



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

*Our City, Our Strategic Plan 2029*



CAM #24-0155

Exhibit 4

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# Fort Lauderdale City Commission



Left to right: Sturman, Glassman, Trantalis, Beasley-Pittman, and Herbst

**Dean J. Trantalis**  
*Mayor*

**John C. Herbst**  
*Commissioner  
District I*

**Steven Glassman**  
*Commissioner  
District II*

**Pam Beasley-Pittman**  
*Commissioner  
District III*

**Warren Sturman**  
*Commissioner  
District IV*

**Greg Chavarria**  
*City Manager*

**David R. Soloman**  
*City Clerk*

**Thomas J. Ansbro**  
*City Attorney*

**Patrick Reilly**  
*City Auditor*

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# Letter from the City Manager



I am pleased to present Press Play Fort Lauderdale 2029, the City of Fort Lauderdale's third five-year strategic plan in pursuit of the community's vision to become "the City you never want to leave." Over the last 10 years, the City has advanced its status as a premier place to live, work, play, and invest through its strategic plans. We can point to many indicators of our successful progress. We have welcomed many new neighbors to our incredible community with a population that has grown 12%, to over 189,000, since 2014. Taxable property values continue to increase in

the City. In 2023, the City realized an increase of nearly \$1.0 billion in taxable value from new construction, which is a positive outcome of the City's ongoing focus on economic revitalization and smart development.

Additionally, we are seeing the City take shape in new ways with park improvements, stormwater system improvements, a new police headquarters, and a new water treatment plant in progress. Over the next five years the City will also construct a newly reimagined City Hall to serve and unite our community.

None of this would be possible without strong financial management and strategic investments that have been made in alignment with our strategic plans and Annual Commission Priorities. The City has been responsible stewards of public funds. We have maintained a low millage rate of 4.1193 for the past 17 years resulting in significant savings to residents and businesses in Fort Lauderdale as compared to other Broward County municipalities that have raised their millage rate an average of 36.5% over this same period.

While we celebrate these successes, we must remain diligent in looking forward. Outlined in this plan are six goals which will leverage the success of the past 10 years and guide our work over the next five years. I am excited for the continued growth and progress our neighbors, visitors, and businesses will see us accomplish. Together, "we are Fort Lauderdale."

A handwritten signature in black ink, appearing to read "G. Chavarria", with a long horizontal flourish extending to the right.

Greg Chavarria  
City Manager



# Service Delivery Framework

## Mission

We Build Community

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## Vision

We are the City you never want to leave.

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## Values

Integrity, Compassion, Accountability, Respect, Excellence



## Strategy

Press Play Fort Lauderdale 2029



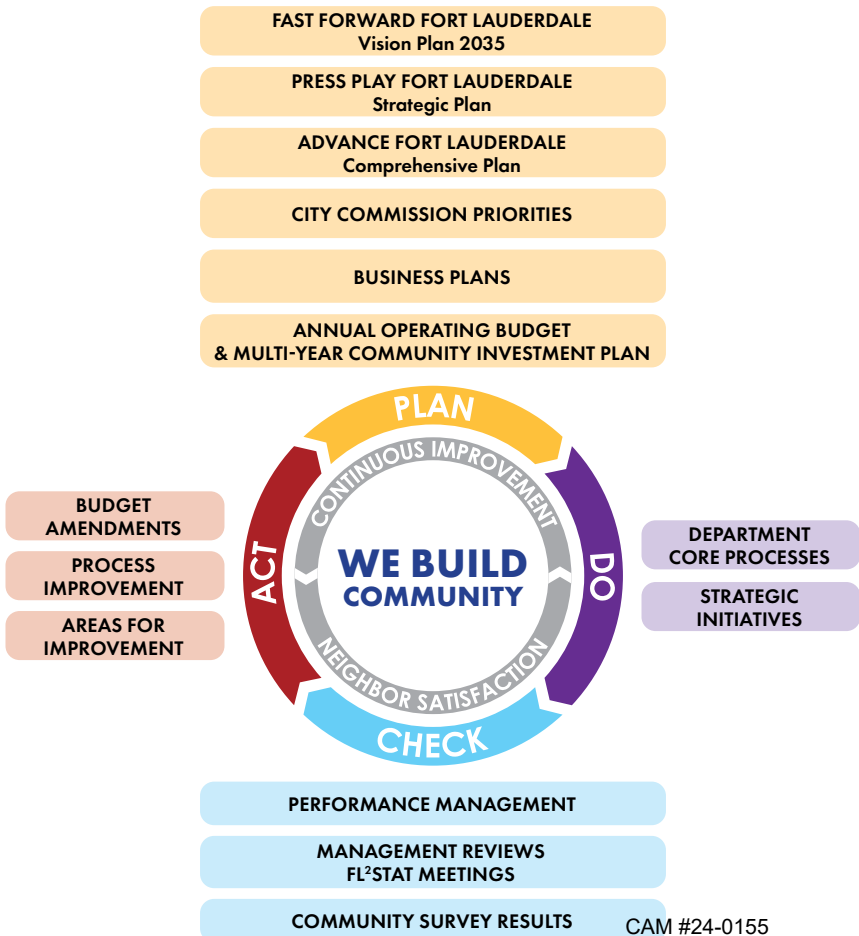
## Motto



# Strategic Management

Every five years the City of Fort Lauderdale crafts a strategic plan as the vehicle to arriving at its shared community vision for the City as articulated in *Fast Forward Fort Lauderdale 2035*. Under the five-year strategic plan, the City outlines a results-focused and neighbor-centric government culture by creating FL<sup>2</sup>STAT, the City's quality management system. This robust quality and strategy management system connects planning, budgeting, performance, and continuous improvement, linking the long-term Vision Plan to day-to-day operations. This approach is illustrated in the model below.

Using the Plan-Do-Check-Act process model as a guide, the City continually plans for the future, monitoring performance and evaluating progress toward goals, demonstrating its commitment to providing the highest quality of services and continuously improving service delivery for neighbors.





## Community Survey

As a part of its commitment to providing high quality services, the City conducts a set of surveys each year, the Neighbor Survey and Business Survey, to evaluate overall satisfaction and focus improvements in areas that are of importance to neighbors and businesses. Since 2012, City leadership has used the results of these statistically valid surveys to guide priorities, allocate resources, and validate strategies for improvement. The statistically valid surveys provide an opportunity for neighbors and businesses to provide their feedback on City actions and performance in pursuit of the 2035 Vision.

## Budgeting

The City prioritizes its resources through the Annual Operating Budget and Community Investment Plan. Funding is allocated in alignment with the Vision Plan, Strategic Plan, and Annual Commission Priorities. While the City may not be able to fund all priorities in a single fiscal year, it strategically invests in the future. The City works to stretch its financial resources and maximize results by leveraging partnerships and securing grants. Performance measures and targets are key to the budget process, ensuring allocated resources achieve anticipated outcomes.

The five-year Community Investment Plan (CIP) includes ongoing and new capital improvement projects to ensure that infrastructure and facilities are appropriate and adequate to serve the needs of neighbors. These projects are carefully assessed and prioritized by pre-established criteria and weighting. The CIP includes a plan for future projects based on expected revenues, bond issuance, and other financing mechanisms.

## Performance

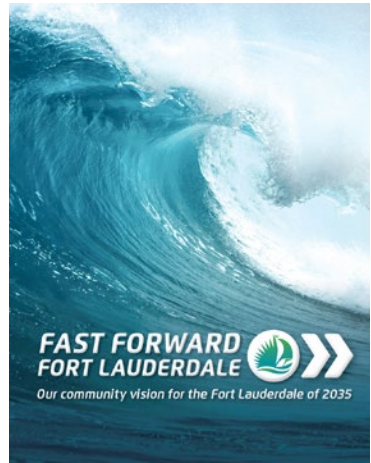
The City uses key performance measures as objective indicators of how well the City is performing against pre-established targets. This information is critical in decision making as it informs of where the City is exceeding expectations and where further improvement and investment is needed to reach desired service levels. Monitoring performance also creates accountability to achieve the City's five-year goals.

## **FAST FORWARD FORT LAUDERDALE**

*Our City, Our Vision 2035*

We cannot predict what the next 10 years will bring to our families, work life, City, or world. However, we can shape our own destiny through collective action. Through more than 1,500 ideas gathered from the City of Fort Lauderdale's community visioning process, we will realize the importance of our collective passion, insight, and ability.

The concepts and ideas that form the foundation of our Vision Plan were gathered during a massive community outreach effort in 2012 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 listened, and through this plan, painted a picture of our collective aspirations. The 2035 Vision Plan is a remarkable compilation of big ideas that will guide decision-making for many years to come. We have identified our future realities, hopes, dreams, and ambitions for this place we call home.



**To learn more about the City's Vision Plan, please  
visit [fortlauderdale.gov/vision](http://fortlauderdale.gov/vision) or scan the code.**





## VISION STATEMENT



### **WE ARE CONNECTED.**

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



### **WE ARE READY.**

We are a resilient and safe coastal community.



### **WE ARE COMMUNITY.**

We are a neighborhood of neighborhoods.



### **WE ARE HERE.**

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



### **WE ARE PROSPEROUS.**

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



### **WE ARE UNITED.**

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

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

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

*Our City, Our Strategic Plan 2029*



**Public Safety**



**Housing**



**Infrastructure  
and Resilience**



**Public Places**



**Business  
Growth  
and Support**

It is now time to look forward with the City's third five-year strategic plan, **Press Play Fort Lauderdale 2029: Our City, Our Strategic Plan**. This plan is structured into five Focus Areas that are designed to foster collaboration and innovation: **Public Safety, Housing, Infrastructure and Resilience, Public Places, and Business Growth and Support**. Within these Focus Areas, the plan contains six goals that will move the City toward the community's vision for Fort Lauderdale in 2035. Within each goal, key performance measures that will objectively define the success of actions have been identified.

Additionally, as a part of developing this Strategic Plan, it was critical to capture the perspectives and feedback of neighbors and businesses. The 2023 Community Survey, inclusive of both the Neighbor and Business Surveys, polled respondents to better understand satisfaction with City services and where improvement is needed. The feedback was used to guide the City in determining its course and goals for the next five years.



## GOAL 1

**Be a safe community that is proactive and responsive to risks.**

Safety is an essential service provided by local governments for neighbors, businesses, and visitors. Being a safe community, prepared and ready to handle all risks, threats, and emergencies, ensures a high quality of life and creates an appealing environment for all to live, work, and play. Over the next five years, the City will be focused on improving its response to those who need emergency support. Additionally, the City is eager to leverage technology, utilize data analytics, and invest in critical infrastructure to prevent threats, respond to emergencies, and solve crimes. The City of Fort Lauderdale is committed to saving life, property, and environment through rapid, effective, specialized response.

### KEY PERFORMANCE MEASURES:

- › Crime rate
- › Police response time (all calls for service)
- › Fire Rescue response times (turnout time, travel time)



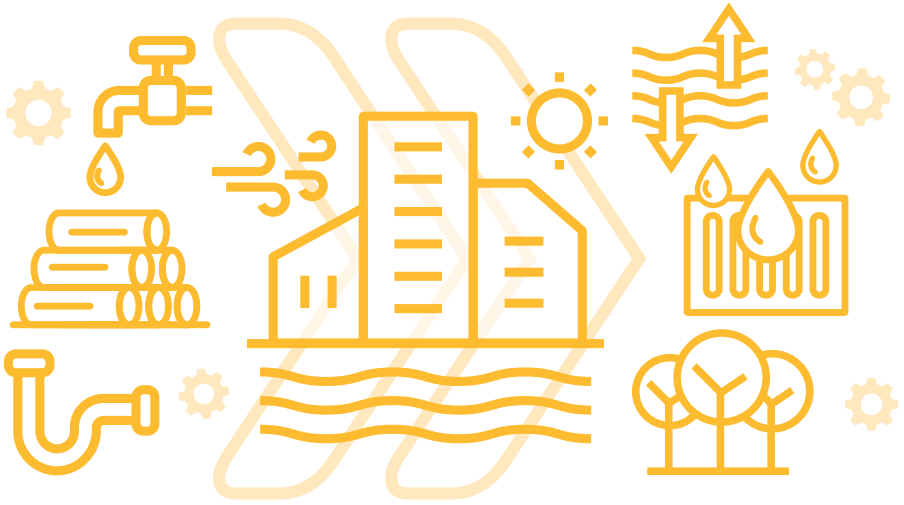
## GOAL 2

### Enable housing options for all income levels.

The City of Fort Lauderdale has flourished into a major metropolitan area in Florida for both neighbors and businesses. Despite this success, there is a need for more affordable housing options. As the population continues to grow, the City is seeking ways to ensure balanced growth by creating affordable housing incentives and implementing progressive plans that encourage developers to create a broad selection of housing options. In addition to affordability, addressing homelessness continues to be a top concern for neighbors. The City will continue its commitment to finding innovative strategies to reduce homelessness by providing supportive services that address the root causes and needs of those experiencing homelessness.

#### KEY PERFORMANCE MEASURES:

- › Number of individuals experiencing homelessness
- › Number of individuals receiving housing benefits
- › Number of affordable dwelling units, built for those with very low to moderate income, that received City funding (including entitlement grant funding and development incentives)



## GOAL 3

### Be a sustainable and resilient community.

As growth continues and threats from climate change increase, the City is focused on expanding capacity and increasing the reliability of its water, wastewater, and stormwater systems. Several projects are already underway such as a new water treatment plant and stormwater system improvements. The City is focused over the next five-years on implementing these projects and ensuring maintenance efforts and processes are in place to sustain these systems for the future. Through these efforts, the City will also emphasize resilience and adaptation to sea level rise so that the City will continue to be a dynamic and thriving metropolitan area well into the future.

#### KEY PERFORMANCE MEASURES:

- › Primary drinking water compliance
- › Number of breaks per 100 miles of water distribution pipe
- › Number of failures per 100 miles of wastewater collection pipe
- › Percent of Citywide tree canopy coverage on public and private property



## GOAL 4

### Facilitate an efficient, multimodal transportation network.

Each day the City sees a large number of neighbors, commuters, and visitors travel within its municipal limits. While it is encouraging to see the number of people that choose to live, work, or play in Fort Lauderdale, the need for increased transportation options and minimized traffic congestion has become a concern for neighbors. To resolve this challenge, the City is looking to implement micro mobility solutions and leverage investments being made in Fort Lauderdale through the Tri-Rail, Brightline, port, and regional airports. With an attractive variety of transportation options, the car will no longer be the only option to travel from place to place within the City. Additional focus will also be placed on maintaining bridges, roads, and sidewalks as well as installing additional sidewalks for safe and accessible travel.

#### KEY PERFORMANCE MEASURES:

- › Average number of riders per hour per route on the Community Shuttle
- › Average time spent on major corridors (Davie Boulevard, Broward Boulevard, and Sunrise Boulevard)
- › Percent of neighbors that use public transportation to commute
- › Installed linear feet of new bike lanes, sidewalks, and shared use paths





## GOAL 5

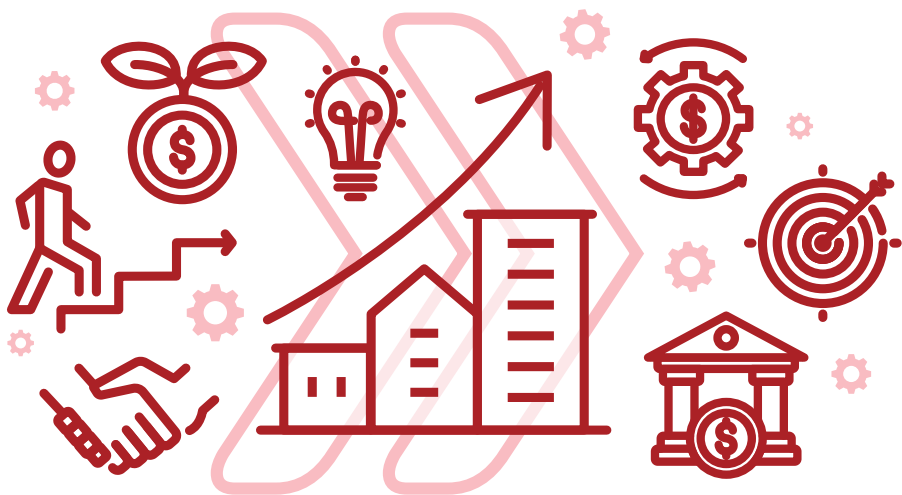
### Build a beautiful and welcoming community.

The City is committed to creating a beautiful community that is welcoming to all. As implementation of the \$200 million voter-approved parks bond continues, new green spaces and parks will be added, and existing parks and facilities will be revived to provide offerings for all. These spaces will attract visitors while also creating a sense of place for neighbors. Efforts to improve the maintenance, cleanliness, and appearance of public facilities, parks, green spaces, and landscapes will continue providing for a positive and recognizable Fort Lauderdale image.

Additionally, work toward a new state of the art City Hall will commence. As the central public location for city government, this facility will be well suited for the needs of neighbors, elected officials, and City staff.

#### KEY PERFORMANCE MEASURES:

- › Percent of neighbors that live within a 10-minute walk of a park
- › Number of new streetlights installed



## GOAL 6

### Build a diverse and attractive economy.

The City of Fort Lauderdale is in an advantageous position to attract both regional and international businesses due to its coastal assets, tropical climate, and national and international transportation hubs. As such, the City has recognized its unique role in drawing new businesses and expanding and retaining existing businesses in the community. One area where the City is focused over the next five years is to diversify the economy to attract industries beyond tourism and marine industries. Additionally, the City will work to establish partnerships to build a strong workforce pipeline and available talent.

#### KEY PERFORMANCE MEASURES:

- › Assessed valuation for commercial properties
- › Percent of tourism tax generated by Fort Lauderdale
- › Number of active retail properties (retail/restaurants)

# Guiding Principles

As the City works to achieve each of its goals over the next five years, a series of guiding principles have been established to serve as a foundation for how the City must consider its operations and processes as it implements new projects and initiatives in support of the Strategic Plan. Each of the elements described below are critical to ensuring that the City finds the best opportunities and solutions to challenges with a central focus on meeting the needs and expectations of neighbors.

## Customer Service

The City strives to offer the best experience and level of service for its neighbors, prioritizing convenient ways for neighbors to interact with staff, timely response, and respect for all who seek support and information.

## Fiscal Responsibility

The City manages its resources wisely and makes data-driven decisions.

## Innovation

The City continuously looks for opportunities to improve its services, pioneer new solutions to obstacles, and challenge the status quo.

## Technology Adaptation

The City leverages supportive technology wisely to support and improve service delivery and operations while also considering cybersecurity to safeguard the City and neighbor assets.

## Inclusivity

The City recognizes the value that an inclusive community and organization have in solving challenges together to provide valuable services for all in the community.

**Community Investment Plan (CIP)** – A planning document that identifies the City’s capital improvements to ensure that the City’s infrastructure and facilities are appropriate and adequate to serve the needs of the neighbors of Fort Lauderdale, such as the municipal water works and amenities. The CIP is a multi-year funding plan which includes capital improvement and maintenance projects.

**Commission Priorities** – An annual set of priorities developed through collaboration and prioritization by the City Commission. The Commission Priorities are initiatives of significant importance to the City Commission for the fiscal year, ensuring the organization is agile and prompt in response to an ever-changing environment as it accomplishes the goals of the strategic plan.

**Fast Forward Fort Lauderdale** – The City of Fort Lauderdale’s Vision Plan for 2035.

**FL<sup>2</sup>STAT** – A management system which includes a series of meetings that disseminate information and facilitate collaboration between departments to implement the goals defined in the Strategic Plan, Commission Priorities, Annual Operating Budget, and Community Investment Plan. The meetings are an opportunity for cross-departmental partnerships and elevate understanding of presented issues to solve Citywide challenges.

**Multimodal Transportation System** – A multimodal transportation system is a system that combines two or more modes of movement of people or goods. The goal of the system is to facilitate the use of multiple modes of transportation, leading to a reduction in automobile use and vehicle miles traveled.

**Neighbors** – City of Fort Lauderdale residents.

**Performance Measures** – Performance measures are key indicators of performance that signify how well the City is in achieving its goals and objectives. Performance measures offer quantifiable, objective insight into whether the City is reaching performance targets and demonstrate any trends that exist.

**Performance Target** – In the context of the Strategic Plan, performance targets objectively represent the expected results of the goals articulated in the Strategic Plan for the next five years. The purpose of the targets is not punitive; rather, failure to meet a target represents an opportunity for further analysis, effort, and attention. Targets may be established based on regulatory requirements, industry standards, benchmarking, or neighbor expectations.

**Press Play Fort Lauderdale** – The City of Fort Lauderdale’s five-year strategic plan.

**Values** – The City’s core principles that guide the organization and how it works with one another.

- **Integrity** – We support a workplace built on honesty where we do what we say we will do.
- **Compassion** – We seek to understand others and consistently behave with grace, kindness, tolerance, and concern.
- **Accountability** – We own our work and accept the outcomes of our actions and hold each other responsible for their words and actions.
- **Respect** – We value one another for our unique ideas and perspectives and remain committed to each other’s well-being.
- **Excellence** – We work together to build the best community and seek to improve every day.



**CITY OF FORT LAUDERDALE**

[www.fortlauderdale.gov](http://www.fortlauderdale.gov)