse gas emissions from City operations	72,700 MT-CO <sub>2</sub> e	15%
• Percent reduction in electricity use in City owned and operated facilities	106,011,000 kWh	15%
• Number of Kilowatts (kW) generated by renewable energy	16Kw	100kW
• Percent of City facilities tracked through EPA's Portfolio Manager	0%	100%
• Percent of City facilities incorporating energy efficient upgrades	5%	15%
• Percent of preventative fleet maintenance completed on time	71.6%	85%

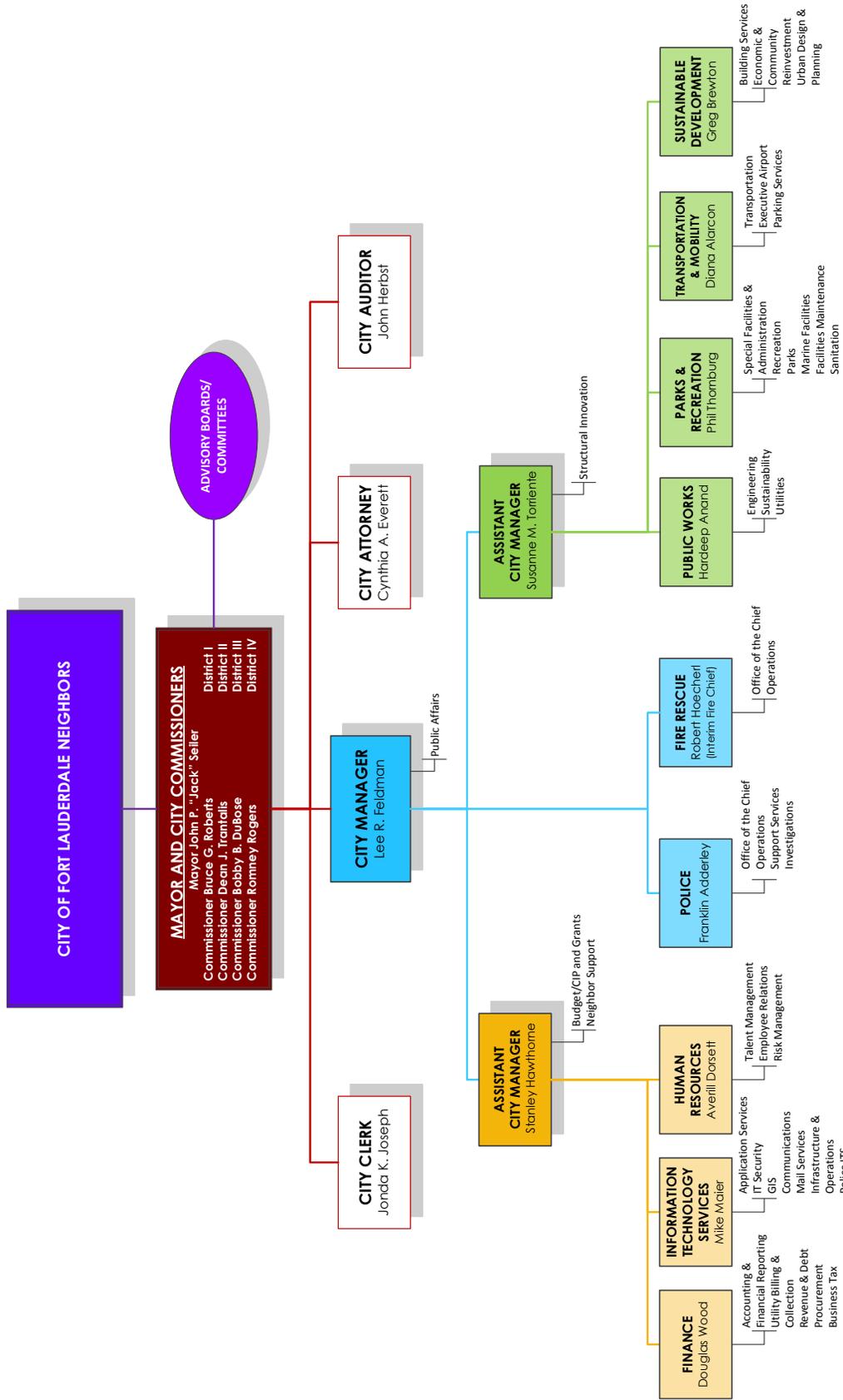
# LOOKING FORWARD: NEXT STEPS



*Press Play Fort Lauderdale 2018* is an action plan. It is a starting point that will evolve in response to a changing environment. We will become more advanced in our use of feedback mechanisms that provide data to guide our decision-making, such as: performance and community indicator results, process management results, the annual neighbor survey trends, benchmarking against other cities, and best practice research. We will accomplish this by building our ‘bench strength’ - our staff and our strategic capacities that include: information technology, information sharing, data analysis, communication, and collaboration to engage employees and provide the tools for success. As our collaborative partnerships with community groups, organizations and stakeholders continue to develop and flourish, we will see results. This will help us ensure that our plan remains relevant and continues to serve the needs of our neighbors - both now and in the future. As we look forward to *Press Play Fort Lauderdale 2023*, we will recognize the accomplishments we have achieved and work to effectively address the new challenges and opportunities that lie ahead as we continue to build community and strive to be “the City You Never Want to Leave.”



# CITY OF FORT LAUDERDALE ORGANIZATIONAL CHART



# CONNECTIONS BY DEPARTMENT

CITY DEPARTMENTS											
	City Manager's Office	Finance	Fire-Rescue	Human Resources	Information Technology Services	Parks and Recreation	Police	Public Works	Sustainable Development	Transportation and Mobility	
<p><b>STRATEGIC GOALS</b></p> <p>Each Department has a role in implementing Press Play. Together, working across departments and within the Cylinders of Excellence and Internal Support Platform, we will be able to accomplish our goals. Here, we show the connections between departments and the 12 strategic goals of Press Play. When noted in the matrix, this means the department has lead responsibility for initiatives and performance within the strategic goal.</p>	Infrastructure	Be a pedestrian friendly, multi-modal City					●		●	●	
		Be a sustainable and resilient community						●			
	Public Places	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	●			●	●	●	●	●	
	Public Places	Be a healthy community with fun and stimulating recreational activities for our neighbors	●			●	●				
	Neighborhood Enhancement	Be a community of strong, beautiful, and healthy neighborhoods	●					●			
	Neighborhood Enhancement	Be an inclusive community made up of distinct, complementary, and diverse neighborhoods	●						●	●	
	Business Development	Be a well-positioned City within the global economic and tourism markets of the South Florida region, leveraging our airports, Port, and rail connections	●						●	●	●
	Business Development	Be known for educational excellence	●							●	
	Public Safety	Be the safest urban coastal City in South Florida through preventative and responsive police and fire protection	●	●				●			
	Public Safety	Be a City well-prepared for and responsive to all hazards	●	●							
	Internal Support	Be a well-trained, innovative, and neighbor-centric workforce that builds community	●		●						
	Internal Support	Be a leading government organization, managing resources wisely and sustainably	●			●			●		●

# BRAVO! CITY ACCOMPLISHMENTS AND AWARDS

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Accreditations, awards, and rankings signify and celebrate operational excellence and continuous improvement. These third party reviews and endorsements provide the City of Fort Lauderdale with a measure of quality and assurance that we are meeting and, in many cases, exceeding industry standards. Several new accreditations and projects will be pursued in the next five years. They are noted within the Cylinders of Excellence sections of *Press Play*. BRAVO, City staff, and carry on with excellence.

## 2013: 13

1. ACHIEVEMENT OF EXCELLENCE IN PROCUREMENT, National Purchasing Institute, Procurement Services (10 years)
2. ALL AMERICA CITY DIVERSITY AND INCLUSIVENESS AWARD, National Civic League, City of Fort Lauderdale
3. CERTIFIED TRAINING CENTER, American Heart Association, first in the State to gain approval for three disciplines, Fire-Rescue Department
4. CITIES OF EXCELLENCE PEACOCK AWARD, Broward League of Cities, Fort Lauderdale Northwest CRA
5. COMMUNITY RATING SYSTEM (CRS) SCORE IMPROVEMENT (7 to a 6), FEMA National Flood Insurance Program Community Rating System, City of Fort Lauderdale
6. CRYSTAL AWARD FOR NATIONAL FLEET CERTIFICATION, Fleet Counselor Services, Inc., Fleet Services
7. ENVIRONMENTAL & SUSTAINABILITY MANAGEMENT SYSTEM TECHNICAL ASSISTANCE, U.S. Environmental Protection Agency (EPA), Transportation and Mobility Department
8. EXCELSIOR STATUS NATIONAL ACCREDITATION, Commission for Florida Law Enforcement Accreditation, Police Department
9. FWEA WASTEWATER COLLECTION SYSTEM OF THE YEAR, Florida Water Environment Association, Public Works Department
10. FIRE MARSHAL OF THE YEAR, Broward Association of Fire Marshals, Fire-Rescue Department
11. GREEN STREET TECHNICAL ASSISTANCE, EPA, ENVIRONMENTAL PROTECTION AGENCY, U.S. Environmental Protection Agency (EPA), Transportation and Mobility Department
12. PLAYFUL CITY USA, KaBoom!, Parks and Recreation Department (2 years)
13. RANKED AS THE #7 SMALL AMERICAN CITY OF THE FUTURE 2013-2014 FOR ECONOMIC POTENTIAL, Foreign Direct Investment Magazine, City of Fort Lauderdale

## 2012: 11

1. ACHIEVEMENT OF EXCELLENCE IN PROCUREMENT, National Purchasing Institute, Procurement Services
2. BLUE WAVE AWARD, Clean Beaches Council, Fort Lauderdale Beach
3. CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING, Government Finance Officers Association of the United States and Canada, Finance Department (33 years)
4. CLEAN MARINA DESIGNATION, Florida Department of Environmental Protection, Cooley's Landing (5 years), Las Olas Marina (6 years) and New River Marina (4 years), Marine Facilities
5. CRYSTAL AWARD FOR NATIONAL FLEET CERTIFICATION, Fleet Counselor Services, Inc., Fleet Services
6. DISTINGUISHED BUDGET PRESENTATION AWARD, Government Finance Officers Association, Office of Management and Budget
7. DIVISION V DISTRIBUTION SYSTEM OF THE YEAR AWARD, Florida Section of the American WaterWorks Association, Public Works Department
8. NATIONAL ACCREDITATION, Commission for Accreditation of Park and Recreation Agencies, Parks and Recreation Department
9. PLAYFUL CITY USA, KaBoom!, Parks and Recreation Department
10. TREE CITY USA, Arbor Day Foundation, Parks and Recreation Department (33 years)
11. RANKED 14TH OF "100 BEST GOVERNMENT FLEETS" IN NORTH AMERICA, Government Fleet Magazine, Fleet Services

# BRAVO! CITY ACCOMPLISHMENTS AND AWARDS

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## 2011: 10

1. ACHIEVEMENT OF EXCELLENCE IN PROCUREMENT, National Purchasing Institute, Procurement Services Department
2. AWARD FOR MUNICIPAL FACILITIES/PARKS AND RECREATION, Community Appearance Board, Coontie Hatchee Park, Parks and Recreation Department
3. BLUE WAVE AWARD, Clean Beaches Council, Fort Lauderdale Beach
4. CLEAN MARINA DESIGNATION, Florida Department of Environmental Protection, Cooley's Landing, Las Olas Marina and New River Marina, Marine Facilities
5. CRYSTAL AWARD FOR NATIONAL FLEET CERTIFICATION, Fleet Counselor Services, Inc., Fleet Services
6. DIVISION V WATER DISTRIBUTION SYSTEM OF THE YEAR, Florida Section of the American WaterWorks Association, Public Works Department
7. LEED GOLD CERTIFICATION, Fort Lauderdale Executive Airport Aviation Equipment and Service Facility, Transportation and Mobility Department
8. NATIONAL PARKS ACCREDITATION, Commission for Accreditation of Park and Recreation Agencies, Parks and Recreation Department
9. RANKED 11TH OF "100 BEST GOVERNMENT FLEETS" IN NORTH AMERICA, Government Fleet Magazine, Parking and Fleet Services
10. TREE CITY USA, Arbor Day Foundation, Parks and Recreation Department

## 2010: 13

1. ACHIEVEMENT OF EXCELLENCE IN PROCUREMENT, National Purchasing Institute, Procurement Services Department
2. AWARD FOR MUNICIPAL FACILITY, Community Appearance Board, Parks and Recreation Department
3. BEACH PATROL OF THE YEAR, Florida Beach Patrol Chiefs Association, Ocean Rescue Division
4. BLUE WAVE AWARD, Clean Beaches Council, Fort Lauderdale Beach
5. CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING, Government Finance Officers Association of the United States and Canada, Finance Department
6. COMMUNITY AIRPORT OF THE YEAR, Florida Department of Transportation, Fort Lauderdale Executive Airport
7. CRYSTAL AWARD FOR NATIONAL FLEET CERTIFICATION, Fleet Counselor Services, Inc., Fleet Services
8. DISTINGUISHED BUDGET PRESENTATION AWARD, Government Finance Officers Association, Office of Management and Budget
9. DIVISION V WATER DISTRIBUTION SYSTEM OF THE YEAR, Florida Section of the American WaterWorks Association, Public Works Department
10. ENVIRONMENTAL LABORATORY ACCREDITATION, Bureau of Laboratories, Florida Department of Health, Public Works Department
11. FLORIDA LAW ENFORCEMENT RE-ACCREDITATION, Commission for Florida Law Enforcement Accreditation, Police Department (fourth accreditation)
12. RANKED 8TH OF "100 BEST GOVERNMENT FLEETS" IN NORTH AMERICA, Government Fleet Magazine, Parking and Fleet Services
13. TREE CITY USA, Arbor Day Foundation, Parks and Recreation Department

# BRAVO! CITY ACCOMPLISHMENTS AND AWARDS

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## 2009: 9

1. ACHIEVEMENT OF EXCELLENCE IN PROCUREMENT, National Purchasing Institute, Procurement Services Department
2. BLUE WAVE AWARD, Clean Beaches Council, Fort Lauderdale Beach
3. BROWARD COUNTY STATE ROAD A1A SCENIC HIGHWAY DESIGNATION, Florida Department of Transportation, Public Works Department
4. CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING, Government Finance Officers Association of the United States and Canada, Finance Department
5. CRYSTAL AWARD FOR NATIONAL FLEET CERTIFICATION, Fleet Counselor Services, Inc., Parking and Fleet Services
6. DISTINGUISHED BUDGET PRESENTATION AWARD, Government Finance Officers Association, Office of Management and Budget
7. DIVISION V OUTSTANDING DISTRIBUTION SYSTEM OF THE YEAR, Florida Section of the American Water Works Association, Public Works Department
8. RANKED 3RD OF "100 BEST GOVERNMENT FLEETS" IN NORTH AMERICA, Government Fleet Magazine, Parking and Fleet Services
9. TREE CITY USA, Arbor Day Foundation, Parks and Recreation Department

## 2008: 12

1. ACHIEVEMENT OF EXCELLENCE IN PROCUREMENT, National Purchasing Institute, Procurement Services Department
2. BEST CIVIL PROJECT OF 2008, Southeast Construction Magazine, Peele Dixie Water Treatment Plant
3. BLUE WAVE AWARD, Clean Beaches Council, Fort Lauderdale Beach
4. BROWARD UTILITY OF THE YEAR, Florida Water and Pollution Control Operators Association, Public Works Department
5. CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING, Government Finance Officers Association of the United States and Canada, Finance Department
6. CLEAN MARINA DESIGNATION, Florida Department of Environmental Protection, Cooley's Landing and Las Olas Marina
7. CRYSTAL AWARD FOR NATIONAL FLEET CERTIFICATION, Fleet Counselor Services, Inc., Parking and Fleet Services
8. DISTINGUISHED BUDGET PRESENTATION AWARD, Government Finance Officers Association, Office of Management and Budget
9. ENVIRONMENTAL LABORATORY ACCREDITATION, Bureau of Laboratories, Florida Department of Health, Public Works Department
10. PARK OF THE YEAR, Racquet Sports Industry Magazine, Jimmy Evert Tennis Center, Parks and Recreation Department
11. RANKED 9TH OF "100 BEST GOVERNMENT FLEETS" IN NORTH AMERICA, Government Fleet Magazine, Parking and Fleet Services
12. TREE CITY USA, Arbor Day Foundation, Parks and Recreation Department



# HOW WE DELIVER SERVICES: City Departments



## **CITY MANAGER'S OFFICE (CMO)**

The City Manager's Office is a team of professional and diverse public administrators. The organization's mission is concise: We Build Community. Operating under the traditional Commission-Manager form of government, the City Manager is appointed by the five-member City Commission. The Office is responsible for the day-to-day operations of the City, with a total annual budget of more than \$734 million, and 2,456 dedicated professional employees. The City Manager's team includes two Assistant City Managers and the Offices of Budget, Neighbor Support, Public Affairs, and Structural Innovation. As a team, the City Manager's Office supports the Internal Support Platform and works to build community and create a sense of place by ensuring fiscally responsible, neighbor-centric, and innovative delivery of services to our neighbors, guests, and community stakeholders.

## **FINANCE DEPARTMENT (FIN)**

The mission of the Finance Department is to safeguard the City's assets and financial affairs, and provide for the long-term financial stability, integrity, and accountability of the City's financial resources. The department is a valuable internal financial resource to all City departments, and strives to provide excellent service to investors and other entities conducting financial and purchasing transactions in accordance with accounting standards for state and local governments. To achieve its mission, the Finance Department provides services through the functions of Financial Administration, Utility Billing and Collection, Accounting and Financial Reporting, Revenue and Debt, and Procurement Services. As an integral part of the Internal Support Platform, Finance ensures all City departments follow sound fiscal management procedures, and assists with procuring goods and services for the best value, thereby allowing the City to obtain fiscal efficiencies, while maximizing resources and lessening financial burdens.

## **FIRE-RESCUE DEPARTMENT (FLFR)**

The Fort Lauderdale Fire-Rescue Department was established in 1912 and currently provides fire, rescue, and emergency management services to the citizens and visitors of the City of Fort Lauderdale, Wilton Manors, and the Town of Lazy Lake. The department operates out of 11 fire stations and annually responds to over 42,000 calls for service. A number of highly trained special operations are utilized within the department including Hazardous Materials Response, Technical Rescue, Dive Rescue, Emergency Medical Services, Rapid Intervention Response, and Aircraft Rescue Firefighting (AARF) Services. The department also conducts fire safety inspections in commercial buildings, reviews building plans to ensure fire code compliance, and investigates fire origin and cause.

# HOW WE DELIVER SERVICES: City Departments

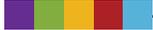


Fire-Rescue offers training programs to both the private and public sectors, as well as internal (departmental) and external (non-departmental) certified Firefighters, Emergency Medical Technicians and Paramedics. To significantly increase patient survival rates above the national average, the Fire-Rescue Department utilizes advanced medical protocols, such as induced hypothermia (ICE alert). The department is transitioning into non-emergency inter-facility transport services in response to community needs, and as a revenue enhancement. Fire-Rescue supports the Public Safety Cylinder of Excellence and is the lead for emergency management planning, overseeing the City's Emergency Operations Center (EOC) and supervising the City's Community Emergency Response Team (CERT) to ensure prompt and effective response and recovery efforts in the event of a major emergency or disaster.

## **HUMAN RESOURCES DEPARTMENT (HRD)**

The Human Resources Department partners with City departments to hire, train, and retain a qualified and diverse professional workforce for the delivery of excellent services to the community. The department maintains all citywide personnel policies, rules, regulations, and workplace safety standards, and administers employment benefits. During collective bargaining discussions and union grievance hearings, Human Resources personnel represent the City. The department protects the City's physical and financial assets against loss by maintaining effective insurance programs and minimizing the City's exposure to risk. It fosters the development of future workers by administering the Kids and the Power of Work (KAPOW) Program and the Summer Youth Employment Program (SYEP) with Workforce One, and also partners with local institutions of higher education for continual employee development. As part of the Internal Support Platform strategic area, Human Resources supports departments to ensure a qualified, well-trained, and healthy workforce.

# HOW WE DELIVER SERVICES: City Departments



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## **INFORMATION TECHNOLOGY SERVICES DEPARTMENT (ITS)**

Information Technology Services is a centralized, internal service department that provides technical resources and essential tools (support, software, hardware, services, direction, and leadership) to all City departments so they may provide superior service to our neighbors. ITS delivers customer care, provides computers, telephones, radios, Intranet, Internet, electronic mail, radios, wireless and mobile communications, website access, business software applications, desktop software applications, and training. In addition, the ITS team is responsible for all system implementations, security, and tactical and strategic planning for technology solutions and services. As a part of the Internal Support Platform, ITS has focused its operations on fulfilling its departmental strategic plan, bringing the City's fundamental and essential technology tools up to date, and providing City staff with the technology resources necessary to conduct their work efficiently, effectively, and in new and innovative ways.

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## **PARKS AND RECREATION DEPARTMENT (P&R)**

The Parks and Recreation Department provides parks and recreation facilities along with quality programming and services to meet the needs of the entire community and enhance quality of life in the City of Fort Lauderdale. The department acquires property to expand green space and develop new parks to enhance the aesthetic quality and livability of the City. The department earned national accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA) in 2011, and earned national recognition as a Playful City USA community in 2012 and 2013 as a result of efforts to increase play opportunities for children, while promoting active, healthy lifestyles.

Parks and Recreation produces award-winning special events that build community, enrich lives, and showcase the City's best attributes. Sponsorship and promotion of new, high visibility events have been pivotal to attracting locals, residents of surrounding cities, and tourists to downtown Fort Lauderdale and the beach. In support of the Public Places Cylinder of Excellence, the department is working toward creating active, diverse public places that are dynamic, exciting and enjoyable. The Public Places and Infrastructure Cylinder teams are working collaboratively to increase accessibility within the public realm to accommodate multi-modes of transportation from pedestrians, runners, and bicyclists to boaters, streetcar and trolley riders.

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## **POLICE DEPARTMENT (FLPD)**

The City of Fort Lauderdale Police Department maintains a strong partnership with the community to reduce crime and improve the quality of life in our community. The Office of the Chief is responsible for the overall management of the Police Department, which is divided into three main bureaus: the Support Services Bureau, which is responsible for addressing the administrative, financial and equipment needs of the department; the Operations Bureau, which is responsible for the physical, 24-hour delivery of police services throughout the City; and the Investigative Bureau, which is responsible for the investigations of the persons' and property crimes through the Criminal Investigations Division, and conducting proactive investigations into ongoing criminal activity through the Special Investigations Division.

The Police Department employs the CompStat philosophy, along with the application of the Intelligence-Led Policing model, and works with neighboring law enforcement agencies to identify criminal trends and solve crime. The department listens to community concerns and shares pertinent information through regular attendance at neighborhood, civic, and homeowner association meetings and makes timely crime data available through Raidsonline.com. The department has established innovative partnerships with the business community (IBM and SmartWater CSI) designed to identify trends before they become systemic issues, enhance resource coordination, and prevent and reduce crime. The department supports the Public Safety Cylinder of Excellence and is fully accredited by the Commission for Florida Law Enforcement Accreditation.

# HOW WE DELIVER SERVICES: City Departments



## **PUBLIC WORKS DEPARTMENT (PWD)**

The Public Works Department's mission is to provide services that have a direct IMPACT on the quality of life of our neighbors. IMPACT is a leadership philosophy that guides the organization by connecting it to the community Vision Plan, *Fast Forward Fort Lauderdale 2035*. The philosophy is based on the following principles: I - for image and innovation, M - for measurement and metrics, P - for planning and performance, A - for action and accountability, C - for communication and collaboration, and T - for training and tools. As the largest provider of infrastructure services in Broward County, the Public Works Department delivers many of the basic, convenient, and critical services and programs that affect the daily lives of our neighbors. Services include all water, wastewater, stormwater and capital improvement activities throughout the City, as well as several adjacent communities.

In support of the Infrastructure Cylinder of Excellence, Public Works is charged with implementing capital improvement projects and effective project management to maintain Fort Lauderdale's aging infrastructure (water, sewer, and drainage systems, utilities, roads, bridges, and waterways). Through the planned design and construction of drainage, sewers, parks, buildings, parking facilities, fire stations, streetscapes, and neighborhood improvements, the department provides for an improved quality of life for the City's neighbors that promotes connectivity and supports future economic growth.

The Public Works Department's new Sustainability Office is fundamental to transforming the entire City organization with local and regional partners to integrate innovative, cost-saving approaches into planning and operations. This includes energy efficiency in utilities and facilities management; climate change adaptation focusing on reducing flooding and reducing greenhouse gas emissions; increasing the tree canopy; waste management, recycling and beneficial reuse; and re-purposing and modernizing the City fleet to be more sustainable.

# HOW WE DELIVER SERVICES: City Departments

## **SUSTAINABLE DEVELOPMENT DEPARTMENT (DSD)**

The Sustainable Development Department provides programs and administers plans and policies to enhance the quality of life for our neighbors and visitors by guiding exceptional development, promoting economic prosperity and environmental and social equity, and protecting the health, safety and welfare of the community. DSD encourages and directs orderly growth and promotes well-designed development through sound planning principles that focus on livability, urban revitalization, growth management, and historic preservation. The department provides business liaison functions to the community by focusing on job growth and business attraction, retention and expansion activities, and implements Community Redevelopment Agency (CRA) plans and initiatives. To improve the overall welfare and appearance of the community, the department conducts code compliance, encouraging voluntary compliance and prompt corrections. The department issues building permits and conducts inspections to ensure safe and quality construction through the Florida Building Code. DSD also assists in providing housing and community service needs through the effective administration of federal and state grant programs. Sustainable Development supports the Neighborhood Enhancement and Business Development Cylinders of Excellence, helping to beautify neighborhoods and acting as a catalyst for economic development, attracting and retaining targeted businesses for a diverse economy



## **TRANSPORTATION AND MOBILITY DEPARTMENT (T&M)**

The Transportation and Mobility Department's mission is to build community by connecting people to places. The Department accomplishes this within the framework of the City's Vision, Strategic Plan, and the Commission Annual Action Plan. By utilizing creative and proactive planning, engineering, and management principles, Transportation and Mobility is committed to achieving its long-term objectives of providing mobile, livable and sustainable transportation systems, while positioning Fort Lauderdale as a leader in innovate, connected development.

The Department encompasses the Executive Airport, Transportation, and Parking Services Divisions, as well as the Performing Arts Center garage. These functions, previously performed by five other City departments, were brought together to implement the City's Vision of providing coordinated transportation planning and engineering; utilizing Complete Streets principles to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders; encouraging sustainable practices in project design and construction; and enhancing the City's aviation, multi-mode transportation, and parking infrastructure through a comprehensive capital improvement program. The Transportation and Mobility Department supports the Infrastructure and Business Development Cylinders of Excellence, by creating transportation networks for all users and by providing best-in-class general aviation airport amenities and services.

# OUR PRIORITIES:

## Overview of Current Plans

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*Press Play Fort Lauderdale 2018* is a strategic framework that includes existing and future targeted plans to achieve our goals. Important Fort Lauderdale plans are indicated throughout the Cylinders of Excellence chapters, and are listed below with brief descriptions and priorities.

### INFRASTRUCTURE

#### Connectivity Master Plan

The goal of the Connectivity Master Plan is to connect neighbors and neighborhoods to frequently visited destinations through all modes of transportation. Residents will enjoy an enhanced quality of life that fosters economic development and supports a healthier environment through a transportation system that is oriented toward Complete Streets and multimodal travel. This program will allow the City to work with transportation partners to identify, prioritize, and fund multimodal transportation projects.

#### Stormwater Master Plan

The Stormwater Master Plan (SWMP) is a guide for improving the performance of City's storm drainage system and meeting regulatory compliance through the year 2025. The plan provides a preliminary schedule of prioritized capital improvements to modernize the City's existing stormwater system, meet increasing performance and regulatory demands, and maintain the high level of service needed in a coastal, urban environment.

#### Sustainability Action Plan

The Sustainability Action Plan (SAP) provides recommendations for new and existing initiatives to encourage and assist our residents, businesses, developers, staff and organizations to practice sustainability. Sustainable decisions are those that integrate environment, economy, and social equity. By developing and implementing innovative programs now, our community will be better prepared, to improve quality of life, foster economic prosperity, and strengthen climate resiliency. As the plan continues to be refined, it will align with local, county, and regional plans including the Southeast Florida Regional Climate Change Compact Counties Regional Climate Action Plan (RCAP) and the Seven Counties – 50 Years Southeast Florida Prosperity Plan (Seven50).

#### Water and Wastewater Master Plan

The Water and Wastewater Master Plan identifies improvements to the City's water and wastewater utilities through 2020. Recommendations in the plan served as the foundation for WaterWorks 2011, the City's largest and most extensive water and wastewater capital improvement and modernization program. The Water and Wastewater Master Plan analyzes such issues as the age and condition of the City's existing infrastructure, anticipated growth, and redevelopment of existing areas to higher densities. The planning area encompassed in the document consists of the City of Fort Lauderdale and neighboring communities served by the City's utilities.

### PUBLIC PLACES

#### Central Beach Master Plan and Las Olas Gateway Plan

The Central Beach Master Plan and Las Olas Gateway Plan are focused on determining future development patterns and identifying public improvements needed in the central section of Fort Lauderdale Beach. Building upon the goals and objectives outlined in the Beach Community Redevelopment Plan and prior planning initiatives, these plans address the unique opportunities and challenges for private development and public improvements in the area located between the beach and Intracoastal Waterway. The Fort Lauderdale Beach Community Redevelopment Agency (CRA) funds this plan in partnership with the City and oversees its implementation.

#### Downtown New River Master Plan

The City of Fort Lauderdale initiated the Downtown New River Master Plan to develop a compelling vision for the areas north and south of the New River, and establish design guidelines to set a standard for future development and open space improvements within the Riverwalk District. This plan created a framework for developing "character areas" in the Riverwalk

# OUR PRIORITIES: Overview of Current Plans

District, and guiding physical improvements (mostly relating to private development), ultimately setting the stage for a more action-based strategy for the public realm. The vision seeks to address challenges by creating a framework, supported by design guidelines, that will strengthen the parts of the Riverwalk that are working, fill in the gaps and missing links that leave the Riverwalk disconnected along the river and from surrounding neighborhoods, and enliven the entire stretch of Riverwalk with a variety of interesting experiences, some familiar, and some new. The design guidelines have been incorporated into the City's project review process.



## **Parks and Recreation Long Range Strategic Plan**

The Parks and Recreation Long Range Strategic Plan is a vision for the future growth and development of park facilities and programs, as well as a blueprint to meet the evolving parks and recreational needs of our neighbors. By strategically planning parks, greenways, trails, streets, and public open spaces, as well as providing access to recreational opportunities that are relevant to the lifestyles and demographics of the community, the City can enhance the quality of life for present and future generations of residents and visitors.

## **The Riverwalk District Plan**

The Riverwalk District Arts & Entertainment (A&E) / Public Realm Plan's purpose is to improve and enhance the Riverwalk and the blocks north and south of the New River. Originally conceived in the Downtown New River Master Plan, which addresses the aspects of private development and physical improvements, the vision for the Riverwalk District is to serve as the urban center of Broward County, providing a unique South Florida destination and a cosmopolitan experience for all to enjoy. This plan focuses on the activation and management of activities in the district and provides examples of events, marketing strategies, partnerships, and improvements to benefit the district. Specific objectives are included in the plan to strengthen and expand the identity and presence of arts, cultural and entertainment uses within the Riverwalk District; create lively, safe, attractive and comfortable public spaces that draw people and activity to the river; and introduce a management strategy for operating, marketing, programming, evaluating, improving, and ensuring the sustainability of the Riverwalk District.

# OUR PRIORITIES:

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### NEIGHBORHOOD ENHANCEMENT

#### **Davie Boulevard Corridor Master Plan**

The Davie Boulevard Corridor Master Plan envisions a lively, active thoroughfare that offers residents a place to shop for their everyday needs, inviting places for informal interaction such as shaded benches along sidewalks, an enhanced Melrose Park, and new civic and mixed-uses that incorporate residences, cafés, and offices. The overall vision for Davie Boulevard is expressed as an “oasis of green” defined by a strong landscape treatment that addresses the pedestrian realm, the roadway, gateway and arrival points, and other key areas where activity is generated.

#### **Neighborhood Development Criteria Revisions Initiative**

The Neighborhood Development Criteria Revisions Initiative seeks to improve the City’s residential Zoning Code to protect the best neighborhood qualities and create active, diverse, and livable communities. The project consists of two components: Phase I, which resulted in a plan to modify certain sections of the City’s Unified Land Development Regulations (ULDR); and Phase II, which will follow a public hearing process to codify ordinance amendments to the ULDR to implement the community’s vision for enhanced residential neighborhoods.

#### **North US 1 Urban Design Plan**

The North US 1 Urban Design Plan was undertaken in anticipation of increased redevelopment interest along the corridor. The project area consists of properties fronting Federal Highway/Route US 1, from Sunrise Boulevard to the City’s northern limits at approximately McNab Road. The purpose of the plan is to evaluate existing uses, building patterns, and development potential along the corridor and to establish general principles and design standards to guide future development and to allow for redevelopment of land uses and buildings that create a more vibrant and sustainable multi-use urban corridor.

#### **Riverside Park Neighborhood Character Plan**

The Riverside Park Neighborhood Character Plan was created to identify, enhance and preserve the unique and desirable elements of the neighborhood and guide future redevelopment. Located south of Broward Boulevard, north of Davie Boulevard, and set between the twin forks of the New River and I-95, the Riverside Park neighborhood offers a wide variety of housing types, is home to a large urban high school, and prides itself on lush vegetation and a natural setting, just minutes from downtown.



# OUR PRIORITIES: Overview of Current Plans



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The plan identifies areas in the community to protect, enhance, potentially infill or redevelop. It includes an evaluation of existing conditions and zoning requirements and provides guidelines that address building typology and placement, landscaping, swale areas and tree canopy, pedestrian circulation and green building practices. Implementation efforts for this Plan will combine recommendations from the Neighborhood Development Criteria Revisions Initiative, which will result in ordinance amendments to the City's Unified Land Development Regulations (ULDR).

## **South Andrews Avenue Master Plan**

The South Andrews study area is major redevelopment opportunity that could transform the district from a relatively underused resource to a dense and vital urban corridor offering a diverse mix of uses to serve nearby neighborhoods and the broader region. The area's strategic location between downtown and the airport places it squarely in a key position in any regional transportation framework. The South Andrews study area includes properties located on both sides of a mile-long stretch of South Andrews Avenue that extends from the Tarpon River (north) to State Road 84 (south). The proposed redevelopment plan for South Andrews envisions a lively, mixed-use urban neighborhood characterized by low to mid-rise buildings of a variety of commercial and residential uses, constructed close to the right-of-way lines and defining a pedestrian-friendly environment at the street level. The buildings have active street frontages with parking located behind them or at the interior of the blocks, frequently in parking garages.

## **South Regional Activity Center Master Plan**

The South Regional Activity Center (RAC) Master Plan establishes a blueprint for creating an active, pedestrian-friendly corridor with a variety of uses, including: housing, shopping, employment and entertainment opportunities. The plan incorporates design standards that create a comfortable and engaging pedestrian realm by ensuring active space at the street level; high quality design, architecture and materials for proposed development; and street cross-sections designed with wide sidewalks meant to be shaded and walkable. The South Regional Activity Center (RAC) Master Plan implementation approach is through a design oriented-approach that is accepted by the public and private sectors and has already resulted in new projects to further the vision for the South Andrews Avenue corridor.

## **BUSINESS DEVELOPMENT**

### **Beach Community CRA Redevelopment Plan**

The Beach Community Redevelopment Plan encompasses approximately 121 acres of Fort Lauderdale's Central Beach and includes the following documented blight conditions: faulty lot layout and diversity of ownership, deteriorating and deteriorated building conditions and properties, underutilized land, and high incidence of crime. The plan's redevelopment goals are to eliminate the conditions of blight, provide for a mix of land uses that will foster family activity and recreation, provide opportunities for the expansion of tourist-related facilities and activities, stimulate the redevelopment of the core area as a catalyst for the revitalization of the entire Central Beach area, and maintain public access to the beach and Intracoastal Waterway. The Fort Lauderdale Beach Community Redevelopment Agency is charged with implementing this plan.

### **Central City CRA Redevelopment Plan**

The Central City CRA Community Redevelopment Plan identifies and develops processes and activities to eliminate and prevent the spread of blight and to develop workable programs to aid in rehabilitation, conservation, and redevelopment. The area of Middle River-South Middle River-Sunrise includes 344 acres and is generally bounded by 13th and 16th Streets on the north, Sunrise Boulevard on the south, Powerline Road and I-95 on the west, and the FEC Railroad right-of-way on the east.

### **Downtown Master Plan**

The Downtown Master Plan serves as a guide for development projects and sets forth the City's vision for the future of downtown Fort Lauderdale. It details the downtown's potential and provides a blueprint for creating an active urban center with a variety of public spaces and transportation options, as well as a mix of uses including housing, shopping, employment and entertainment opportunities. The City's Downtown Master Plan envisions the Downtown Regional Activity Center (RAC) as a truly livable urban

# OUR PRIORITIES:

## Overview of Current Plans

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center with diverse, healthy residential neighborhoods and an urban fabric consisting of pedestrian-friendly streets, great public spaces, and high-quality buildings. A key component to carrying out this vision and creating a truly-connected environment is the expansion of multi-modal transportation options, including mass transit. It also includes increasing the number of allowable units in the Downtown RAC to help guide future residential growth, while preserving surrounding residential neighborhoods.

### **Fort Lauderdale / Broward County Enterprise Zone**

The Fort Lauderdale / Broward County Enterprise Zone (EZ-601), comprising areas of Fort Lauderdale, unincorporated Broward County, Lauderhill, and Dania Beach, is designed to stimulate economic activity using a variety of Federal, State, and local financial incentives and technical assistance in order to improve the infrastructure and quality of life of the residents and employees within the zone. The goals of the program are to increase awareness of the Fort Lauderdale/Broward County Enterprise Zone throughout South Florida, increase the number of new jobs and businesses within the Enterprise Zone, improve commercial districts by providing local financial assistance to businesses and property owners in the Enterprise Zone, and improve the residential districts by facilitating the construction of affordable and rehabilitated housing units.

### **Northwest/Progresso/Flagler Heights CRA Implementation Plan**

The Northwest/Progresso/Flagler Heights CRA Implementation Plan has a multi-faceted approach to revitalization that includes redevelopment of all vacant properties at the intersection of NW 6th Street and NW 7th Avenue for large-scale development. The plan calls for strategically redeveloping large, underutilized sites to be compatible with the overall vision of the CRA, including the Trash Transfer facility, the Mizell Center and the Concrete Plant. It seeks to create positive redevelopment opportunities for the historic Sistrunk corridor by targeting and attracting specific industries to establish a presence in the area. The plan incorporates comprehensive traffic calming measures to mitigate the effects of cut-through traffic in neighborhoods, and includes changes to the Zoning Code to make parking requirements more compatible with development goals. The plan aims to eliminate inconsistencies in the project development review process and create and implement area wide design guidelines. To aid in residential development, the CRA Implementation Plan promotes home ownership opportunities by utilizing vacant lots for infill housing.

## **PUBLIC SAFETY**

### **Comprehensive Emergency Management Plan**

The Comprehensive Emergency Management Plan (CEMP) is an all-hazards plan that describes the basic strategies, assumptions and mechanisms through which Fort Lauderdale will mobilize resources and conduct activities to guide and support local emergency management efforts through response and recovery. To facilitate effective intergovernmental operations, this plan adopts a functional approach that groups the type of assistance to be provided under Emergency Support Functions (ESFs) to address emergency functional needs at the city, county and state levels. Each ESF is headed by a Fort Lauderdale or a Broward County lead agency, which has been selected based on its authorities, resources, and capabilities in the specific functional area. The ESFs serve as the primary mechanism through which assistance is managed in an emergency/disaster-affected area. The plan provides: 1) guidance in mitigating, preparing for, responding to, and recovering from emergencies and disasters threatening life or property within the City of Fort Lauderdale; 2) a framework that will guide organizational behavior (response) during emergency(ies) or disaster(s); and 3) a framework of interagency and community-wide cooperation to enhance disaster mitigation, preparedness, response and recovery. Each City department has a key role in the plan and also prepares Standard Operating Procedures (SOPs).

### **Continuity of Operations Plan**

The Continuity of Operations (COOP) Plan establishes policy and guidance to ensure the execution of the mission-essential functions for the City of Fort Lauderdale's departments in the event that an emergency threatens or incapacitates operations and the relocation of selected personnel and functions of any essential facilities are required. All critical service departments have developed COOP Plans. Specific objectives are to ensure: 1) departments are prepared to respond to emergencies, recover from them, and mitigate against their impacts; 2) departments are prepared to provide critical services in an environment that



# OUR PRIORITIES: Overview of Current Plans



is threatened, diminished, or incapacitated; 3) information coordination to ensure uninterrupted communications internally and externally to all identified critical customers; 4) the return to normal operating conditions as soon as is practical, based on circumstances and the threat environment; and 5) the plan is fully capable of addressing all types of emergencies, and that mission essential functions are able to continue with minimal or no disruption.

## INTERNAL SUPPORT

### Community Investment Plan

The five-year Community Investment Plan (CIP) includes existing and new projects, as well as a spending plan for future projects based on expected revenues and other financing mechanisms. A CIP Decision Matrix allows the City Commission to weight the criteria used to rank community investment plan project applications. Each project application is carefully assessed and scored to ensure the most pressing needs of the community, stakeholders, and neighbors are prioritized and addressed. Once scored and ranked, the review team compiles the Proposed Community Investment Plan and submits the recommendations to the City Commission.

### Information Technology Strategic Plan

The Information Technology Strategic Plan sets the direction for necessary and smart technology initiatives citywide. Initiatives include: replacing the existing radio infrastructure and moving to P25, procuring a telephone system that is supported, upgrading the current non-supported Microsoft email system from Exchange 2003 to 2010, and expanding virtualization citywide.

## SUPPORTS ALL CYLINDERS:

### Fort Lauderdale Comprehensive Plan

Florida's Growth Management Act requires that all counties and municipalities adopt local government comprehensive plans that guide future growth and development. The Fort Lauderdale Comprehensive Plan strives to address the needs and aspirations of our residents while addressing the requirements of Florida's growth management system. As mandated by Chapter 187 of the Florida Statutes, the plan is required to be consistent with the State Comprehensive Plan, Strategic Regional Policy Plan for South Florida, and the Broward County Comprehensive Plan. The ultimate goal of the Fort Lauderdale Comprehensive Plan is to create a sustainable community, ensuring that adequate resources are available for future generations. The plan provides long term direction through goal statements, as well as short term objectives and policies to guide implementation efforts.

# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS



The successful implementation of *Press Play Fort Lauderdale 2018* will not be possible without the dedicated time, expertise, and resources of our volunteer City Boards and Committees, as well as our community and regional partners, all of whom have a vested interest in the future of the City of Fort Lauderdale. Welcome to the team!



## CITY ADVISORY BOARDS AND COMMITTEES (BY CYLINDER OF EXCELLENCE):

### INFRASTRUCTURE

*Department Lead: Hardeep Anand, Public Works Director*

#### SAB – Sustainability Advisory Board

**Public Works Department Liaison: Heather Steyn, Administrative Assistant I**

The Sustainability Advisory Board advises the City Commission regarding environmental sustainability by identifying and recommending affordable strategies associated with resource use, conservation, renewable energy, and energy efficiency. The Board works to involve City residents in creating an environmental strategic plan that will promote environmental sustainability within all areas of the community.

#### UAC – Utility Advisory Committee

**City Manager’s Office Liaison: Hal Barnes, Neighbor Support Manager**

The Utility Advisory Committee advises the City Commission on the activities of the utilities in the City by recommending administrative procedures that ensure the purpose and intent of the utilities’ franchise agreements are met. The Committee also hears neighbor and community concerns about the services of the utilities and recommends appropriate action to the City Commission and City Administration.

### PUBLIC PLACES

*Department Lead: Phil Thornburg, Parks and Recreation Director*

#### CSBT – Cemetery System Board of Trustees

**Parks and Recreation Department Liaison: Yoly Colarusso, Administrative Assistant II**

The Cemetery System Board of Trustees administers and oversees the operations of the cemeteries located within the City of Fort Lauderdale.



# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS

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## **PACA – Performing Arts Center Authority**

### **Liaison: Dianne Leonard, Performing Arts Center Authority**

The function and responsibility of the Performing Arts Center Authority is to perform the duties described by Chapter 2005-335 (House Bill 1361) of the Florida State Statutes, including owning, constructing, and maintaining facilities that hold cultural, tourism, and promotional, civic, and recreational public events and activities.

## **PRBB – Parks, Recreation, and Beaches Board**

### **Parks and Recreation Department Liaison: Phil Thornburg, Parks and Recreation Director and Carolyn Bean, Administrative Assistant I**

The Parks, Recreation, and Beaches Board studies and advises the City Commission on all matters pertaining to the use, maintenance, acquisition, rules, and regulations of the parks and recreation facilities of the City.

## **NEIGHBORHOOD ENHANCEMENT**

*Department Lead: Greg Brewton, Sustainable Development Director*

## **AHAC – Affordable Housing Advisory Committee**

### **Sustainable Development Department Liaison: Avis Wilkinson, Housing Program Administrator II**

The Affordable Housing Advisory Committee reviews established policies, procedures, ordinances, land development regulations, and adopted comprehensive plans, providing recommendations to the City Commission on specific action or initiatives to encourage or facilitate affordable housing. Integrating policies, plans, and program delivery related to affordable housing, the Committee prepares an overall strategy that when implemented, will increase the City's capacity to provide more affordable housing.

## **BoA – Board of Adjustment (also supports Business Development)**

### **Sustainable Development Department Liaison: Anthony Fajardo, Zoning Administrator**

The Board of Adjustment receives applications and hears appeals in cases involving zoning regulations. Subject to appropriate conditions and safeguards, the Board makes special exceptions to the terms of zoning ordinances of the City.

## **CAB – Community Appearance Board**

### **Sustainable Development Department Liaison: Laura Gambino, Business Development Coordinator**

The Community Appearance Board presents promotional, educational, and award programs and events, which further efforts to improve the overall community appearance of the City of Fort Lauderdale. In this effort, the Board acknowledges excellence in design, landscape, and building property management.

## **CCR – Citizens Committee of Recognition**

### **City Manager's Office Liaison: Petula Burks, Public Information Specialist**

The Citizens Committee of Recognition assures proper recognition of outstanding contributions made by local citizens in various areas of endeavor, and develops criteria for the selection of such individuals. Furthermore, the Committee studies, analyzes, and presents to the City Commission proposals on matters relating to the observance of certain significant historical occasions.

## **CCRAB – Central City Redevelopment Advisory Board (also support Business Development)**

### **Sustainable Development Department Liaison: Alfred Battle, CRA Director**

The Central City Redevelopment Advisory Board reviews the Middle River-South Middle River-Sunrise Boulevard Community Redevelopment Area (Central City CRA) Plan and recommends changes. The Board makes recommendations regarding the exercise of the City Commission's powers as a Community Redevelopment Agency to implement the plan and carry out and effectuate the purposes and provisions of the Community Redevelopment Act in the Central City CRA, following the receipt of input from members of the public interested in the redevelopment of property in that area.

# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS

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## **CEB – Code Enforcement Board**

### **Sustainable Development Department Liaison: Bridget Patterson, Administrative Aide**

The Code Enforcement Board hears and decides cases in which violations are alleged for any provisions of the Florida Building Code (Broward County Edition); and violations of the Code of Ordinances of the City of Fort Lauderdale when alleged together with a violation of the Florida Building Code.

## **CSB – Community Services Board**

### **Sustainable Development Department Liaison: Mario DeSantis, Housing Administrator**

The Community Services Board encourages citizen involvement and participation in community affairs at all levels, and provides a vehicle for receiving and transmitting information between residents and the City Commission. The Board reviews and recommends applications to the City Commission for Community Block Grant allocations for public service activities, and for housing opportunities for persons with HIV/AIDS (HOPWA) funds for housing related services.

## **HA – Housing Authority of the City of Fort Lauderdale, Board of Commissioners**

### **Liaison: Tam English, Executive Director**

The Housing Authority of the City of Fort Lauderdale, Board of Commissioners discovers, assesses and determines the need for sanitary and clean dwelling accommodations for low-income groups. The Board makes plans for low-income housing. It also establishes and enforces rules and regulations pertaining to minimum standards for housing.

## **HPB – Historic Preservation Board**

### **Sustainable Development Department Liaison: Linda Mia Franco, AICP, Planner III**

The Historic Preservation Board implements the City's historic preservation regulations, which promote the cultural, economic, educational, and general welfare of the people of the City of Fort Lauderdale through the preservation and protection of historically or architecturally worthy structures.

## **NAB – Nuisance Abatement Board**

### **Police Department Liaison: Charles Studders, Police Sergeant**

The Nuisance Abatement Board promotes, protects, and improves the health, safety, and welfare of the citizens by imposing administrative fines and other non-criminal penalties. The Board seeks to provide an equitable, expeditious, effective, and inexpensive method of enforcing ordinances under circumstances when a pending or repeated violation continues to exist.

## **NWPF – Northwest-Progresso-Flagler Heights Redevelopment Board (also supports Business Development)**

### **Sustainable Development Department Liaison: Alfred Battle, CRA Director and Sandra Doughlin, Clerk III**

The Northwest-Progresso-Flagler Heights Redevelopment Board reviews the plan for the Northwest-Progresso-Flagler Heights Community Redevelopment Area (NPFCA), and recommends any changes to the plan following receipt of input from members of the public interested in the redevelopment of the NPFCA. Recommendations are made by the Board regarding the exercise of the City Commission's powers as a Community Redevelopment Agency in order to implement the plan, and carry out and effectuate the purposes and provisions of Chapter 61-2165, and Section 163.330 through 163.450, Florida Statutes in the NPFCA.

## **PNZ – Planning and Zoning Board (also supports Business Development)**

### **Sustainable Development Department Liaison: Greg Brewton, Director and Ella Parker, Planner III**

The Planning and Zoning Board acts in an advisory capacity to the City Commission, conducts investigations and holds public



# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS

hearings upon all proposals to change zoning regulations or to vacate and abandon streets and alleys. The Board studies any existing City plans to improve them in order to provide for development, general improvement, and probable future growth of the City. From time to time, the Board also makes recommendations to the City Commission for changes in the comprehensive plan.

## **PUDZD – Planned Unit Development Zoning District Advisory Committee (also supports Business Development)** **Sustainable Development Department Liaison: Greg Brewton, Director**

The Planned Unit Development Zoning District Advisory Committee reviews existing provisions of the Planned Unit Development Zoning District and analyzes the application of its provisions to development, identifying any impacts that may not be in the best interest of the City and makes recommendations to the City Commission. The Committee reviews and analyzes other cities' zoning regulations permitting development, similar to the Planned Unit Development Zoning District, and receives input from members of the public interested in development in the Planned Unit Development Zoning District.

## **USB – Unsafe Structures Board**

### **Sustainable Development Department Liaison: Jeri Pryor, Administrative Assistant II**

The Unsafe Structures Board establishes uniform minimum standards for occupancy of dwelling, hotel, and rooming structures. The Board also establishes uniform minimum standards for the maintenance of the premises occupied or adjacent to such structures, including vacant lots and business establishments located within their proximity.



## **BUSINESS DEVELOPMENT**

*Department Lead: Diana Alarcon, Transportation and Mobility Director*

## **AAB – Aviation Advisory Board**

### **Transportation and Mobility Department Liaison: Clara Bennett, Deputy Director**

The Aviation Advisory Board recommends to the City Commission action necessary for the planning, establishment, development, construction, enlargement, improvement, maintenance, operation, regulation, and policing of airports owned, operated, and controlled by the City.

# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS

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**BBID – Beach Business Improvement District Advisory Committee Sustainable Development Department Liaison: Don Morris, CRA Manager and Eileen Furedi, Clerk II**

The Beach Business Improvement District Advisory Committee monitors the progress of the Beach Business Improvement District, and makes recommendations on services, enhancements, and special programs and events within its boundaries.

**BRB – Beach Redevelopment Board (also support Neighborhood Enhancement)**

**Sustainable Development Department Liaison: Don Morris, CRA Manager and Eileen Furedi, Clerk II**

The Beach Redevelopment Board implements a revitalization plan and supports preparation of a community redevelopment plan for the Central Beach Redevelopment Area subject to the approval of the City Commission, and recommends actions to be taken by the City Commission to implement the community redevelopment plan.

**CRA – Community Redevelopment Agency (CRA) (also supports Neighborhood Enhancement)**

**Sustainable Development Department Liaison: Alfred Battle, CRA Director**

The purpose and objectives of the CRA are to formulate and implement a workable program for utilizing appropriate private and public resources to eliminate and prevent the development or spread of blighted areas located in community redevelopment areas within the City.

**DDA – Downtown Development Authority (also supports Public Places)**

**Liaison: Chris Wren, Executive Director**

The Downtown Development Authority revitalizes and preserves property values, and prevents deterioration in the downtown area by a system of self-help. The Authority provides a vehicle whereby property owners who will benefit directly from the results of such programs will bear a substantial cost thereof.

**EAB – Education Advisory Board**

**City Manager’s Office Liaison: Junia Robinson, MPA, Neighbor Support Coordinator**

The Education Advisory Board advises the City Commission on issues relating to educational matters which will impact the quality of education for City residents, or which will impact education facilities located within the City.

**EDAB – Economic Development Advisory Board Sustainable Development Department Liaison: Karen Reese, Economic Development Representative and Patricia Smith, Secretary III**

The Economic Development Advisory Board provides the City with the benefit of knowledge, experience, and business resources of its members in order to further the efforts of the Department of Sustainable Development in business attraction, retention, and development. Board members serve as business ambassadors by promoting the City of Fort Lauderdale to the business community throughout the country and around the world and advising the City Commission on specific issues regarding local, national, and international business recruitment, retention, and expansion.

**MAB – Marine Advisory Board (also supports Infrastructure and Public Places)**

**Parks and Recreation Department Liaison: Andrew Cuba, Manager of Marine Facilities**

The Marine Advisory Board studies and makes recommendations to the City Commission on all phases of operation, activities, regulations, advertising, and publicity of the waterways of the City.



# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS



## **PUBLIC SAFETY**

*Department Lead: Frank Adderley, Police Chief*

### **CPRB – Citizens Police Review Board**

**Police Department Liaison: Doug MacDougall, Police Captain**

The Citizens Police Review Board assists in maintaining the confidence of Fort Lauderdale citizens that complaints of alleged police officer misconduct are thoroughly and objectively investigated and resolved. The Board reviews all complaints investigated by the Internal Affairs Division of the Police Department.

### **FRFBI – Fire-Rescue Facilities Bond Issue Blue Ribbon Committee (also supports Internal Support) Public Works Department Liaison: Frank Snedaker, Chief Architect**

The Fire-Rescue Facilities Bond Issue Blue Ribbon Committee provides recommendations to the City Commission concerning the expenditure of bond funds, including acquiring, constructing, developing, extending, enlarging, improving, renovating, equipping, and furnishing the fire-rescue facilities as spelled out in Resolution 04-145, which authorized issuance of the bonds.

## **INTERNAL SUPPORT**

*Department Lead: Mike Maier, Chief Technology Officer*

### **AUAB – Audit Advisory Board**

**Finance Department Liaison: Gina Rizzuti, Administrative Aide**

The Audit Advisory Board advises the City Commission regarding appointment, compensation, and retention of the independent auditor selected by the City to prepare or issue an audit report or perform other audits or attesting services for the City, and oversees such services. Additionally, the Board evaluates annually the independent auditor's qualifications, performance, and independence, taking into consideration the opinion of City management and the Internal Audit Director.

### **BAB – Budget Advisory Board**

**City Manager's Office Liaison: Emilie Smith, Budget Manager**

The Budget Advisory Board provides the City with input regarding the taxpayers' perspective in the development of the annual operating budget, and reviews projections and estimates from the City Manager regarding revenues and expenditures for the

# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS

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upcoming fiscal year. The Board advises the City Commission on service levels and priorities, and fiscal solvency, and submits recommendations to the City Commission no later than August 15 of each year regarding a budget for the upcoming fiscal year.

## **CRB – Charter Revision Board**

### **Department Liaison: City Attorney’s Office**

The Charter Revision Board advises the City Commission on the propriety of the existing charter. The Board makes suggestions and recommendations to perfect the charter so as to establish a better government of and for the City.

## **CVSB – Civil Service Board**

### **Human Resources Department Liaison: Averill Dorsett, Director**

The Civil Service Board advises the City Manager and City Commission on personnel matters and hears appeals of employees who may be aggrieved by decisions of their superiors.

## **GERS – General Employee Retirement System, Board of Trustees**

### **Liaison: Dave Desmond, Pension Administrator**

The General Employee Retirement System, Board of Trustees administers the Pension Plan of the City for the general employees.

## **IAB – Insurance Advisory Board**

### **Human Resources Department Liaison: Guy Hine, Risk Manager**

The Insurance Advisory Board reviews all aspects of the City’s insurance program and insurance needs, and makes recommendations to the City Commission.

## **PFRS – Police and Firefighters Retirement System, Board of Trustees**

### **Liaison: Lynn Wenguer, Pension Administrator**

The Police and Firefighters Retirement System, Board of Trustees administers the Pension Plan for the City for the Police and Firefighter employees.

## **RC – Reapportionment Committee**

### **Information Technology Department Liaison: Ian Wint, GIS Manager**

The Reapportionment Committee reviews and evaluates any and all data, proposals, and plans submitted for consideration in the reapportionment, and recommends a reapportionment plan or process to the City Commission that will result in Commission District boundaries that reflect an equal distribution of population per district.

## **RECC – Revenue Estimating Conference Committee**

### **City Manager’s Office Liaison: Emilie Smith, Budget Manager**

The Revenue Estimating Conference Committee serves as subject matter experts in reviewing revenue estimates for the budget process. Conference principals include one principal from the budget office; one principal from the Finance Department, one principal from the Budget Advisory Board, and one principal from the Audit Advisory Board.

## **COMMUNITY, REGIONAL, AND NATIONAL PARTNERS:**

**AARP – American Association of Retired Persons** – AARP is a nonprofit, nonpartisan organization, with a membership of more than 37 million that helps people turn their goals and dreams into real possibilities. The organization strengthens communities and fights for the issues that matter most to families such as: health care, employment security and retirement planning. AARP advocates for consumers in the marketplace by selecting products and services of high quality and value to carry the AARP name, and helps their members obtain discounts on a wide range of products, travel, and services.



# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS

**AHA – American Heart Association** – The American Heart Association is the nation’s oldest and largest voluntary organization devoted to fighting cardiovascular diseases and stroke. The organization includes more than 22.5 million volunteers and supporters who work tirelessly to eliminate these diseases. AHA funds innovative research, fights for stronger public health policies, and provides lifesaving tools and information to save and improve lives.

**AI – Art Institute** – The Art Institutes is a system of over 50 schools across North America providing hands-on education in the creative and applied arts. AI offers master’s, bachelor’s and associate’s degree programs, as well as non-degree programs. For employers, AI provides an important source of culinary, design, fashion and media arts professionals.



**All-Aboard Florida** – All-Aboard Florida is a privately-owned, operated, and maintained intercity passenger rail service currently under development that will give business and leisure passengers a new, convenient, environmentally-friendly, and cost effective way to travel between South and Central Florida. The new route will feature passenger service along the existing Florida East Coast Corridor between Miami and the Space Coast and the creation of new tracks into Central Florida. Stations are currently planned for downtown Miami, downtown Fort Lauderdale, downtown West Palm Beach and the future South Terminal at the Orlando International Airport.

**Alliance – Alliance for Innovation (Lee R. Feldman, ICMA – CM, Board of Directors)** – The Alliance for Innovation is an international network of progressive governments and partners committed to transforming local government by accelerating the development and dissemination of innovations. The Alliance seeks out innovative practices, challenges existing business models, exchanges knowledge, and provides products and services that help its membership perform at their best.

**Anticipation – Anticipation Luxury Yacht Charters** – Anticipation Yacht Charters is a leading entertainment yacht charter company based in Fort Lauderdale. Anticipation offers luxury rental boats for entertainment and party cruises out of any port from Miami to Palm Beach.

**AT&T – American Telephone and Telegraph** – AT&T is the largest communications holding company in the world (by revenue), and operates under the values of delivering the future first, building strong customer relationships, and operating with integrity and trust. Operating globally, AT&T provides communications, Wi-Fi, and television services.

# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS

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**BC – Broward County** – Broward County is a diverse, vibrant, urban community located at the center of Southeast Florida, and home to 31 municipalities, including Fort Lauderdale. The County is a regional body working together with government partners and stakeholders to achieve common goals.

**BCAD – Broward County Aviation Department** – The Broward County Aviation Department is responsible for the management and operation of the Fort Lauderdale-Hollywood International Airport (FLL) and the North Perry Airport (HWO). This airport system serves the needs of over 23 million annual passengers and the general aviation community throughout South Florida. Both airports are self-supporting, requiring no use of County tax revenue. Operations, maintenance, and capital improvements are paid for through user fees, rentals, other charges, bonds, and grants.

**BCCD – Broward County Cultural Division** – Broward County Cultural Division is a local arts agency that provides financial, technical, and marketing assistance to artists and arts organizations. Broward County has more than 10,000 artists, 7,773 arts-related businesses that employ 26,775 people, and 575 not-for-profit cultural organizations. The Cultural Division leads CreativeBROWARD 2020, a 10-year community cultural plan that examines diversity connected to creative economy, creative tourism, and public art and design. The Plan provides a comprehensive needs assessment, vision, draft legislation, policy framework, recommendations, strategies, funding requirements and sources, an evaluation instrument, and benchmarks.

**BCED – Broward County Economic and Small Business Development** – BCED is primarily responsible for enhancing the economy of Broward County by recruiting new industry, supporting existing industries, and creating new value-added employment opportunities for residents. Its mission is to promote job growth, diversify the County's industrial mix, and expand the local tax base.

**BCER – Broward County Environmental Resources** – The Environmental Protection and Growth Management Department was created in 2008 when Broward County merged its urban redevelopment and planning functions with those of environmental protection, emergency management and consumer protection. The mission of the Environmental Protection and Growth Management Department is to safeguard lives, natural resources and property of residents and visitors by providing for natural resource planning, management and protection; planning for appropriate land use/housing patterns and establishing an incident command system and emergency operations plans; enforcing environmental, development and construction regulations; and providing for consumer protection.

**BCLG – Broward College** – Broward College is a community college system with campuses throughout Broward County, including Fort Lauderdale. Ranked in the top 10 percent of community colleges in the United States by the Aspen Institute, Broward College has graduated more than 100,000 students who have become community and business leaders, educators, health care experts, technical professionals, and law enforcement officers, among many other administrative and managerial professions.

**BCPA – Broward Center for the Performing Arts** – The mission of the BCPA is “to be a leader in promoting artistic offerings to our increasingly diverse community with an emphasis on fostering a cooperative spirit to positively impact the local economy and community.” The BCPA offers year-round entertainment in theater, dance, and music. Additionally, the Center offers educational programming for the community.

**BCPS – Broward County Public Schools** – BCPS is the sixth-largest public school district and the largest, fully accredited public school district in the nation. The District serves the educational needs of a unique mix of more than 200,000 students.

**BCT – Broward County Transit** – BCT provides public transportation services to an area of approximately 410 square miles with a total operating fleet of 299 buses on fixed-routes, in addition to providing links to Tri-Rail, as well as Miami-Dade and



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Palm Beach Counties' transit systems. The mission of BCT is to provide clean, safe, reliable, and efficient transit service to the community by being responsive to changing needs and focusing on customer service as the highest priority.

**BCTED – Broward County Traffic and Engineering Division** – The mission of the Broward County Traffic and Engineering Division is to provide for the safe and efficient movement of pedestrians, cyclists, and vehicular traffic within the County. The division operates and maintains a countywide computer controlled traffic signal system; maintains traffic signal systems and roadway lighting on selected roadways; fabricates, installs, and maintains signs and pavement markings; and conducts traffic studies and investigations to improve traffic circulation and safety.

**B-Cycle – Broward B-Cycle** – Broward B-Cycle is a bike sharing program in Broward County, serving more than 26,000 people with 275 bicycles at 27 stations in six Broward County cities. B-Cycle is the most affordable major bike sharing program in the country.



**BGCBC – Boys and Girls Club of Broward County** – The purpose of the Boys and Girls Club is to help young people ages 6-18 improve their lives by building self-esteem and developing values and skills during their critical period of growth. Youth services and programs focus on a wide range of life skills including education, social recreation, health and physical education, leadership and citizenship development, cultural enrichment, and personal adjustment with one-on-one counseling. The mission of the Boys and Girls Club is to ensure and enhance the quality of life for children as valued, participating members of a diverse urban society.

**BHC – Broward Housing Council** – The Broward Housing Council was created by the Broward County Charter and serves in an advisory capacity to the Broward County Commission. The Council is charged with facilitating coordination between the County, municipalities, the business community and not-for-profit groups to address housing issues including, but not limited to, affordable housing, workforce housing and homelessness.

**BHMD – Broward Health Medical Director** – Dr. Nabil El Sanadi is the Chief of Emergency Medicine for Broward Health and the Medical Director for the City of Fort Lauderdale Fire-Rescue Services. the Medical Director for the Broward County Sheriff's Office Fire-Rescue Services.

# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS



**BLC – Broward League of Cities (Commissioner Bobby DuBose, Past President)** – The Broward League of Cities is a non-partisan, non-profit organization dedicated to raising awareness and resolving issues facing Broward County’s 31 cities and municipalities at the local, county and state level. The League’s committee conducts research and suggests policies for current topics affecting residents, including education, housing, economic concerns, and municipal services.

**BSO – Broward County Sheriff’s Office** – The Broward County Sheriff’s Office is the chief law enforcement agency in Broward County.



**Business for the Arts – Business for the Arts of Broward** – Business for the Arts of Broward is a not-for-profit organization engaging businesses and business leaders to advocate and educate about the importance of the County’s art and cultural community, as well as to recognize the connection between cultural vitality, creative success, and economic development. The Board of Directors is comprised of local business owners and executives who have a passion about preserving and promoting arts and culture in Broward County.

**CAO – Fort Lauderdale City Attorney’s Office** – The City Attorney’s Office responds to the City Commission, all City departments, municipal officials, and City Advisory Boards on legal questions, issues, and requests for information. The main objectives of the office are to protect the interests of the City, minimize future legal problems, and ensure compliance with city, state, and federal laws.

**CC – Fort Lauderdale City Commission** – The Fort Lauderdale City Commission operates under the Commission-Manager form of government. The Mayor is elected at-large, and the four Commissioners are elected by district. Together, the Mayor and Commissioners set the policies for the effective operation of the City. The administrative responsibility of the City rests with the City Manager, who is appointed by the City Commission.

# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS

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**CCLRK – Fort Lauderdale City Clerk’s Office** – The City Clerk’s Office preserves and ensures accessibility to the City’s official records and supervises municipal elections. In this capacity, the office provides services to the City Commission, all City departments, municipal officials, and appointed Boards with respect to establishing accurate records of their proceedings. The City Clerk provides notices to the public regarding City business, as well as guidance to City departments and appointed boards with respect to the Florida Sunshine Law and how to properly conduct public meetings.

**CERT – Community Emergency Response Team** – The Community Emergency Response Team is a program offered to Fort Lauderdale residents to prepare them for responding to emergencies. Following a disaster, it is natural for resident volunteers to offer help. Without proper training, volunteers can be ineffective, or even worse, risk causing injury or death. Fort Lauderdale’s CERT is organized according to standardized incident management principles, including chain of command and span of control. Volunteers work closely with emergency personnel and other CERT members, serving residents in their own neighborhood and throughout the City.

**CFB – Community Foundation of Broward** – The mission of the Community Foundation of Broward is to provide leadership on community solutions, and foster philanthropy that connects people who care with causes that matter. The Foundation follows a set of five values that includes: being a catalyzing force; creating a better future for all; addressing the community’s critical or persistent challenges and opportunities; inclusively uniting people, institutions, and resources; and producing significant, widely shared and lasting results.

**CFLCA – Council of Fort Lauderdale Civic Associations** – CFLCA is an organization made up of qualified civic and homeowners associations in the City of Fort Lauderdale. The Council addresses the issues and concerns of the membership, provides informative speakers on important City and County topics, and makes recommendations to the City Commission and City Manager with the hope of directing them in ways that ensure the needs, prosperity, and health of all member associations.

**Cinema Paradiso** – Cinema Paradiso is South Florida’s most unique movie theatre. Along with offering the films from around the world, Cinema Paradiso features live music, art shows, comedy nights, and more.

**Cooperative Extension** – Cooperative Extension is a nationwide educational network that brings the research and knowledge of land-grant institutions to people in their homes, workplaces, and communities. The Broward County Parks and Recreation Division’s Extension Education Section was established to provide research-based information to Broward County residents and businesses for improved quality of life and business profitability. Extension Education is a collaborative effort between Broward County Government and the University of Florida.

**Compact – Southeast Florida Regional Climate Change Compact** – The Southeast Florida Regional Climate Change Compact represents a joint commitment of Broward, Miami-Dade, Monroe and Palm Beach Counties to partner in mitigating the causes and adapting to the consequences of climate change. The Regional Climate Action Plan was approved by Broward County in the Fall of 2012, and the City of Fort Lauderdale signed the Mayor’s Pledge in support of the regional plan and in alignment with City plans.

**CPA – Community Police Academy** – The Community Police Academy is designed to foster an active partnership with the community. Well-informed citizens, who have an awareness of the mission, resources, policies and services of their Police Department, are critical to the success of this partnership. Topics addressed in the academy include: Community Policing, Officer Selection/Recruiting, Drug Enforcement, Special Investigations, Range/Firearms, Communications, and much more. In addition to scheduled classes, an eight-hour “ride along” with Patrol Officers is available to the attendees.

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**DEO – Florida Department of Economic Opportunity** – DEO promotes economic opportunities for all Floridians through successful workforce, community, and economic development strategies. The goals of DEO are to increase Florida’s global competitiveness as a destination for business, capital, talent, innovation, and entrepreneurship; promote Florida as the world destination of choice for business and industry; and facilitate business development through delivery of world class customer service.

**DEP – Florida Department of Environmental Protection** – DEP protects, conserves, and manages Florida’s natural resources and enforces the State’s environmental laws. The department’s regulatory priorities include administering Florida’s air pollution control programs, protecting and restoring water quality, managing hazardous waste and cleanup, overseeing beach restorations, and reviewing applications for power plants, transmission lines, and natural gas pipelines.

**EB – Emerge Broward** – Emerge Broward, a program of the Leadership Broward Foundation, was developed to meet the unique needs of young professionals in the community by promoting leadership and personal development through networking, community involvement, and educational opportunities. Emerge Broward has four autonomous committees based on the pillars of the organization as outlined in the mission statement: IDENTIFY, CONNECT, DEVELOP and ENGAGE. The Mission of Emerge Broward is “to identify the emerging leaders and young professionals of Broward County, connect them with each other and current leaders in the community, develop their ability to serve as community trustees, and engage them within the community.”

**ETC – ETC Institute** – ETC Institute is one of the nation’s leading community-based market research firms. They help corporate, governmental, and non-profit organizations gather and interpret data from the general public and special interest groups about a wide range of issues. Specific capabilities of ETC Institute are: Geocoding, In-House Capabilities, Focus Groups, and Community Surveys.

**FAA – Federal Aviation Administration** – The Federal Aviation Administration is the national aviation authority of the United States. An agency of the U.S. Department of Transportation, the FAA has authority to regulate and oversee all aspects of American civil aviation. The FAA’s mission is “to provide the safest, most efficient aerospace system in the world.”

**FAU – Florida Atlantic University** – FAU is the first public university in Southeast Florida and the first in America designed only for upper division students. Serving more than 30,000 freshman, transfers and graduate students, FAU has sites in six Southeast Florida counties, offers more than 170 degree programs, and utilizes more than 40 research centers. FAU is committed to connecting local businesses, governments, and nonprofits to its faculty, staff, and students.

**FDEM – Florida Division of Emergency Management** – The Division of Emergency Management plans for and responds to both natural and man-made disasters, ranging from floods and hurricanes to incidents involving hazardous materials or nuclear power. The division prepares and implements a statewide Comprehensive Emergency Management Plan (CEMP), and routinely conducts extensive exercises to test state and county emergency response capabilities. The division serves as the state’s liaison with federal and local agencies on any and all types of emergencies.

**FDJJ – Florida Department of Juvenile Justice** – The Florida Department of Juvenile Justice looks to increase public safety by reducing juvenile delinquency through effective prevention, intervention and treatment services that strengthen families and turn around the lives of troubled youth. FDJJ is responsible for all juvenile justice services and programs in Florida.

**FDLE – Florida Department of Law Enforcement** – The Florida Department of Law Enforcement promotes public safety and strengthens domestic security by providing services in partnership with local, state, and federal criminal justice agencies to prevent, investigate, and solve crimes while protecting Florida’s citizens and visitors. FDLE is headed by a Commissioner who is

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appointed by the Governor, approved by the Cabinet, and confirmed by the Senate. Headquartered in Tallahassee, FDLE employs about 2,000 members statewide who work at the department's seven regional operations centers and crime laboratories.

**FDOH – Florida Department of Health in Broward County** – FDOH represents a unique partnership between Broward County and the State of Florida. The department provides a broad range of direct patient care services, as well as protects the broader community's health through such efforts as disease control and surveillance, environmental health, and disaster preparedness.

**FEMA – Federal Emergency Management Agency** – The Federal Emergency Management Agency coordinates the federal government's role in preparing for, preventing, mitigating the effects of, responding to, and recovering from all domestic disasters, whether natural or man-made, including acts of terror. As it has for almost 30 years, FEMA's mission remains: "to lead America to prepare for, prevent, respond to, and recover from disasters with a vision of 'A Nation Prepared.'"



**FIU – Florida International University** – As Miami's first and only public research university, offering bachelor's, master's, and doctoral degrees, FIU is worlds ahead in its service to the academic and local community. Designated as a top-tier research institution, FIU emphasizes research as a major component in the university's mission. The Herbert Wertheim College of Medicine and the School of Computing and Information Sciences' Discovery Lab are just two of the many colleges, schools, and centers that actively enhance the university's ability to set new standards through research and education initiatives.

**FLHS – Fort Lauderdale Historical Society** – The mission of the Fort Lauderdale Historical Society is "to bring the history of Greater Fort Lauderdale to life through research, education and preservation for the enrichment of all generations." FLHS is a non-profit charity, financed in part with Historic Preservation grant assistance provided by the Bureau of Historic Preservation of the Florida Department of State, assisted by the Florida Historical Commission. Further funding for FLHS is provided by society members and the Broward County Board of County Commissioners, as recommended by the Broward Cultural Council.

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**Florida – State of Florida** – Florida was admitted as the 27th State to United States on March 3, 1845. The form of government consists of a Governor and an independent cabinet. The Legislature contains 120 House Districts, 40 Senate Districts, and 23 Congressional Districts. There are 67 counties in Florida. The most populous Metro Area, as reported in 2011, is Miami-Fort Lauderdale-Pompano Beach, with a total population of 5,670,125. The State GDP (in millions) in 2011 was \$754,255.

**FPL – Florida Power & Light Company** – FPL is the largest electric utility in Florida, serving approximately 4.5 million customer accounts under the vision of being the preferred provider of safe, reliable, and cost-effective products and services that satisfy the electricity related needs of all customer segments. Considered a clean energy leader, FPL has one of the lowest emissions profiles and one of the leading energy efficiency programs among utilities nationwide.

**GFLA – Greater Fort Lauderdale Alliance** – The mission of the Greater Fort Lauderdale Alliance is to lead Broward County in building a stronger and more diversified economy by promoting increased public/private sector collaboration, delivering business development initiatives focused on new investment and job growth, enhancing the competitiveness of Broward’s business climate, and driving regional initiatives.



**GFLCC – Greater Fort Lauderdale Chamber of Commerce** – GFLCC is the largest and oldest business organization in Broward County. The goal of the Chamber is to bring businesses, organizations and individuals together to help develop a vibrant community by working diligently on a resolution of affordable/workforce/attainable housing and partnering with other organizations on regional transportation initiatives, beach renourishment and other business-related issues.

**GFLCVB – Greater Fort Lauderdale Convention and Visitor’s Bureau** – The GFLCVB is the official tourism marketing agency for Broward County. The Bureau assists tourists and visitors with vacation, meeting and convention planning, and provides recommendations on dining, lodging and entertainment options in the area.



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**HBH – Henderson Behavioral Health** – Henderson Behavioral Health is the oldest and largest, community-based not-for-profit behavioral health care system in South Florida. Since 1953, Henderson has helped hundreds of thousands of children, adults and families. The organization operates more than 650 housing units throughout South Florida including supportive housing, permanent housing for those with co-occurring substance abuse and mental health disorders, a safe-haven and emergency homeless shelter, residential treatment, and group home care. The organization works with the Fort Lauderdale Police Department.

**HFSH – Health Foundation of South Florida** – The mission of Health Foundation of South Florida is to improve the health of people in Broward, Miami-Dade and Monroe Counties. By funding providers and supporting programs to promote health and prevent disease, HFSF makes measurable and sustainable differences in the health of individuals and families. Since 1993, HFSF has awarded more than \$100 million to public and nonprofit organizations focused on improving health and delivering quality health services throughout the region.

**HUD – United States Department of Housing and Urban Development** – HUD aims to provide quality, affordable homes located in strong, sustainable, and inclusive communities. To accomplish this mission, HUD focuses its efforts around five core goals that include: strengthening the nation’s housing market to bolster the economy and protect consumers; meeting the needs for quality affordable rental homes; utilizing housing as a platform for improving quality of life; building inclusive and sustainable communities free from discrimination; and transforming the way HUD does business.

**IBM – International Business Machines Corporation** – IBM is an American multinational technology and consulting corporation that manufactures and markets computer hardware and software. Additionally, IBM offers infrastructure, hosting, and consulting services. IBM’s Smarter Cities program works to identify repeatable patterns that emerge within every city and address their unique needs through innovative solutions that can be built and implemented more quickly; provide faster, more valuable and measurable results; and lower costs and risks.

**ICMA – International City/County Management Association (Lee R. Feldman, ICMA – CM, Past Executive Board Member – Southeast Region)** – ICMA develops and advances professional local government management to create sustainable communities that improve lives worldwide. As the premier organization of professional local government leaders, ICMA provides member support; publications, data and information; peer and results-oriented assistance and training; and professional development to nearly 9,000 city, town, and county experts and other individuals and organizations throughout the world.

**JAV – Juvenile Assessment Center** – The Juvenile Assessment Center is the facility where a juvenile is first taken by police upon arrest. The JAC collects information about the juvenile and arranges for the juvenile’s parents or guardians to take the youth home. If the charge is more serious, the JAC arranges for the youth to be transported to the Juvenile Detention Center (JDC) to await a Court hearing within 24 hours.

**MH – Marathon Health** – Marathon Health operates on a simple premise: when employees are healthier, companies reduce health care costs. Marathon Health combines a powerful collection of services into a program tailored to the company’s unique culture, setting, and workforce. On-site primary care, health assessment, risk reduction coaching, disease management, wellness education, occupational health, and customized technology tools come together to keep healthy employees healthy and target medium and high-risk individuals for early intervention. The mission of Marathon Health is “to inspire people to lead healthier lives.”

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**MHS – Memorial Health System** – Since its inception in 1953, Memorial Health System has been a leader in providing high quality health care services to South Florida residents. Today, it is the second-largest public health care system in the nation and highly regarded for its exceptional patient and family-centered care.

**MIASF – Marine Industries Association of South Florida** – The Marine Industries Association of South Florida is an organization that represents and promotes the growth and development of the marine industry in Broward County. It supports marine-related issues such as the need for development of the New River in Fort Lauderdale and encourages the City, county and region to allocate resources to attract more boaters, marinas, and marine-related businesses to the area. MIASF is also a founder and the owner of the Fort Lauderdale International Boat Show® - the largest boat show in the world.

**MoA – Museum of Art** – The Museum of Art is a leader and vital cultural educator, stimulating dialogue about the meaning and significance of visual art. The Art Museum enhances its art exhibition calendar with educational programming and art classes throughout the year. With the theme set by exhibitions, visitor interpretation may take many forms: lectures, gallery talks, storytelling, docent-led tours, hands-on visitor activities, studio art classes, adult art classes, art programs for kids and performance art.

**MODS – Museum of Discovery and Science** – The mission of the Museum of Discovery and Science is “to provide experiential pathways to lifelong learning in science for children and adults through exhibits, programs and films.” The Museum features a new EcoDiscovery Center, two floors of interactive exhibits, and a five-story-high screen in its IMAX 3D theater.

**MPO – Broward Metropolitan Planning Organization** – The Broward MPO is responsible for the transportation planning and funding allocation in Broward County. Working with the public, planning organizations, government agencies, elected officials, and community groups, the Broward MPO develops transportation plans with the vision to transform transportation in Broward County to achieve optimum mobility with emphasis on mass transit, while promoting economic vitality, protecting the environment, and enhancing quality of life.

**NA – Neighborhood Associations** – The City of Fort Lauderdale is made up of 82 unique but complementary neighborhoods. Many of these neighborhoods have established neighborhood associations that are active in City efforts, participating in volunteer opportunities, and helping to address pressing issues facing the community through their involvement in City meetings and with the Council of Fort Lauderdale Civic Associations.

**NAACP – National Association for the Advancement of Colored People** – The mission of the National Association for the Advancement of Colored People is “to ensure the political, educational, social, and economic equality of rights of all persons and to eliminate race-based discrimination.” The Fort Lauderdale branch of the NAACP is proud to continue the critical mission of equality for all people regardless of race, creed, nationality, or the color of one’s skin.

**NatureScape – NatureScape Broward Emerald Awards Program** – The Annual Broward County Emerald Awards Program is designed to recognize businesses, governments, individuals, or organizations in Broward County demonstrating a commitment to protecting and preserving our environment. The NatureScape Broward category recognizes businesses, municipalities, schools, government facilities, and homeowners that have created and maintained model Florida-friendly landscapes or completed exceptional projects.

**NOAA – National Oceanic and Atmospheric Administration** – NOAA is an agency that works to keep citizens informed on the changing environment. From daily weather forecasts, severe storm warnings and climate monitoring, to fisheries management, coastal restoration, and supporting marine commerce, NOAA’s products and services support economic vitality and affect more than one-third of America’s gross domestic product.

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**NOVA – NOVA Southeastern University** – The mission of NSU, a private, not-for-profit institution, is to offer a diverse array of innovative academic programs that complement on-campus education opportunities and resources with accessible distance learning programs to foster academic excellence, intellectual inquiry, leadership, research, and commitment to community through engagement of students and faculty members in a dynamic, life-long environment.

**NWF – National Wildlife Federation** – The National Wildlife Federation works to improve, expand and strengthen federal and state policies for wildlife conservation on hundreds of millions of acres of public, tribal and private lands, including thousands of miles of streams, rivers, lakes and coastlines across America. The organization encourages Congress to pass legislation that includes adequate funding for natural resources and directs federal agencies to include climate science in their wildlife conservation management plans.



**PACE – PACE Center for Girls** – Practical Academic Cultural Education (PACE) provides girls and young women an opportunity for a better future through education, counseling, training and advocacy. PACE began as a community response to the realization that girls involved with the justice system were either being placed in boys programs or placed further into the system for their own protection. PACE created a new alternative to institutionalization or incarceration. PACE is now recognized as a national model for reducing recidivism and improving school success, employment and self-sufficiency.

**PBC – Palm Beach County** – Located on the Southeast coast of Florida, Palm Beach County is the largest of Florida’s 67 counties, in terms of total area. There are 38 municipalities within the County, an estimated 56% of the County’s population resides within the municipalities, the largest being West Palm Beach.

**PE – Port Everglades** – Port Everglades is one of the most diverse and busiest seaports in the United States, serving cruise, container, and cargo industries in addition to having an established foreign-trade zone and optimum office space. Economic activity at Port Everglades is approximately \$15.3 billion, impacting more than 160,000 Florida jobs, of which 11,400 are for companies that provide direct services to the Port.



# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS



**Riverwalk - Riverwalk Fort Lauderdale** - Riverwalk Fort Lauderdale is a nonprofit organization responsible for the programming, beautification and promotion of Riverwalk Park. Riverwalk is composed primarily of volunteer private citizens and overseen by a board of directors. All members uphold the organization’s directive, as stated in its mission statement, “to be the catalyst in building and nurturing Riverwalk as a vibrant community connected by the New River.” Riverwalk pursues its mission through a wide range of fundraising and membership events and advocacy on behalf of the Park through its informative website and GoRiverwalk magazine.



**SAO – State Attorney’s Office** – Under the Constitution of the State of Florida, the State Attorney is charged with being the chief prosecuting officer of all criminal trial courts in his or her respective circuit and performs all other duties prescribed by general law. The State Attorney, with the aid of appointed assistants and staff, appears in the Circuit and County Courts within the judicial circuit and prosecutes or defends on behalf of the State of Florida all suits, applications, and civil or criminal motions in which the State of Florida is a party.

**SBBC – School Board of Broward County** – The School Board of Broward County is an elected body has nine seats, with seven representing the school districts and two seats representing the county as a whole. The Broward County School Board is committed to ensuring that all students receive a high quality education through a world-class curriculum and become well-rounded individuals and productive citizens who achieve their greatest potential.

**Seven50 – Seven Counties, 50 Years** – Seven50 is a blueprint for growing a more prosperous, more desirable Southeast Florida during the next 50 years and beyond by helping to ensure socially inclusive communities, a vibrant and resilient economy, and stewardship of the fragile ecosystem in what is quickly becoming one of the world’s most important mega-regions. Spearheaded by the South Florida and Treasure Coast Regional Planning Councils and the Southeast Florida Regional Partnerships, Seven50 is mapping the strategy for the best-possible quality of life for the Southeast Florida region.

**SFCS – South Florida Commuter Services** – The South Florida Commuter Assistance Program was founded in 1988 by the Florida Department of Transportation to serve as a public information office during the I-95 expansion project. SFCS has

# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS



evolved into a one-stop shop for commuter information, programs and services in Miami-Dade, Broward, Palm Beach, Martin, and St. Lucie counties. The program is dedicated to improving traffic conditions by promoting alternatives to drive-alone commuting.

**SFGBC – South Florida Green Building Council** – The South Florida Green Building Council is a nonprofit organization under the United States Green Building Council, governed entirely by volunteers, and with more than 1,000 dedicated members. SFGBC members are engaged in numerous educational and outreach activities, making a real difference in the community. Activities include: monthly educational programs, instructive tours of green facilities, green gatherings, assisting municipalities and school districts with green initiatives, and co-sponsorship of green conferences and events.

**SFRPC – South Florida Regional Planning Council** – The South Florida Regional Planning Council is a planning and public policy agency. The Council’s mission is to identify long-term challenges and opportunities facing Southeast Florida and assist the region’s leaders in developing and implementing creative strategies that result in more prosperous and equitable communities, a healthier and cleaner environment, and a more vibrant economy.

**SFRTA – South Florida Regional Transit Authority** – In July 2003, the Tri-County Commuter Rail Authority (Tri-Rail) was transformed into the South Florida Regional Transportation Authority (SFRTA). The new Authority was created with a vision to provide greater mobility in South Florida, thereby improving the economic viability and quality of life of the community, region and state. The Authority’s mission is “to coordinate, develop and implement a viable regional transportation system in South Florida that endeavors to meet the desires and needs for the movement of people, goods and services.”

**SFWMD – South Florida Water Management District** – SFWMD is a regional governmental agency that oversees the water resources in the southern half of the state. Created in 1949, SFWMD is responsible for managing and protecting the water resources of South Florida by balancing and improving water quality, flood control, natural systems, and water supply.

**SPBC – Six Pillars Broward County (Commissioner Bobby DuBose, Co-Chair of Civic & Governance Systems; Assistant City Manager Susanne Torriente, Co-Chair of Infrastructure & Growth Leadership)** – Broward County’s Six Pillars Plan is the result of collaborations among more than 300 community volunteers from organizations throughout Broward County. The Plan is a strategic visioning plan through the year 2030. The product of years of collaboration and research by the Florida Chamber Foundation and other partners, the Six Pillars framework identifies the critical factors determining Florida’s future: Talent Supply and Education, Innovation and Economic Development, Infrastructure and Growth Leadership, Business Climate and Competitiveness, Civic and Governance Systems, and Quality of Life and Quality Places.

**TMA – Downtown Fort Lauderdale Transportation Management Association** – The TMA coordinates the efforts of government, private employers, developers, and property owners in addressing common transportation concerns by improving accessibility and mobility, providing transportation services, and working cooperatively with local and state governments for the continued growth and development of downtown Fort Lauderdale while avoiding traffic congestion. Additionally, the TMA administers the Sun Trolley in Fort Lauderdale, providing community transportation through the City.

**Tri-Rail** – Tri-Rail is a commuter rail line linking Miami, Fort Lauderdale, and West Palm Beach, with a 70.9 mile-long system and 18 stations. Tri-Rail is operated by the South Florida Regional Transportation Authority (SFRTA).

**Uptown – Uptown Fort Lauderdale** – Uptown Fort Lauderdale is the area surrounding Cypress Creek Boulevard and the Fort Lauderdale Executive Airport in the northern portion of the City. Approximately 68,000 employees work within this mile and a half area for companies including but not limited to: Citrix Systems, FHP Manufacturing, CBS Sportsline, Greenspoon Marder

# CYLINDERS OF EXCELLENCE COMMUNITY PARTNERS

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law firm, and Keiser University. As a result, a tremendous amount of commerce is conducted in this area, offering a unique blend of office, hotel, commercial, aviation, and recreational facilities, along with a variety of housing options. The Uptown Fort Lauderdale group is looking to spearhead a strategic, long-term planning effort that focuses on branding, transportation and mobility.

**USACE – United States Army Corps of Engineers** – The U.S. Army Corps of Engineers provides public engineering services in peace and war to strengthen national security, energize the economy, and reduce risks from disasters. With environmental sustainability as a guiding principal, the U.S. Army Corps of Engineers builds and maintains infrastructure, researches and develops technology, dredges waterways, and creates hurricane and storm damage reduction infrastructure.

**Water Taxi** – Riders can board a Water Taxi at any of its stops along the Intracoastal Waterway or New River and purchase their ticket on-board. There are multiple routes to choose from that provide riders access to Fort Lauderdale’s beaches, shopping and dining, and the many cultural and historical options in the area and nearby cities.

**Wave – Wave Streetcar** – The Wave is an environmentally -friendly streetcar system planned for Downtown Fort Lauderdale. The project seeks to create a livable community by integrating land use, transportation and economic development while being environmentally sustainable.

**WFI – Workforce One Employment Solutions** – Workforce One is the administrative entity of the Broward Workforce Development Board. It is a federally-funded, locally-controlled organization that provides numerous services to employers and job seekers in Broward County.

**YMCA – YMCA of Broward County** – The YMCA of Broward County’s mission is to put Judeo-Christian principles into practice through programs that build healthy spirit, mind, and body for all. This is achieved by focusing on nurturing the potential of youth and teens, improving the health and well-being of communities, and giving back and providing support to neighbors. Every year in Broward County, the YMCA impacts more than 200,000 lives by serving more than 6,000 youth enrolled in life-changing after school programs, 9,500 children empowered through youth sports, and 20,000 children participating in summer camps. Together, the nation’s 2,617 YMCAs are the largest cause-driven charitable non-profit organization in America.



The glossary has been developed to build organizational knowledge about important terms, concepts and programs referred to within *Press Play Fort Lauderdale 2018*. The abbreviations following each term refer to the corresponding Cylinder of Excellence where the term can be found:

- IN – Infrastructure
- PP – Public Places
- NE – Neighborhood Enhancement
- BD – Business Development
- PS – Public Safety
- IS – Internal Support

**Accessory Dwelling Units (NE)** - Accessory Dwelling Units, also referred to as accessory apartments, garage apartments, mother-in-law flats, or granny flats, are additional living quarters on single-family lots that are independent of the primary dwelling unit. These independent living spaces are equipped with a separate kitchen, bathroom, and sleeping area, and can be interior (located through conversion of existing space, such as an attic or basement) attached, or detached from the main residence.

**Automatic Vehicle Location (AVL) system (PS)** - AVL is a vehicle tracking device that uses a Global Positioning System (GPS) to detect, at intervals, the location of vehicles and cellular network for data transmission. The system is installed to track the location and activities of vehicles.

**Business Incubators (BD)** - Business incubators are programs designed to accelerate the growth and success of entrepreneurial companies through an array of business support services that are often sponsored by private companies or municipal entities and public institutions, such as colleges and universities. The goal of business incubators is to help create and grow young businesses by providing the necessary support and financial and technical services such as physical space, capital, coaching, common services, and/or networking connections.



# GLOSSARY

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**Claims Subrogation (IS)** – Claims subrogation refers to money collected to repair damage to City-owned property caused by a third party, such as when a private vehicle collides with a City-owned vehicle, sign, tree, etc.

**CodeRED® (PS)** - CodeRED® is a high-speed telephone communication service that enables the City to send emergency notifications to registered phone numbers. In the event of an evacuation notice, utility outage, water main break, fire, flood, chemical spill, or other emergency situation, the system will deliver a recorded message to a live person, answering machine or voicemail. Residents and businesses in the City of Fort Lauderdale can register for this free service via the City's website.

**Community Wildlife Habitat (NE)** - A Community Wildlife Habitat is a place in residential backyards, on school grounds, and in public areas such as parks, community gardens, places of worship and businesses where people, flora and fauna can all flourish. It is a place where residents make it a priority to provide a habitat for wildlife by providing the four basic elements that all wildlife need: food, water, cover and places to raise young. The National Wildlife Federation offers certifications of these habitats for individual projects as well as a community-wide certification. Community certification can be earned once the community has completed educational outreach, organized community projects, and received enough individual certifications.



**Complete Streets (IN)** - Complete Streets are streets that adequately provide for all roadway users including bicyclists, pedestrians, transit riders, and motorists. The Complete Streets concept acknowledges that streets have more than one set of users and more than one function. Each Complete Street is unique and responds to its community context. A Complete Street may include sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, and more.

**Customer Relationship Management System (CRM) (IS)** - CRM systems enable government agencies to centralize their contact centers, often tied to a central phone number (such as the 311 software systems in the United States) for non-emergency calls. Under this approach, a citizen can call one number rather than having to find the correct department or be transferred from one department to the next until the correct resource is found. With CRM software, trained customer service agents using a centralized knowledge base can often satisfy an inquiry on initial contact. This can dramatically reduce the cost to serve the public and increase the satisfaction of the caller.





**Direct Cash Grants (BD)** - Direct cash grants are incentive dollars offered by the City of Fort Lauderdale to attract business relocation or expansion for high-skill/high-wage jobs and capital investment.

**Enterprise Resource Planning (ERP) (IS)** - ERP is a system that aligns cross-departmental processes and systems in an effort to reduce cost and allow the City to work more efficiently. An ERP system integrates multiple software applications, reducing duplication of efforts, the transfer of data across systems, computer tasks, and manual data entry. An ERP system also allows the City to keep pace with increased informational and online processing demands.

**Florida-Friendly Landscaping™ (PP, NE, IS)** - Florida-Friendly Landscaping™ can be considered an expansion of Xeriscape, which refers to landscaping and gardening in ways that reduce or eliminate the need for supplemental water from irrigation. A Florida-friendly yard goes beyond Xeriscape to better fit our unique geography. It includes best management practices concerning stormwater runoff and living in an urban coastal community. A properly maintained Florida-friendly yard can help homeowners conserve water and reduce pollution of water resources.

**Foreign Trade Zone (BD)** - A Foreign-Trade Zone (FTZ) is a defined area often adjacent to a port of entry (such as a seaport or airport) under the supervision of the U.S. Customs and Border Protection Agency, where foreign goods may be unloaded for immediate transshipment or stored, repacked, sorted, mixed, or otherwise manipulated without being subject to import duties.

**High Index Structures (PS)** - High index structures are those structures where a high loss of life and/or property loss could occur, and pose a significant challenge to the Fire-Rescue Department's operational resources. Examples include hospitals, schools, and high rises.

**Induced Hypothermia (PS)** - Induced hypothermia is a medical treatment that lowers a patient's body temperature to help reduce the risk of harmful neurological outcomes in patients who have out-of-hospital cardiac arrests or other ailments that result in the restriction of blood to brain tissue, such as a stroke. The process helps to prevent the body temperature from becoming too high for effective neurological recovery.

**Insurance Service Office (ISO) rating (PS)** - The ISO rating is assigned by the Insurance Services Office, an independent organization that serves insurance companies and other agencies. It reflects the overall effectiveness of fire departments across the nation. The rating is based on the total number of points in three categories: fire department, water supply, and communications. Improving a department's ISO rating (1 being the highest rating and 10 being the lowest rating) results in significant cost savings on fire insurance for property owners within the City.

**Intelligence-Led Policing (PS)** - Intelligence-led policing focuses on major and repeat criminal activities. Once crime problems are identified and quantified through intelligence assessments, criminals can be targeted for investigation and prosecution.

**Key Performance Indicators (ALL)** - Also known as performance measures, key performance indicators signify how well the City is achieving its goals and objectives defined through strategic planning, and they may be designed to influence community indicators.

- **Input** - Measures financial and non-financial resources allocated to provide services. Examples include: full time employees, budget dollars spent, and vehicles or equipment utilized.
- **Output** - Measures how much work is being done. Output indicators assess the quantity of the work or service being provided. Examples include: square feet of drainage pipe cleaned, tons of refuse collected, and number of building inspections completed.

# GLOSSARY



- **Efficiency** - Measures how well the organization is using its resources. Efficiency indicators can be expressed as a ratio, such as purchasing transactions per FTE, or percent completed on-time.
- **Outcome/Effectiveness** - Measures how well the program is reaching its mission. Outcome indicators often are not in our control. Examples include: road quality index, percent of patients delivered with a pulse, and citizen satisfaction.
- **Community Indicators** - High-level indicators that track community conditions (social, economic, and environmental) and desired community outcomes. They are often established by a nonprofit organization independent of government; one that actively engages the public in identifying the desired community indicators.



**Lean/Six Sigma (IS)** - Lean/Six Sigma brings together the best of both Lean and Six Sigma process improvement methodologies with the ultimate goal of developing efficient operational processes that provide customers with quality products. Lean focuses on increasing process efficiency by eliminating non-value added waste, and Six Sigma aims to reduce the number of defects by eliminating process variation.

**Livability Principles (IN)** - Livability Principles are six principles incorporated into federal funded programs, policies, and future legislative proposals by the partnership agencies in the Partnership for Sustainable Communities. This partnership works to coordinate federal housing, transportation, water, and other infrastructure investments to make neighborhoods more prosperous, allow people to live closer to jobs, save households time and money, and reduce pollution. The six principles include:

- **Provide More Transportation Choices** - Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.





- **Promote Equitable, Affordable Housing** - Expand location and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.
- **Enhance Economic Competitiveness** - Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic employee needs, and by expanding business access to markets.
- **Support Existing Communities** - Target federal funding toward existing communities—through strategies like transit-oriented, mixed-use development and land recycling—to increase community revitalization, the efficiency of public works investments, and safeguard rural landscapes.
- **Coordinate and Leverage Federal Policies and Investment** - Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally-generated renewable energy.
- **Value Communities and Neighborhoods** - Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

**Live-Work Units (NE)** - Live-Work Units are a new name for an old building type. These are ‘Main Street buildings’ where residents live above their business establishment on the first floor. It is a contemporary term to describe a building that is both the residence and place of business of the proprietor.

**Multi-modal Transportation System (IN)** - A multi-modal transportation system is a system that combines two or more modes of movement of people or goods. The goal of a multi-modal transportation system is to facilitate the use of multiple modes of transportation, leading to a reduction in automobile use and vehicle miles traveled.

**National Incident Management System (NIMS) (PS)** - The National Incident Management System identifies concepts and principles to manage emergencies from preparedness to recovery, regardless of their cause, size, location or complexity. NIMS provides a consistent, nationwide approach and vocabulary for multiple agencies or jurisdictions to work together to build, sustain and deliver the core capabilities needed to achieve a secure and resilient nation.

**Neighborhood Development Criteria Revisions (NDCR) (NE)** - The NDCR initiative seeks to improve the City’s residential Zoning Code. The purpose of this initiative is to protect the best qualities of Fort Lauderdale neighborhoods and ensure the City continues to create active, diverse, and livable communities.

**Nextdoor (NE)** - Nextdoor is a free, private social network for neighbors and the community to communicate and share information. It is a simple and secure way for neighbors to talk online, exchange ideas, get answers to questions, and build community. Nextdoor’s mission is “to bring back a sense of community to the neighborhood.”

**Parklets (PP)** - A parklet is a small space serving as an extension of the sidewalk to provide amenities and green space for people using the street. It is typically the size of several parking spaces. Parklets typically extend out from the sidewalk at the level of the sidewalk to the width of the adjacent parking space. Parklets are intended for people. In instances where a parklet is not intended to accommodate people, it may provide greenery, art, or some other visual amenity. A parklet may accommodate bicycle parking within its space or bicycle parking may be associated with the space. A parklet may be thought of as permanent, but must be designed for quick and easy removal for emergencies or other reasons. As initially conceived, a parklet is always open to the public.



# GLOSSARY



**Performance Target (ALL)** - Five-year performance targets represent the desired results of strategic efforts and attention. The purpose of targets is not punitive; rather, failure to meet a target represents an opportunity for future analysis, effort, and attention. There may be more than one type of target that is applicable to a performance indicator. Different types of targets include:

- **Regulatory Requirements** - A requirement by statute, ordinance, grant requirements, etc.,
- **Industry Standard** - A third party professional association that recommends an established, well-researched target.
- **Benchmarking** - Comparison against internal, external, average, median, or best results. Results may be reported from a professional association such as the International City/County Management Association (ICMA) or a more focused comparison by region, and/or similar characteristics.
- **Customer Requirement** - Specific expectations for levels of service received by City residents or visitors.
- **Historical Trend** - Historical data can provide a starting point or baseline target, an average of past performance, a level of service, or the number that should be maintained or exceeded based on success from a previous time period.
- **What We Can Control** - This type of target occurs when there is a problem or timeframe that we are only able to partially influence, and the target is focused on that portion.
- **Management Wisdom** - Knowledge of a particular activity, situation or occurrence and its relationship to another. For example, knowing that productivity can be increased if absenteeism decreases.
- **Stretch Target** - A stretch target is a significant improvement that may be established before the method of reaching it is





known. An organization must generally change its basic routines and practices in order to achieve a stretch target.

**Platinum City Certification (BD)** - Designated by the Greater Fort Lauderdale Alliance to communities that have taken extra steps to help ensure businesses have a first-rate experience when going through the development review and permitting process. These municipalities have adopted a streamlined permitting ordinance or resolution, have an online permit tracking system, and have designated a staff representative as a “concierge” to businesses who are going through the permitting process.

**Qualified Targeted Industry (QTI) (BD)** - Florida’s QTI Tax Refund is the state’s most widely used incentive program. It is designed to encourage high-skills job creation and encourage growth of low-impact, light-industrial, corporate-headquarters, enterprises, and other targeted industries. The program aims to diversify Florida’s economy by enabling the state to effectively compete for higher-wage jobs.

**Structurally Balanced Budget (IS)** - A structurally balanced budget exists when recurring revenues are equal to recurring expenditures in the adopted budget. For a variety of reasons, true structural balance may not be possible for a government at a given time. In such a case, using reserves to balance the budget may be considered but only in the context of a plan to return to structural balance (within a designated timeframe), replenish fund balance, and ultimately remediate the negative impacts of any other short-term balancing actions that may be taken.

**Succession Planning (IS)** - Succession planning is a process for identifying and developing knowledge, skills, and abilities and employees with the potential to fill key leadership or critical positions in the organization. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.

**Transit-Oriented Development (IN)** - Transit-oriented development (TOD) is a type of community development that includes a mixture of housing, office, retail and/or other commercial development and amenities, integrated into a walkable neighborhood and located within a half-mile of quality public transportation.

**Unified Land Development Regulations (ULDR) (NE)** - The ULDR outlines how and where things can be built in the City and the rules and regulations for the City.



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