

**CITY COMMISSION WORKSHOP MEETING****10:18 A.M.****June 25, 2012**

The meeting was called to order at 10:18 a.m. by Mayor Seiler on the above date, at the Fort Lauderdale Executive Airport, Airport Administration Building, 6000 Northwest 21 Avenue.

Roll call showed:

Present: Mayor John P. "Jack" Seiler  
Vice Mayor Charlotte E. Rodstrom  
Commissioner Bruce G. Roberts  
Commissioner Bobby B. DuBose  
Commissioner Romney Rogers

Also Present: City Manager Lee R. Feldman  
City Auditor John Herbst  
City Clerk Jonda K. Joseph  
Senior Assistant Paul Bangel  
City Attorney

The City Commission worked with Lyle Sumek of Lyle Sumek Associates, Inc. and City staff on development of the City's 2013 action plan. Copies of their working document, dated June 23, 2012, as a result of consensus reached at the first workshop on April 20, 2012 and the action plan as a result of consensus the City Commission reached during the workshop (presented for acceptance at August 21, 2012 Conference meeting), is attached to these minutes. Mayor Seiler left the meeting at 1:03 p.m.

The meeting adjourned at 1:36 p.m.

# **STRATEGIC PLAN**

## **2012 → 2017 → 2027**



**CITY OF FORT LAUDERDALE**

***Fort Lauderdale, Florida***  
***June 2012 Draft***



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# **STRATEGIC PLANNING FOR THE CITY OF FORT LAUDERDALE**

# Strategic Planning Model for the City of Fort Lauderdale

Value-based principles that  
describe the preferred  
future in 15 years

## VISION

Destination  
“You Have Arrived”

Strategic goals that focus  
outcome-based objectives and  
potential actions for 5 years

## PLAN

Map  
“The Right Route”

Focus for one year – a work  
program: policy agenda for  
Mayor and City Commission,  
Management for staff; major  
projects

## EXECUTION

Itinerary  
“The Right Direction”

Principles that define the  
responsibility of city government  
and frame the primary services  
– core service businesses

## MISSION

Vehicle  
“The Right Bus”

Personal values that define  
performance standards and  
expectations for employees

## CORE BELIEFS

Fuel  
“The Right People”

# **CITY OF FORT LAUDERDALE VISION 2027**

# ***City of Fort Lauderdale Vision 2027***

***FORT LAUDERDALE 2027*** is the  
**HEART OF SOUTH FLORIDA,<sup>(a)</sup>**  
providing **URBAN LIVING.<sup>(b)</sup>**

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**OUR WORLD CLASS BEACH,<sup>(c)</sup>**  
**RIVERWALK,<sup>(d)</sup>**  
**WATERWAYS,<sup>(e)</sup>**  
**COMMUNITY OF DIVERSE NEIGHBORHOODS,<sup>(f)</sup>**  
**and TOURISM,<sup>(g)</sup> make us unique.**

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**Our community  
CELEBRATES FORT LAUDERDALE!<sup>(h)</sup>**

# *City of Fort Lauderdale Vision 2027*

## **PRINCIPLE A**

### **HEART OF SOUTH FLORIDA**

#### **► Means**

1. Recognized as the “Regional Center” and Downtown for the Region
2. Diverse Economic Center – marine industry, major business offices, tourism including cruises, corporate headquarters, and potential targeted businesses
3. Government and Legal Center – city, county, state and federal
4. Arts and Cultural Center: Broward Theater, MOD, galleries, Arts Districts (2) Art Institute
5. Multi Modal Transportation Center with convenient links to the community and the world through airport, port, rail, interstate, walking, biking
6. Education Center: Broward College, NOVA University, FAU, private colleges and universities
7. Entertainment Center: 24 hour, restaurants, night clubs, theaters, live performances
8. Retail Center – “the place” to shop

## **PRINCIPLE B**

### **URBAN LIVING**

#### **► Means**

1. Beautiful entrances and distinctive gateways transitioning to each neighborhood
2. Safe attractive, clean and well maintained living environment and public spaces
3. Convenient place to live, work and play
4. Pedestrian/bicycle friendly, walkable with reliable public transportation
5. Choice of a variety of entertainment and dining
6. Availability of services for seniors: hospitals, lifelong learning
7. Educational opportunities for a life time



## PRINCIPLE C

### OUR WORLD CLASS BEACH

#### ► Means

1. Miles of public accessible, clean and safe beaches
2. See the beach – visual enjoyment and personally inviting
3. Variety of fun activities including retail, dining and entertainment
4. International Swimming Hall of Fame and other tourism venues
5. Full range of lodging accommodations

## PRINCIPLE D

### RIVERWALK

#### ► Means

1. Connectivity on both sides with opportunity to walk, cross, experience and enjoy
2. Choice of quality retail, dining and entertainment
3. Enhanced opportunities to live along the River
4. Buildings with architectural uniqueness and character, and open to the River
5. Well lighted, well patrolled and well maintained River environment
6. Link to the Intracoastal and city canals
7. Preservation of the history and heritage
8. Anchored by Las Olas and Performing Arts Center

## **PRINCIPLE E**

### **WATERWAYS**

#### **► Means**

1. Navigable clean canals and residential waterways 300 miles with easy access to the Intracoastal and Atlantic Ocean
2. Commercial port with a strong link to an expanded Panama Canal
3. Variety of marine industries
4. Water taxi: within Fort Lauderdale and link to region
5. Multiple marina facilities: public and private
6. Recreational water sports (e.g. paddle boats, etc.)
7. Reputation “Venice of America” and “Boating Capital of the World”

## **PRINCIPLE F**

### **COMMUNITY OF DIVERSE NEIGHBORHOODS**

#### **► Means**

1. Each diverse neighborhood with a distinct character, gateway, feel and identity
2. Range of housing choices: lifestyle amenities, price points, family generations
3. Availability of neighborhood commercial: grocery store, banks, drugstore, cleaners, etc.
4. Neighbors involved and taking responsibility for their neighborhoods
5. Well maintained public neighborhood infrastructure: streets, utilities, sidewalks, ROW
6. Homes and buildings well maintained and in compliance with city codes and standards
7. Neighbors and guests feeling and being safe in their homes, out in their neighborhood, throughout the city
8. Convenient access to parks with a variety of facilities, venues, programs and activities
9. Access to multiple transportation modes connecting neighborhoods and community destinations
10. Door-to-door total connectivity by biking and walking
11. Continual revitalization of neighborhoods: buildings and housing stock, neighborhood businesses, public infrastructure

## PRINCIPLE G

### TOURISM

#### ► Means

1. Visitors welcomed as “guests”
2. Variety of destinations and attractions drawing people
3. Opportunities to retail, dining, entertainment and culture
4. Full range of citywide accommodations: 5★ resort to family hotels
5. Choice of diverse activities and experiences
6. Convenient and easy access by air, rail, sea or car
7. Ideal weather for outdoor activities
8. Strong link to the cruise industry
9. Guests return to further enjoy Fort Lauderdale

## PRINCIPLE H

### CELEBRATE FORT LAUDERDALE

#### ► Means

1. Inclusive community where all feel welcome
2. Diversity adding to the richness of the community
3. Neighbors and community organizations contributing to the Fort Lauderdale community
4. Neighbors positively engaged in their neighborhood, in civic affairs and governance
5. Variety of faith institutions and charities
6. Strong community events with active participation by neighbors, businesses and guests
7. Neighbors taking pride in their neighborhood and in the city
8. Neighborhood partnership and active relationship with city government
9. 100<sup>th</sup> year of heritage and looking to the next 100 years
10. Strong community spirit and identity

# **CITY OF FORT LAUDERDALE OUR MISSION**

# *City of Fort Lauderdale*

## *Our Mission*

***WE BUILD COMMUNITY  
BY***

providing **“BEST OF CLASS” MUNICIPAL SERVICES<sup>(1)</sup>**

with **FINANCIAL INTEGRITY<sup>(2)</sup>**

# *City of Fort Lauderdale*

## *Our Mission*

### **PRINCIPLE 1**

#### **“BEST OF CLASS” MUNICIPAL SERVICES**

##### **► Means**

1. Providing an exceptional level of service that adds value to residents and businesses
2. Benchmarking and measuring performance and value
3. Continuously improving City processes and practices
4. Delivering customer oriented City services
5. Having a professional, well trained and highly motivated workforce dedicated to serving the community
6. Developing “best practices” model that result in better City services to the Fort Lauderdale community
7. Anticipating issues and opportunities; developing and using plans to guide decisions and actions
8. Taking responsibility with a citywide view
9. Being accountable for performance, decisions, actions, results

### **PRINCIPLE 2**

#### **FINANCIAL INTEGRITY**

##### **► Means**

1. Providing resources to support defined services and levels of service
2. Investing in the future
3. Delivering City services in the most cost effective manner
4. Maintaining a strong bond rating
5. Having well maintained city infrastructure
6. Developing and maintaining public – private partnerships to expand the economy and tax bases; and to enhance quality of life
7. Maintaining “relatively” low millage rate
8. Making financially responsible decisions based upon “best” for the City long term
9. Using debt in a responsible manner
10. Maintaining reserves consistent with city policies and national standards
11. Maintaining a financially sustainable retirement and benefit plan

# **CITY OF FORT LAUDERDALE: PLAN 2012 – 2017**

# ***City of Fort Lauderdale Strategic Themes 2017***

**SUSTAINABLE, HEALTHY COASTAL COMMUNITY**

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**BEST OF CLASS MUNICIPAL SERVICES**

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**ECONOMIC HUB OF SOUTH FLORIDA**

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**BUILDING OUR COMMUNITY**



# Strategic Theme 1

## Sustainable, Healthy Coastal Community

### STRATEGIC OBJECTIVES

1. Well maintained city infrastructure
2. Maintained world class beach
3. Increase multi modal transportation options and use
4. Maintained a safe community neighbors and guests feeling and being safe and secure
5. Upgraded and affordable housing stock
6. Increased businesses and investment for neighborhoods
7. Riverwalk connectivity with increased commercial and residential investment
8. Preservation of the identity, character and distinctiveness of each neighborhood

### MEANS TO NEIGHBORS

1. Improving quality of life for all
2. City acting to create a sustainable future
3. Preservation and protection of the city's natural resources
4. Choice of quality homes and distinctive neighborhoods
5. Conservation of natural resources
6. Protection of home values

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Competing projects for limited dollars
2. Beach renourishment: increasing regulations and funding
3. Defining “affordable” and “workforce” housing and public education
4. Working with other governmental agencies
5. Tapping the full potential in the Riverwalk
6. Declining funding for transportation projects
7. Significant homeless population negatively impacting the community and the economy

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Revitalizing neighborhoods and the housing stock
2. Increasing the community connectivity through multiple transportation modes
3. Working with property owners for compliance with codes and standards
4. Competition among transportation modes
5. Public perception and education on transportation and pedestrian safety
6. East-West split in the community
7. Climate change and the impact on Fort Lauderdale
8. Defining “Sustainable” and understanding the importance to Fort Lauderdale’s future
9. Aging population impacting demand for City services
10. Funding long term maintenance for City facilities and infrastructure
11. Long term water supply

### POLICY INITIATIVES 2012 – 2013

1. Riverwalk Activation and Public Improvements
2. Annexation: Policy and Actions
3. NOBE: Business Development
4. WAVE Development and Funding
5. Urban Agriculture Ordinance
6. Downtown Walkability Plan
7. Homeless Strategy

### MANAGEMENT INITIATIVES 2012 – 2013

1. Beach Renourishment Plan and Funding
2. Crime Reduction Strategy and Action Plan
3. Stormwater Management Plan
4. Code and Enforcement Review and Fee Structure
5. Sustainability Action Plan: Implementation

### MAJOR PROJECTS 2012 – 2013

1. Sistrunk Road Project and Streetscape
2. Carter Park Turf Field Project
3. Southside School Project
4. Fiveash Plan: Reliability Improvements
5. 15<sup>th</sup> Street Boat Ramp Improvements

### MANAGEMENT IN PROGRESS 2012 – 2013

1. Affordable Housing Study: Completion, Direction
2. Beach Master Plan Public Improvement Projects: Direction, Funding
3. Red Light Cameras: Expansion
4. Neighborhood Development Revision Criteria
5. South Middle Road ROW Improvement: Direction, Funding
6. Undergrounding Utilities through Special Assessment Ordinance
7. Water Efficiency and Conservation Campaign
8. Stranahan Park: Repurpose, Direction
9. Convenience Stores: Regulations, Moratorium
10. Master Plan: Central Beach
11. Citywide Street Lighting Policy
12. Water Supply Long Term Strategy
13. Multi Family/Commercial Recycling
14. Flood Hazard Mitigation
15. PUD Ordinance: Review
16. Connectivity Master Plan: Development

### ON THE HORIZON 2013 - 2017

1. Master Plans: Status, Priority, Funding
  - a. Davie Boulevard
  - b. North U.S. 1
2. Small Area Plans: Status, Priority, Funding
  - a. East S RAC
  - b. SE 17<sup>th</sup> Street Corridor
  - c. Las Olas
3. Northwest Garden II and IV Streetscape: Funding
4. Neighborhood Master Plan: Review, Direction
5. Unified Land Development Regulations: Revision
6. Downtown/Riverwalk Gateway Message Center Ordinance: Direction
7. Wastewater Master Plan: Update
8. Water Master Plan: Update
9. Water Reuse Plan
10. Taxi Program with Stops: Policy and Enforcement
11. Tree Planting through Public – Private Partnership: Policy, Program, Funding

## Strategic Theme 2

### Best of Class Municipal Services

#### STRATEGIC OBJECTIVES

1. Adequate resources to support defined services and levels of service
2. High neighbor satisfaction and value in city services
3. City services delivered in a cost effective manner
4. Increased service efficiency through the effective use of technology
5. Use of public – private partnerships leveraging city resources
6. Prepared for all hazards emergencies

#### MEANS TO NEIGHBORS

1. Customer friendly services responsive to the needs of neighbors
2. Timely response to a call for service – emergency or non emergency
3. City and community prepared for a hurricane or other disasters
4. City services delivered in a cost effective, efficient manner
5. City acting as a responsible steward of our city resources and assets
6. City working with the private sector and community to enhance services

#### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Unfunded mandates and regulations
2. Determining who should pay and how much; and willingness to pay
3. Managing demands for city services and the city's organization capacity
4. Communicating with neighbors: basic information of service value
5. Transforming the organization through process improvement and strategic planning
6. Tapping the talents of neighbors through City boards
7. Antiquated, outdated City communications system: public safety radio and City telephones

#### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Reduced outside funding sources with more competition
2. Rising costs of doing business – commodities, insurance
3. Employee compensation and inequity between union and non union employees
4. Effectively, positive engagement of neighbors

### **POLICY INITIATIVES 2012 – 2013**

1. 911 Dispatch: Direction and Funding
2. Landscape Maintenance: Service Level and Funding
3. Pension: Review and Funding
4. Alternative City Revenues Study and Policy Direction
5. Information Technology Master Plan and Funding
6. Community Investment Plan: Prioritization and Funding

### **MANAGEMENT INITIATIVES 2012 – 2013**

1. Development Review Process
2. Citywide Comprehensive Emergency Management Plan: Update (including preparation, response, recovery and mitigation)
3. Citywide Facility Condition Assessment: Funding, Direction
4. City of Service Plan

### **MAJOR PROJECTS 2012 - 2013**

1. Fire Station 8
2. Fire Station 13
3. Fire Station 54

### **MANAGEMENT IN PROGRESS 2012 – 2013**

1. Visioning Process
2. Neighborhood Survey
3. Fiscal Capacity Study
4. Strategic Plan: Institutionalization
5. Bank Service
6. Investment Manager
7. Financial Advisor
8. Loan Refinance (Pension)
9. Capital Lease Payoff
10. Fixed Assets Inventory
11. Direct Deposit for City Employees
12. Collective Bargaining
  - a. Fraternal Order of Police
  - b. IAFF
13. Manager Reorganization Plan
14. Capital Project Portfolio: Evaluation of Projects, Priority, Funding

### **ON THE HORIZON 2013 – 2017**

1. Grant Writing: Staffing, Funding
2. Purchasing Policy: Review, Direction
3. City Real Estate Sale: Policy Direction
4. Enterprise Resource Planning System
5. Continuity of Operations Plan: Update, Funding

## Strategic Theme 3

### Economic Hub of South Florida

#### STRATEGIC OBJECTIVES

1. Expanded tourism: more tourists, returning tourists
2. Expanded marine industry: more businesses, expanded businesses and more jobs
3. Enhanced schools (K-12) and universities/colleges presence
4. Upgraded/expanded multi modal transportation linking air, sea, rail, car, bike and pedestrians
5. Increase business investments in Fort Lauderdale
6. Expanded retail, dining and entertainment venues for residents and guests in target areas
7. Increased number of jobs: people coming to Fort Lauderdale to work, neighbors working near home
8. Increased emphasis emerging technology to expand the local economy

#### MEANS TO NEIGHBORS

1. Job opportunities near home – less commute, more leisure time
2. More diverse tax base resulting in less reliance on the homeowner tax payer
3. Opportunities to start and grow a business in Fort Lauderdale
4. Convenient access to quality dining, shopping and entertainment
5. Tourist activities and amenities adding value to the neighbors' quality of life
6. Business bringing outside dollars to invest in Fort Lauderdale

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Strengthening the link to travel partners: cruise lines and their excursions, and airport
2. Competing projects with limited transportation funding
3. Overcoming perception of schools and education programs
4. Expanding connectivity through passenger rail
5. Defining the city's role and financial partnerships in economic expansion
6. Deeper marinas resulting in bigger boats and revenues to the economy and City

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Retention and growth of existing businesses
2. Attracting the "right" businesses to Fort Lauderdale: more diverse businesses
3. National recession and slow recovery; and access to the capital markets
4. Tapping the potential of an expanded Panama Canal
5. Competition from other cities in the region
6. Changing retail markets and the impact of internet sales

### **POLICY INITIATIVES 2012 – 2013**

1. Passenger Rail on FEC Strategy
2. Trolley: Equipment, Routes and Fares
3. City Economic Development Plan: Vision, Policy, Strategy
4. Educational Partnership Strategy
5. Marine Industry Strategy

### **MANAGEMENT INITIATIVES 2012 – 2013**

1. Fort Lauderdale Aquatic Center
2. Distinctive Water Park and Hotel

### **MANAGEMENT IN PROGRESS 2012 – 2013**

1. Las Olas Marina Restoration Study
2. Local Business Preference Ordinance: Implementation
3. Business Concierge Service
4. Marina Dredging: Environmental Study/Permitting
  - a. Las Olas
  - b. Aquatic Center
  - c. Bahia Mar
5. Grand Prix
6. Air Show
7. Boat Show
8. “Welcome Back Troops”
9. Winterfest
10. Downtown Retail Recruitment Strategy

### **ON THE HORIZON 2013 - 2017**

1. Business Incentive Policy
2. Marketing Program: Funding
3. Six Pillars: Fort Lauderdale: Review, Direction
4. Public Docks Plan
5. Uptown Business Corridor – Cypress Creek Corridor/FXE: Need Analysis Strategy
6. Cultural and Tourism Strategy
7. Business Retention Program: Direction, Development
8. Downtown Education Village: Creation



# Strategic Theme 4

## Building Our Community

### STRATEGIC OBJECTIVES

1. Strong partnership among neighbors – individuals, organizations, businesses contributing to the Fort Lauderdale community
2. Successful community events and festivals with increasing attendance
3. Neighbors knowing and working with the city and neighbors for community safety, initiatives and neighborhood wellness
4. Neighbors actively, positively engaged in civic and community affairs
5. Everyone welcome – inclusive community that respects diversity
6. Strong, united communities resulting in “One” Fort Lauderdale
7. Enhanced quality of life in Fort Lauderdale

### MEANS TO NEIGHBORS

1. Everyone welcome
2. Opportunities and activities to meet your neighbors
3. Neighbors and community organizations contributing to the community
4. Diversity embraced and celebrated in the community
5. Pride in Fort Lauderdale

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Defining the City's role and financial participation in community building
2. Conflicting special interests and individual personal agendas
3. Determining the level of City support for events and festivals
4. Transforming "residents and visitors" to "neighbors and guests"
5. Funding for the development and maintenance of community gathering places
6. Reduced outside funding and contributions for community organizations

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Neighbors' lack of time and/or resistance to meeting or working with a their neighbor
2. Overcoming the barriers and prejudices that divides diverse neighbors
3. Determining priorities: hard assets (physical) versus soft assets (social)
4. Keeping major community events and festivals "fresh" and "alive" with expanding participation and support
5. Transient population passing through Fort Lauderdale
6. Recruiting future City leadership

### **POLICY INITIATIVES 2012 – 2013**

1. Community Events: Policy, Funding, Streamlining Process, Level of City Support
2. Historic Preservation Ordinance and Design Guidelines

### **MANAGEMENT IN PROGRESS 2012 – 2013**

1. “We Build Community” Implementation
2. Citywide Social Media Policy: Development
3. Website: Upgrade
4. Government Access Channel 78: Technology Upgrade

### **ON THE HORIZON 2013 - 2017**

1. Neighborhood Communications and Tool Kit: Development
2. Newsletter: Development
3. “One Stop Shop” 311: Evaluation, Direction
4. Farmers Market: Direction

# **CITY OF FORT LAUDERDALE ACTION AGENDA 2012 – 2013**

# ***City of Fort Lauderdale Policy Agenda 2012 – 2013***

**TOP PRIORITY**

**HIGH PRIORITY**

## Connectivity Master Plan: Development

Visioning Process

Neighborhood Survey

Fiscal Capacity Study

### Strategic Plan: Institutionalization

Banking Services

Investment Manager

Fiscal Advisor

Loan Refinance (Pension)

Capital Lease Payoff

Fixed Asset Inventory

Direct Deposit for City Employees

Collective Bargaining Agreements

a. Fraternal Order of Police

b. IAFF (Firefighters)

Manager Reorganization

Capital Projects Portfolio

Las Olas Marina Restoration Study

Local Business Preference Ordinance: Implementation

Business Concierge Service

Marina Dredging: Environmental Study/Permitting

- a. Las Olas
- b. Aquatic Center
- c. Bahia Mar

Grand Prix

Air Show

Boat Show

“Welcome Back Troops”

Winterfest

Downtown Retail Recruitment Strategy

“We Build Community”: Implementation

Citywide Social Media Policy: Development

Website: Upgrade

Government Access Channel 78: Technology Upgrade

# *Major Projects 2012 – 2013*

Sistrunk Road Project and Streetscape

Carter Park Turf Field Project

Southside School Project

Fiveash Plan: Reliability Improvements

15<sup>th</sup> Street Boat Ramp Improvements

Fire Station 8

Fire Station 13

Fire Station 54



# COMMISSION ANNUAL ACTION PLAN FY 2013 POLICY AGENDA

	Theme	Initiative	Actions	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item	Priority Level
1	Sustainable, Healthy Coastal Community	<b>Riverwalk Activation and Public Improvements</b>		Public Places	PP 1-2	P&R	Phil Thornburg	Various		Top
			Riverhouse Programming	Public Places		P&R	Phil Thornburg	Dec-12	Commission Decision	
			Design, Bid and Construct Lighting Project	Infrastructure		PWD	Al Carbon	Feb-13	Commission Award	
			Residential Development Project (Pirates Republic)	Neighborhood Enhancement		DSD	Greg Brewton	Mar-13	Commission Decision	
			Construct Seawall Repairs	Infrastructure		PWD	Al Carbon	Jun-13	Commission Award	
		<b>Ensure Riverwalk Access to facilitate development</b>		Public Places	PP 1-2	P&R	Phil Thornburg	Various		
			Icon Riverfront Land Acquisition (Riverwalk Connector)	Public Places		P&R	Phil Thornburg	Oct-12	Commission Decision	
			Stranahan House Riverfront Access	Public Places		P&R	Phil Thornburg	Feb-13	Commission Direction	
2	Economic Hub of South Florida	<b>City Economic Development Plan: Vision, Policy, and Strategy</b>		Business Development	BD 1-1	T&M	Diana Alarcon	Various		Top
			Present Plan	Business Development		DSD	Greg Brewton	May-13	Commission Presentation	
3	Economic Hub of South Florida	<b>WAVE Development and Funding</b>		Infrastructure	IN 1-1	PWD	Al Carbon	Various		Top
			City's Land Contribution for the WAVE	Infrastructure		T&M	Diana Alarcon	Nov-12	Commission Decision	
			Coordinate WAVE Special Assessment with the DDA	Infrastructure		T&M	Diana Alarcon	Feb-13	Commission Decision	
4	Sustainable, Healthy Coastal Community	<b>Develop and Implement a Homeless Strategy</b>		Public Places	PP 1-4	P&R	Phil Thornburg	Various		Top
			Expand and Develop Guidelines for Homeless Feeding Sites	Public Places		P&R	Phil Thornburg	Oct-12	Commission Direction	
			Submit Grant Application (with Broward County) for Chronic Homeless Housing	Public Places		P&R	Phil Thornburg	Sep-12	Commission Decision	
			Develop a City Comprehensive Homeless Strategy	Public Places		P&R	Phil Thornburg	Jan-13	Commission Direction	
			Develop a Strategy and Actions for City Homeless	Public Places		P&R	Phil Thornburg	Feb-13	Commission Decision	

# COMMISSION ANNUAL ACTION PLAN FY 2013 POLICY AGENDA

	Theme	Initiative	Actions	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item	Priority Level
5	Best of Class Municipal Services	911 Dispatch Direction and Funding		Public Safety	PS 2-1	FLPD	Frank Adderley	Various		Top
			Determine if Legal Action is Necessary	Internal Support		ATT		Jul-12	Commission Direction	
			Consolidate 911 Dispatch	Public Safety		FLFR	Jeff Justinak	Feb-13	Commission Decision	
6	Economic Hub of South Florida	Monitor FEC Passenger Rail Implementation		Infrastructure	IN 1-1	PWD	Albert Carbon	Various		High
			Advocate for Station Location	Infrastructure		T&M	Diana Alarcon	Dec-12	Commission Decision	
7	Best of Class Municipal Services	Community Investment Plan Prioritization and Funding		Internal Support	IS 2-1	ITS	Mike Maier	Various		High
			Present Five-Year CIP Plan	Internal Support		CMO	Lee Feldman	Aug-12	Commission Review	
			Prioritize and Fund FY 2013 Projects	Internal Support		CMO	Lee Feldman	Sep-12	Commission Decision	
8	Sustainable, Healthy Coastal Community	Annexation: Policy and Actions		Internal Support	IS 2-1	ITS	Mike Maier	Various		High
			Refine Annexation Proposal	Internal Support		CMO	Lee Feldman	Jan-13		
			Obtain Direction from Commission	Internal Support		CMO	Lee Feldman	Jan-13	Commission Direction	
9	Best of Class Municipal Services	Alternative City Revenues Study and Policy Direction		Internal Support	IS 2-1	ITS	Mike Maier	Various		High
			Update the Fire Assessment Study	Internal Support		FLFR	Jeff Justinak	Nov-12	Commission Review	
			Develop Financial Integrity Principles and Policies	Internal Support		CMO	Lee Feldman	Nov-12	Commission Direction	
			Update User Fee/Cost Allocation Study	Internal Support		CMO	Lee Feldman	Apr-13	Commission Direction	
10	Best of Class Municipal Services	Information Technology Strategic Plan		Internal Support	IS 2-1	ITS	Mike Maier	Various		High
			Plan Presentation to Commission	Internal Support		ITS	Mike Maier	Oct-12	Commission Review	
			Commission Decision Regarding Entry into the County Radio System	Internal Support		ITS	Mike Maier	TBD	Commission Decision	

# COMMISSION ANNUAL ACTION PLAN FY 2013 POLICY AGENDA

	Theme	Initiative	Actions	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item	Priority Level
11	Economic Hub of South Florida	Develop a Marine Industry Strategy		Business Development	BD 1-1	T&M	Diana Alarcon	Various		High
			Provide an Update on the Marine Industries Summit (2009-2010)	Business Development		DSD	Greg Brewton	Jan-13	Commission Direction	
12	Best of Class Municipal Services	Improve Landscape Maintenance: Service Level and Funding		Public Places	PP 1-3	P&R	Phil Thornburg	Sep-12		Moderate
			Budget Decision from Commission	Internal Support		CMO	Lee Feldman	Sep-12	Commission Decision (Budget)	
13	Best of Class Municipal Services	Pension: Review and Funding		Internal Support	IS 2-1	ITS	Mike Maier	Jun-12		Moderate
			Pension Funding Option Including Pension Obligation Bond	Internal Support		FIN	Doug Wood	Oct-12	Commission Direction	
			Pension Board Recommendation on Lowering Investment Rate	Internal Support		FIN	Doug Wood	Oct-12	Commission Direction	
			Analyze Benefits under Pension Plans	Internal Support		FIN	Doug Wood	Oct-12	Commission Direction	
			Review Alternative Use of Insurance Premiums Revenues (Police and Fire) 185/175	Internal Support		FIN	Doug Wood	Oct-12	Commission Direction	
			Evaluate 401a Contribution	Internal Support		CMO	Lee Feldman	Oct-12	Commission Direction	
14	Economic Hub of South Florida	Trolley: Equipment, Routes, and Fares		Infrastructure	IN 1-1	PWD	Al Carbon	Various		Moderate
			Identify Grants for Trolleys	Infrastructure		T&M	Diana Alarcon	Oct-12		
			Evaluate Trolley Routes	Infrastructure		T&M	Diana Alarcon	Oct-12	Commission Review	
			Conduct Study of Fares and Regulations	Infrastructure		T&M	Diana Alarcon	May-13	Commission Decision	

**COMMISSION ANNUAL ACTION PLAN FY 2013  
MANAGEMENT AGENDA**

	Theme	Initiative	Actions	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item	Priority Level
1	Sustainable, Healthy Coastal Community	<b>Beach Renourishment Plan and Funding</b>		<b>Infrastructure</b>	<b>IN 2-6</b>	<b>PWD</b>	<b>Al Carbon</b>	<b>Various</b>		<b>Top</b>
			Coordinate with Broward County	Infrastructure		PWD	Al Carbon	Ongoing	Commission Information	
			Conduct Beach Renourishment and Sand Hauling	Infrastructure		PWD	Al Carbon	Oct-13	Commission Information	
2	Sustainable, Healthy Coastal Community	<b>Crime Reduction Strategy and Action Plan</b>		<b>Public Safety</b>	<b>PS 1-1</b>	<b>FLPD</b>	<b>Frank Adderley</b>	<b>Various</b>		<b>Top</b>
			Develop a Synthetic Marijuana/Bath Salts/Synthetic Drug Ordinance	Public Safety		ATT		Jul-12		
			Adopt Synthetic Drug Ordinance	Public Safety		ATT		Aug-12	Commission Decision	
			Evaluate and Report on a Police Substation (Relocating Neighborhood Action Teams)	Public Safety		FLPD	Frank Adderley	Dec-12		
			Conduct an Evaluation for a Police Substation	Public Safety		FLPD	Frank Adderley	Jan-13	Commission Direction	
			Report on the Impact of the Synthetic Drug Ordinance	Public Safety		FLPD	Frank Adderley	Apr-12	Report to Commission	
			Measure and Monitor Crime Statistics/Problem Response	Public Safety		FLPD	Frank Adderley	Ongoing		
3	Economic Hub of South Florida	<b>Renovate the Fort Lauderdale Aquatic Center</b>		<b>Public Places</b>	<b>PP 1-3</b>	<b>P&amp;R</b>	<b>Phil Thornburg</b>	<b>Various</b>		<b>Top</b>
			Award Bid Contract	Public Places		CMO	Lee Feldman	Sep-12	Commission Decision	
			Design and Build	Public Places		PWD	Al Carbon	Jun-14		
4	Best of Class Municipal Services	<b>Citywide Comprehensive Emergency Management Plan Update</b>		<b>Public Safety</b>	<b>PS 2-1</b>	<b>FLPD</b>	<b>Frank Adderley</b>	<b>Various</b>		<b>Top</b>
			Conduct a Citywide Update of Plan	Public Safety		FLFR	Jeff Justinak	Sep-12	Commission Information	
			Continuous Training on Module (2): ESF	Public Safety		FLFR	Jeff Justinak	Ongoing		
			Conduct Plan Modifications as needed, or continuously	Public Safety		FLFR	Jeff Justinak	Ongoing		

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	Theme	Initiative	Actions	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item	Priority Level
5	Sustainable, Healthy Coastal Community	Stormwater Management Plan		Infrastructure	IN 2-1	PWD	Al Carbon			High
			Award Stormwater Maintenance Contract	Infrastructure		PWD	Al Carbon	Aug-12	Commission Decision	
			Award Project Designs and Costs (Progresso, River Oaks, Durrs/Dorsey, Edgewood)	Infrastructure		PWD	Al Carbon	Sep-12		
			Evaluate Reallocating Funds to Maintenance	Infrastructure		PWD	Al Carbon	Sep-12	Commission Decision	
6	Sustainable, Healthy Coastal Community	Code and Enforcement Review and Fee Structure		Neighborhood Enhancement	NE 1-3	DSD	Greg Brewton			High
			Implement Code Enforcement Amnesty Program	Neighborhood Enhancement		DSD	Greg Brewton	Nov-12		
			Propose a Mortgage Foreclosures Registration Ordinance for Commission Action	Neighborhood Enhancement		DSD	Greg Brewton	Sep-12	Commission Decision	
			Implement separation of Commercial and Residential Code Enforcement	Neighborhood Enhancement		DSD	Greg Brewton	Oct-12		
			Fee Structure Revision	Neighborhood Enhancement		DSD	Greg Brewton	TBD	Commission Decision	
7	Best of Class Municipal Services	Develop City of Service Plan (Volunteer Service Program)		Internal Support	IS 2.1	ITS	Mike Maier			High
			Implement Plan if Awarded	Internal Support		HRD	Averill Dorsett	May-13	Commission Information	

**COMMISSION ANNUAL ACTION PLAN FY 2013  
MANAGEMENT IN PROGRESS**

	Theme	Initiative	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item
1	Sustainable, Healthy Coastal Community	Complete the Affordable Housing Study	Neighborhood Enhancement	NE 1-2	DSD	Greg Brewton	May-13	Commission Presentation
2	Sustainable, Healthy Coastal Community	Complete the Beach Master Plan Projects Feasibility Study	Public Places	PP 1-2	P&R	Phil Thomburg/ Greg Brewton	Oct-12	Commission Decision
3	Sustainable, Healthy Coastal Community	Implement Red Light Cameras	Public Safety	PS 3-1	FLPD	Frank Adderley	Oct-12	Commission Presentation
4	Sustainable, Healthy Coastal Community	Implement Neighborhood Development Revision Criteria	Neighborhood Enhancement	NE 2.1	DSD	Greg Brewton	Mar-13	Commission Direction
5	Sustainable, Healthy Coastal Community	South Middle River Roads Funding	Infrastructure	NE 2.1	PWD	Al Carbon	Sep-13	Commission Funding
6	Sustainable, Healthy Coastal Community	Implement, Design, and Construct Underground Utilities	Infrastructure	IN 2.1	PWD	Al Carbon	Aug-15	Commission Approval of Ordinance October
7	Sustainable, Healthy Coastal Community	Water Efficiency and Conservation Campaign	Infrastructure	IN 2.2	PWD	Al Carbon	Ongoing	
8	Sustainable, Healthy Coastal Community	Redevelop Stranahan Park	Public Places	PP 1-2	P&R	Phil Thomburg	Aug-12	
9	Sustainable, Healthy Coastal Community	Amend Convenience Store Zoning Regulations (NW RAC)	Neighborhood Enhancement	NE 2-1	DSD	Greg Brewton	Nov-12	Commission Decision

**COMMISSION ANNUAL ACTION PLAN FY 2013  
MANAGEMENT IN PROGRESS**

	Theme	Initiative	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item
10	Sustainable, Healthy Coastal Community	Implement Central Beach Master Plan Design Guidelines	Public Places	PP 1-2	P&R	Phil Thornburg	Apr-13	Commission Decision
11	Sustainable, Healthy Coastal Community	Develop a City Street and Pedestrian Lighting Policy	Public Places	PP 1-3	P&R	Phil Thornburg	Oct-12	Commission Communication
12	Sustainable, Healthy Coastal Community	Present a Long Term Water Supply Strategy	Infrastructure	IN 2-2	PWD	Al Carbon	Oct-12	Commission Communication
13	Sustainable, Healthy Coastal Community	Multi-Family/Commercial Recycling Program Development	Infrastructure	IN 2-5	PWD	Al Carbon	Jan-13	Commission Review
14	Sustainable, Healthy Coastal Community	Flood Hazard Mitigation Program Implementation for Residents	Infrastructure	IN 2-3	PWD	Al Carbon	Aug-12	No Action Needed
15	Sustainable, Healthy Coastal Community	Amend the Planned Unit Development Ordinance	Neighborhood Enhancement	NE 2-1	DSD	Greg Brewton	Nov-12	Commission Decision
16	Sustainable, Healthy Coastal Community	Develop Connectivity Master Plan (Greenway/Blueway/Complete Streets)	Infrastructure	IN 1-2	PWD	Al Carbon/ Diana Alarcon	Apr-13	Commission Direction
17	Best of Class Municipal Services	Develop Community Vision	Internal Support	IS 1-3	ITS	Mike Maier/ CMO	Jan-13	Commission Decision
18	Best of Class Municipal Services	Neighborhood Survey	Internal Support	IS 1-3	ITS	Mike Maier/ CMO	Nov-12	Commission Review

**COMMISSION ANNUAL ACTION PLAN FY 2013  
MANAGEMENT IN PROGRESS**

	Theme	Initiative	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item
19	Best of Class Municipal Services	Fiscal Capacity Study	Internal Support	IS 2-1	ITS	Mike Maier/ CMO	Dec-12	Commission Direction
20	Best of Class Municipal Services	Institutionalize Strategic Plan	Internal Support	IS 1-3	ITS	Mike Maier/ CMO	Ongoing	
21	Best of Class Municipal Services	Award Banking Services Contract	Internal Support	IS 2-1	ITS	Mike Maier/ Doug Wood	Aug-12	Commission Approval
22	Best of Class Municipal Services	Approve Investment Monitor's Contract	Internal Support	IS 2-1	ITS	Mike Maier/ Doug Wood	Sep-12	Commission Approval
23	Best of Class Municipal Services	Award Investment Manager's Contract	Internal Support	IS 2-1	ITS	Mike Maier/ Doug Wood	Sep-12	Commission Approval
24	Best of Class Municipal Services	Payoff Police and Fire Pension Loan	Internal Support	IS 2-1	ITS	Mike Maier/ Doug Wood	Oct-12	
25	Best of Class Municipal Services	Payoff Capital Lease (Fire Equipment)	Internal Support	IS 2-1	ITS	Mike Maier/ Doug Wood	Aug-12	Commission Approval
26	Best of Class Municipal Services	Develop Fixed Asset Inventory	Internal Support	IS 2-1	ITS	Mike Maier/ Doug Wood	Sep-13	Commission Review
27	Best of Class Municipal Services	Convert City Employee Paychecks to Direct Deposit	Internal Support	IS 2-1	ITS	Mike Maier/ Doug Wood	Jan-13	



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MANAGEMENT IN PROGRESS**

	Theme	Initiative	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item
28	Best of Class Municipal Services	Negotiate Collective Bargaining Agreements (Fraternal Order of Police and IAFF - Firefighters)	Internal Support	IS 2-1	ITS	Mike Maier/ Averill Dorsett	Apr-13	
29	Best of Class Municipal Services	City Manager's Reorganization Plan		IS 1-3	CMO	Lee Feldman	Completed	
30	Best of Class Municipal Services	Reallocation of Capital Projects Portfolio	Internal Support	IS 2-1	ITS	Mike Maier/ CMO	Completed	
31	Economic Hub of South Florida	Implement of Local Business Preference Ordinance	Internal Support	IS 2-2	ITS	Mike Maier/ Doug Wood	Ongoing	
32	Economic Hub of South Florida	Business Concierge Service	Business Development	BD 1-3	T&M	Diana Alarcon/ Greg Brewton	Complete	
33	Economic Hub of South Florida	Marina Dredging: Environmental Study/Permitting (Las Olas, Aquatic Center, Bahia Mar)	Public Places	PP 1-1	P&R	Phil Thornburg/ Al Carbon	Dec-12	
34	Economic Hub of South Florida	Coordinate City Support for Grand Prix	Public Places	PP 2-3	P&R	Phil Thornburg	Nov-13	Commission Decision
35	Economic Hub of South Florida	Coordinate City Support for Air Show	Public Places	PP 2-3	P&R	Phil Thornburg	Apr-13	
							Mar-13	Commission Communication

**COMMISSION ANNUAL ACTION PLAN FY 2013  
MANAGEMENT IN PROGRESS**

	Theme	Initiative	Cylinder of Excellence	Cylinder Objective	Lead Department	Initiative Owner	Commission Hearing Date	Item
36	Economic Hub of South Florida	Coordinate City Support for Boat Show	Public Places	PP 2-3	P&R	Phil Thornburg	Oct-12	
							Sep-12	Commission Decision
37	Economic Hub of South Florida	Partner with CVB to Implement "Welcome Back Troops"	Public Places	PP 2-3	P&R	Phil Thornburg	Sep-12	
38	Economic Hub of South Florida	Coordinate City Support for Winterfest	Public Places	PP 2-3	P&R	Phil Thornburg	Dec-12	
							Oct-12	Commission Decision
39	Economic Hub of South Florida	Prepare Downtown Retail Recruitment Strategy	Business Development	BD 1-1	T&M	Diana Alarcon/ Greg Brewton	Feb-13	
40	Economic Hub of South Florida	Coordinate with TMA for City Excursions for Cruise Passenger Program	Business Development	BD 1-1	T&M	Diana Alarcon/ Greg Brewton	Sep-12	Commission Decision
41	Building our Community	Implementation of "We Build Community"	Internal Support	IS 1-3	ITS	Mike Maier/ CMO	Ongoing	
42	Building our Community	Develop a Citywide Social Media Policy	Internal Support	IS 1-3	ITS	Mike Maier/ CMO	Jan-13	
43	Building our Community	Upgrade the City's Official Website	Internal Support	IS 1-3	ITS	Mike Maier/ CMO	Apr-13	
44	Building our Community	Technology Upgrade for Government Access Channel 78	Internal Support	IS 1-3	ITS	Mike Maier/ CMO	Dec-12	

**COMMISSION ANNUAL ACTION PLAN FY 2013  
MAJOR PROJECTS**

	<b>Theme</b>	<b>Initiative</b>	<b>Cylinder of Excellence</b>	<b>Cylinder Objective</b>	<b>Lead Department</b>	<b>Initiative Owner</b>	<b>Commission Hearing Date</b>
1	Sustainable, Healthy Coastal Community	Sistrunk Blvd Streetscape Project	Infrastructure	IN 2-1	PWD	Al Carbon	Sep-12
2	Sustainable, Healthy Coastal Community	Carter Park Turf Field Project	Public Places	PP 1-3	P&R	Phil Thornburg	Jan-13
3	Sustainable, Healthy Coastal Community	Southside School Project	Infrastructure	PP 1-3	PWD	Al Carbon	Sep-13
4	Sustainable, Healthy Coastal Community	Fiveash Plan: Reliability Improvements	Infrastructure	IN 2-1	PWD	Al Carbon	Jun-14
5	Sustainable, Healthy Coastal Community	15th Street Boat Ramp Improvements	Infrastructure	PP 1-1	P&R	Phil Thornburg/ Al Carbon	Dec-13
6	Best of Class Municipal Services	Construct Fire Station 46	Infrastructure	IN 2-1	PWD	Al Carbon	Apr-13
7	Best of Class Municipal Services	Design and Construct Fire Station 8	Infrastructure	IN 2-1	PWD	Al Carbon	Dec-14
8	Best of Class Municipal Services	Design and Construct Fire Station 13	Infrastructure	IN 2-1	PWD	Al Carbon	Dec-14
9	Best of Class Municipal Services	Design and Construct Fire Station 54	Infrastructure	IN 2-1	PWD	Al Carbon	Dec-14