



CITY OF FORT LAUDERDALE

# VISION · STRATEGY · ACTION

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An aerial photograph of a coastal city, likely Miami, showing a large marina filled with sailboats and yachts. In the background, several high-rise apartment buildings are visible against a clear blue sky. The foreground shows residential areas with palm trees and smaller houses. The image is partially obscured by a large teal graphic overlay on the right side.

# COMMISSION PRIORITIES

- Advance the Strategic Plan
- Adapt to evolving challenges and emerging opportunities
- Developed annually by the City Commission to address the most pressing community needs

# GOVERNANCE



COMMISSION

Set the goals, priorities, and policies for the City

Approve funding to move the goals and priorities forward



CITY STAFF

Operationalize the goals and priorities through the annual budget

Create plans and implement actions to achieve goals and priorities



# IMPLEMENTATION TIMELINE



**TODAY**

Identify the Commission's Priorities to advance the Strategic Plan

**MARCH - JUNE**

Fund Commission Priorities through the Budget Development Process



**JULY**

Present the FY 2026 Proposed Budget to the City Commission

**SEPTEMBER**

Conduct the Public Budget Hearings and adopt the FY 2026 Budget



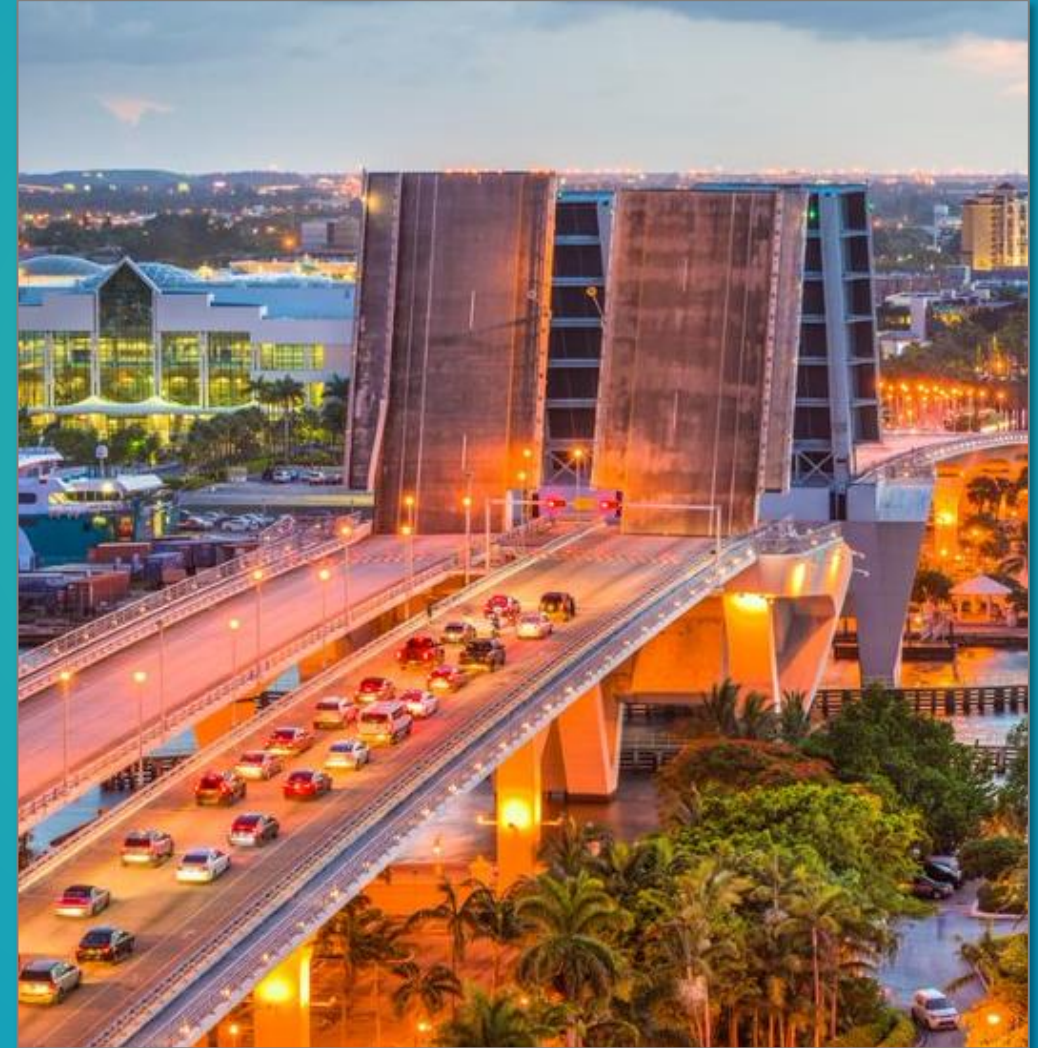
**OCTOBER**

Implement the FY 2026 Commission Priorities

# 2029 STRATEGIC PLAN

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1. Be a safe community that is proactive and responsive to risks
2. Enable housing options for all income levels
3. Be a sustainable and resilient community
4. Facilitate an efficient, multimodal transportation network
5. Build a beautiful and welcoming community
6. Build a diverse and attractive economy





# FY 2025 PROGRESS UPDATE





# FY 2025 PRIORITIES

- Affordable Housing & Economic Development
- Homelessness Initiatives
- Infrastructure & Resilience
- Public Places & Community Initiatives
- Public Safety
- Transportation & Traffic



# INFRASTRUCTURE & RESILIENCE

- Water Treatment and Distribution
- Wastewater Collection and Treatment
- Roadways, Sidewalks, and Bridges
- Waterways
- Stormwater Management
- Sea Level Rise Adaptation
- Climate Change Mitigation



# HOMELESSNESS INITIATIVES

- HB 1365 – Camping Ordinance, Related Staffing, and Performance
- Shelter Space – Existing Countywide Shelter and City Sponsored
- Homeless Outreach Team Efforts
- Housing Navigation Performance
- Community Court Engagement
- Affordable Housing Inventory through City Incentives or Programs
- Ongoing Initiatives and Programs

# PUBLIC SAFETY

- Fire Rescue Department
  - Expansion of Third Person Rescue Units
  - SAFER Grant Program Progress
- 9-1-1 Dispatch Update
- Police Department
  - School Zone Speed Enforcement Camera Program
  - Co-Responder Program Progress



# CITY LANDSCAPE REVIEW

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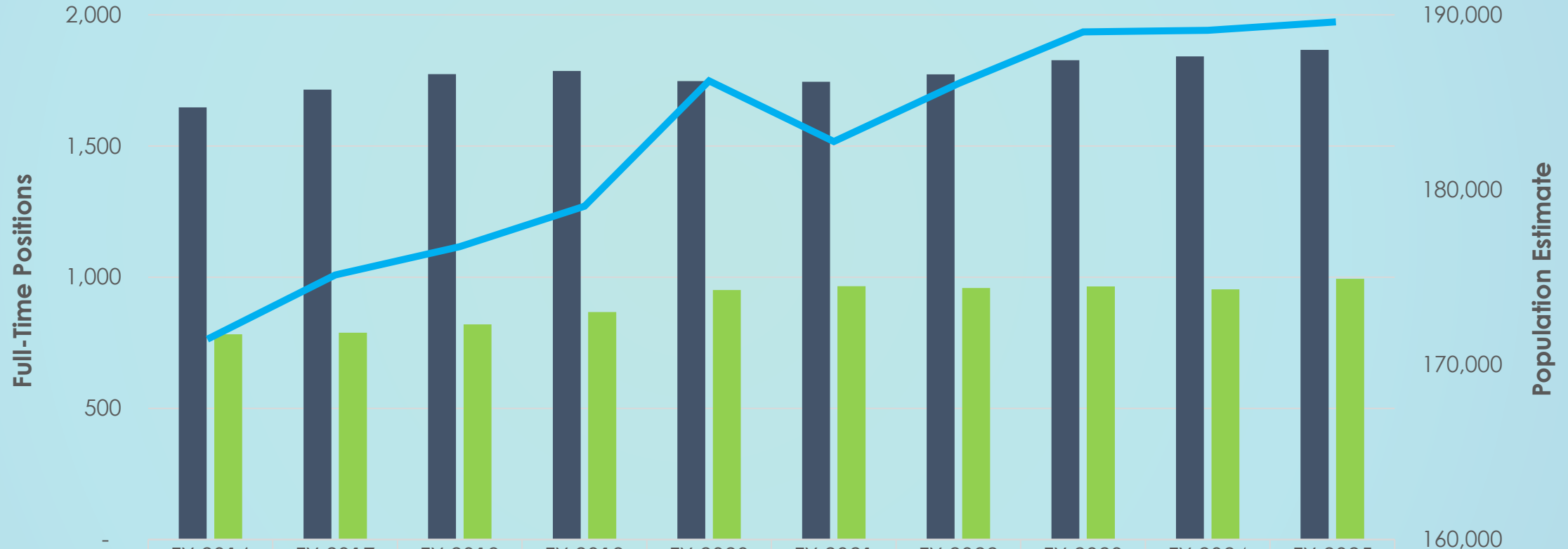
# TAXABLE VALUE INCREASES

Calendar Tax Year	Net New Construction	Final Gross Taxable Value	Increase/Decrease from Prior Year	Operating Millage Rate
<b>2024 - July</b>	<b>\$596,586,866</b>	<b>\$58,986,083,589</b>	<b>8.56%</b>	<b>4.1193</b>
2023 - Final	\$1,131,926,110	\$54,333,485,464	11.33%	4.1193
2022 - Final	\$1,679,235,780	\$48,804,360,453	12.95%	4.1193
2021 - Final	\$1,141,870,340	\$43,209,678,707	5.73%	4.1193
2020 - Final	\$686,582,000	\$40,866,781,365	5.43%	4.1193
2019 - Final	\$1,139,083,000	\$38,762,628,574	7.36%	4.1193
2018 - Final	\$824,076,040	\$36,105,845,628	7.69%	4.1193
2017 - Final	\$340,929,480	\$33,528,048,467	8.27%	4.1193
2016 - Final	\$455,847,640	\$30,966,306,786	9.20%	4.1193
2015 - Final	\$329,982,320	\$28,357,575,422	9.09%	4.1193



# POPULATION AND FTE GROWTH

## Full-Time Employees and City Population



General Fund Employees	1,647	1,715	1,774	1,786	1,747	1,745	1,773	1,827	1,842	1,866
Other Fund Employees	782	788	820	867	951	966	959	965	954	994
Population Estimate	171,544	175,123	176,747	179,063	186,220	182,760	186,076	189,019	189,118	189,583

# FINANCIAL FORECAST

## General Fund Anticipated Cash Flow Maintaining a 4.1193 Millage Rate

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
<b>Millage Rate</b>	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193
<b>Taxable Value Increase*</b>	7.7%	6.5%	6.5%	6.0%	6.0%	6.0%
<b>Cash Flow Surplus (Deficit)</b> <i>(\$ millions)</i>	<b>\$ (4.64)</b>	<b>\$ (3.20)</b>	<b>\$ (33.56)</b>	<b>\$ (41.85)</b>	<b>\$ (55.56)</b>	<b>\$ (48.28)</b>
<b>End of Year Fund Balance</b> <i>(\$ millions)</i>	\$ 120.8	\$ 117.6	\$ 84.0	\$ 42.2	<b>\$ (13.4)</b>	<b>\$ (61.7)</b>
<b>Balance % of Expenses<sup>o</sup></b>	28.2%	25.6%	16.9%	7.9%	<b>(2.4%)</b>	<b>(10.5%)</b>

\*Projected taxable value increase

<sup>o</sup>Target Balance – 25%; Minimum Fund Balance – 16.67%



# FINANCIAL FORECAST

## Planned Rate Increases

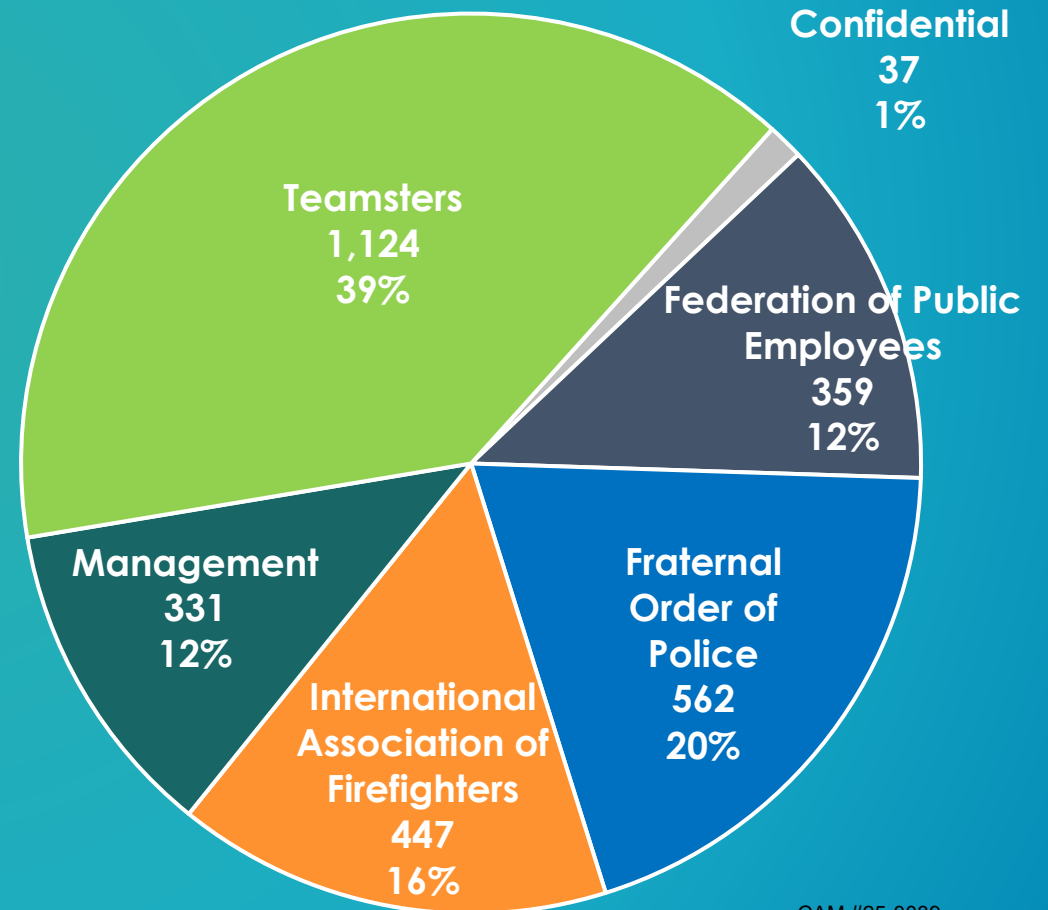
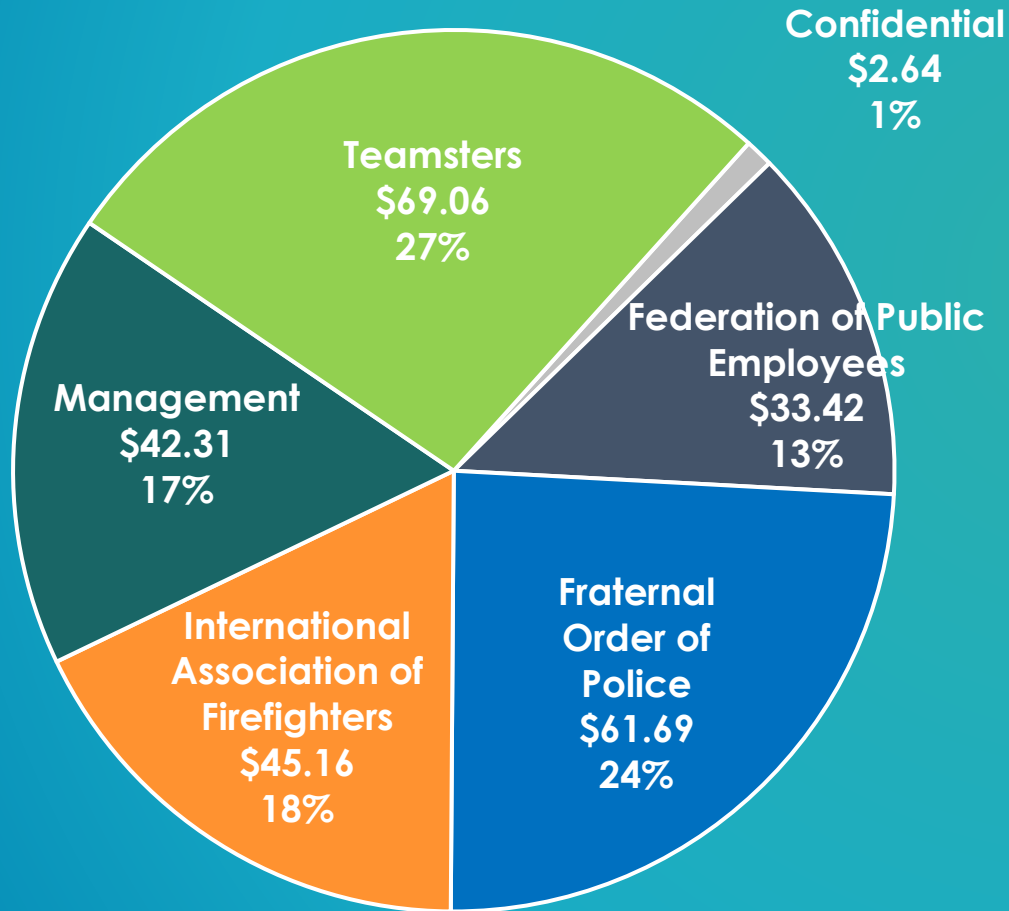
Fee	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
<b>Water and Sewer</b> <i>Based on an average usage of 5,000 gallons/month</i>	\$107.15	\$116.75 9% Increase	\$124.58 6.7% Increase*	\$130.85 5% Increase	\$137.37 5% Increase	\$144.24 5% Increase
<b>Sanitation Fee</b> <i>Monthly single-family residential rate</i>	\$49.99	\$52.49 5% Increase	\$55.11 5% Increase	\$57.87 5% Increase	\$60.76 5% Increase	\$63.80 5% Increase
<b>Stormwater Fee</b> <i>Annual assessment for single family residential</i>	\$276.67/unit + \$5.30/trip	\$318.17/unit + \$6.10/trip 15% Increase	\$365.90/unit + \$7.01/trip 15% Increase	\$420.78/unit + \$8.06/trip 15% Increase	\$483.90/unit + \$9.27/trip 15% Increase	\$556.48/unit + \$10.66/trip 15% Increase

\*Represents the blended rate increase of 9% for Water and 5% for Sewer Services

# EMPLOYEES BY LABOR GROUP

Salary and Wage by Labor Group  
Amount in Millions (\$)

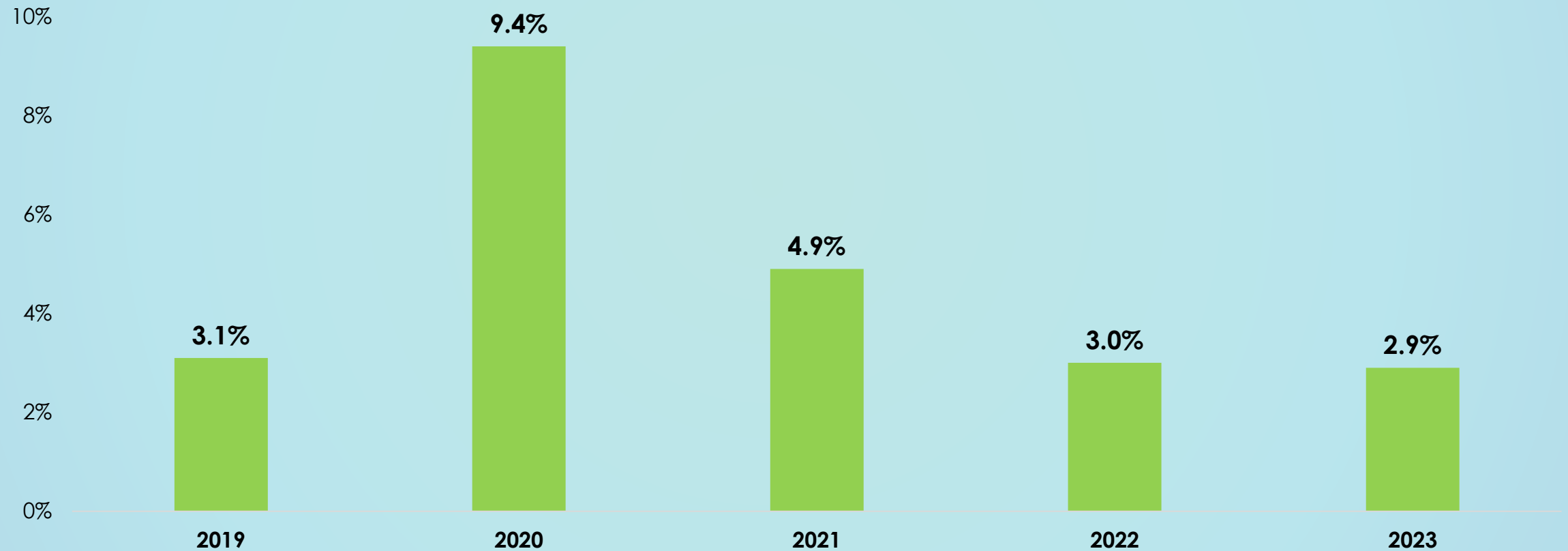
Positions by Labor Group



# WORKFORCE

## Unemployment Rate

Fort Lauderdale – Pompano Beach – Deerfield Beach Area





# WORKFORCE

## Occupation by Industry Broward County



# WORKFORCE

## Business Relocations and Expansions

Company	Jobs Created	Direct Capital Investment
Amazon <i>(Distribution)</i>	350	\$40,000,000
West Marine <i>(Retail)</i>	225	\$800,000
Shipmonk <i>(Logistics)</i>	200	\$14,000,000
ICON International <i>(Trade)</i>	100	\$600,000
CIG Financial/AutoNation <i>(U.S. Automotive)</i>	30	\$100,000
Future Tech Enterprise, Inc. <i>(Technology)</i>	25	\$100,000

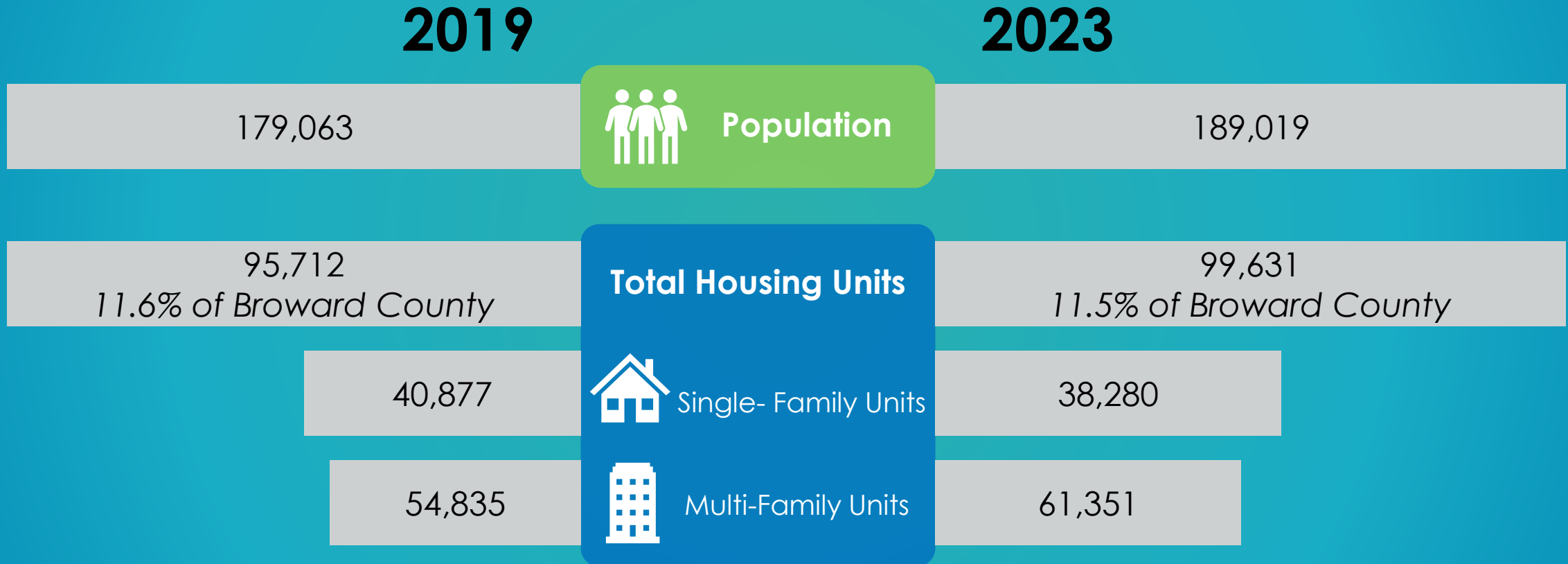
# WORKFORCE

## Median Household Income

	2019	2023	Percent Growth
<b>Fort Lauderdale</b>	\$67,750	\$80,539	18.9%
<b>Broward County</b>	\$61,502	\$74,531	21.2%

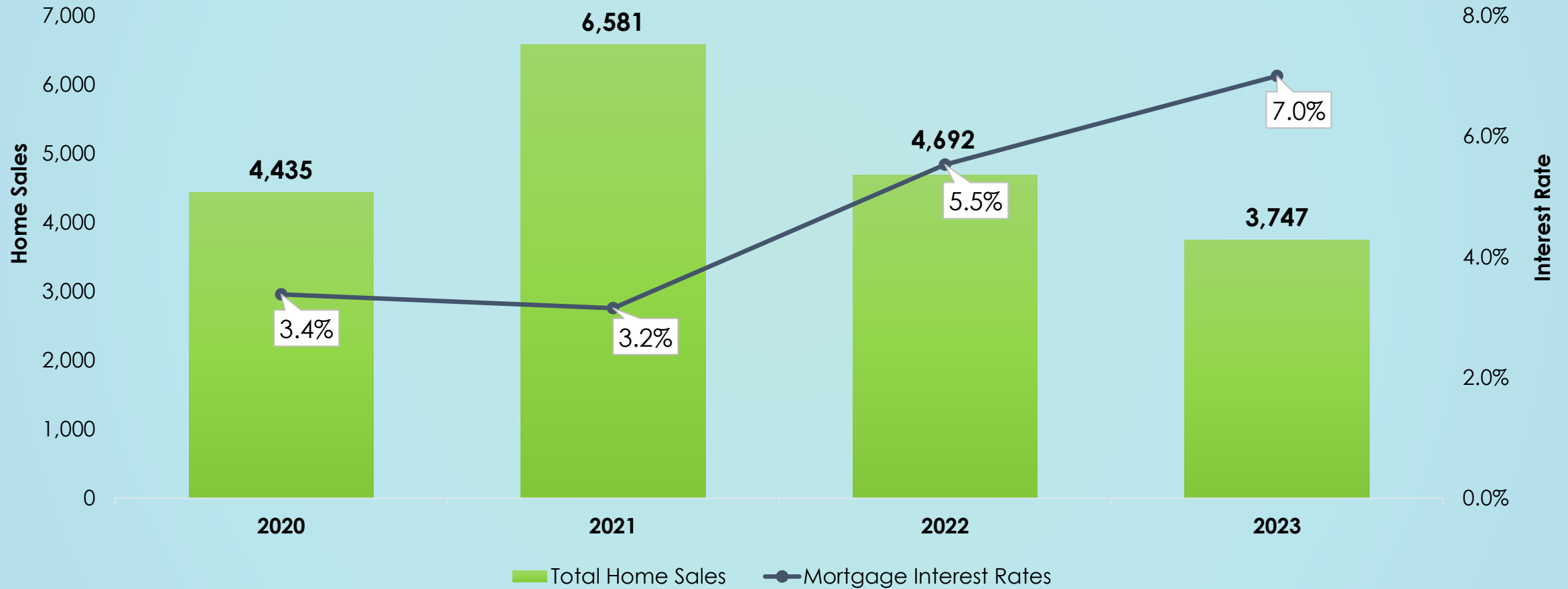


# DEVELOPMENT



# HOUSING MARKET

## City of Fort Lauderdale Total Home Sales & Mortgage Interest Rates

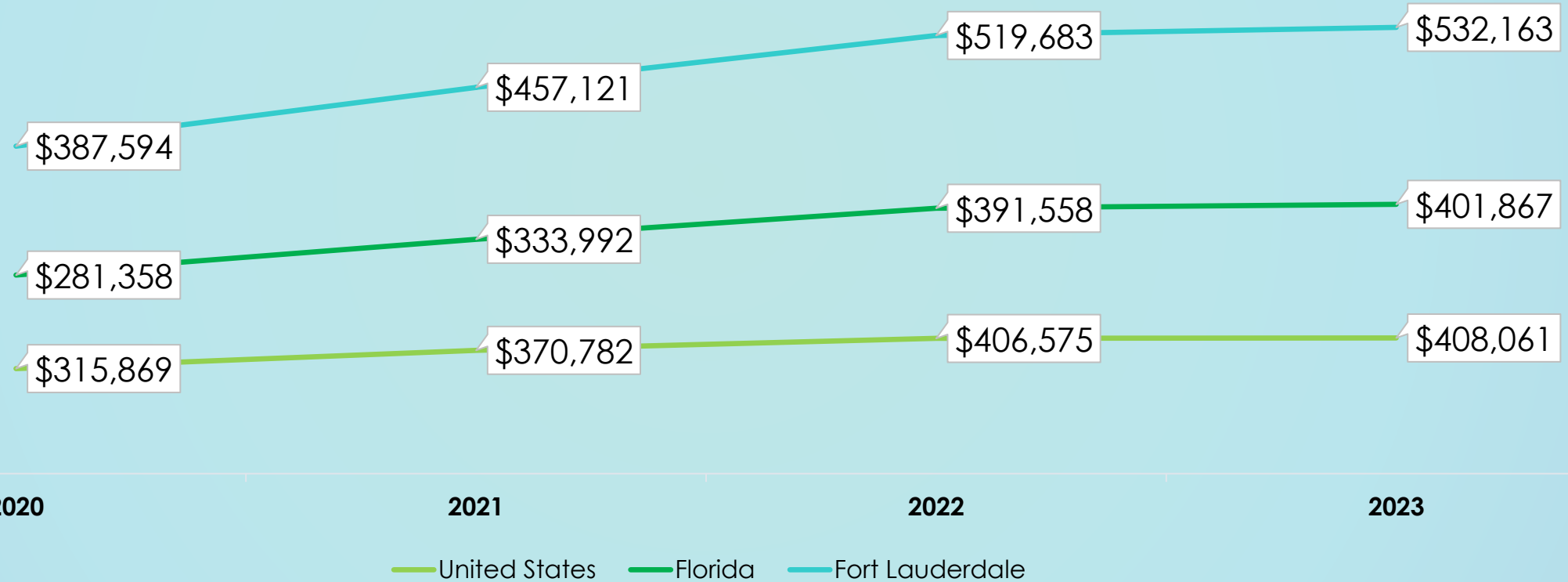


*Trends continue into 2024 and interest rates are hovering around 6-7%*



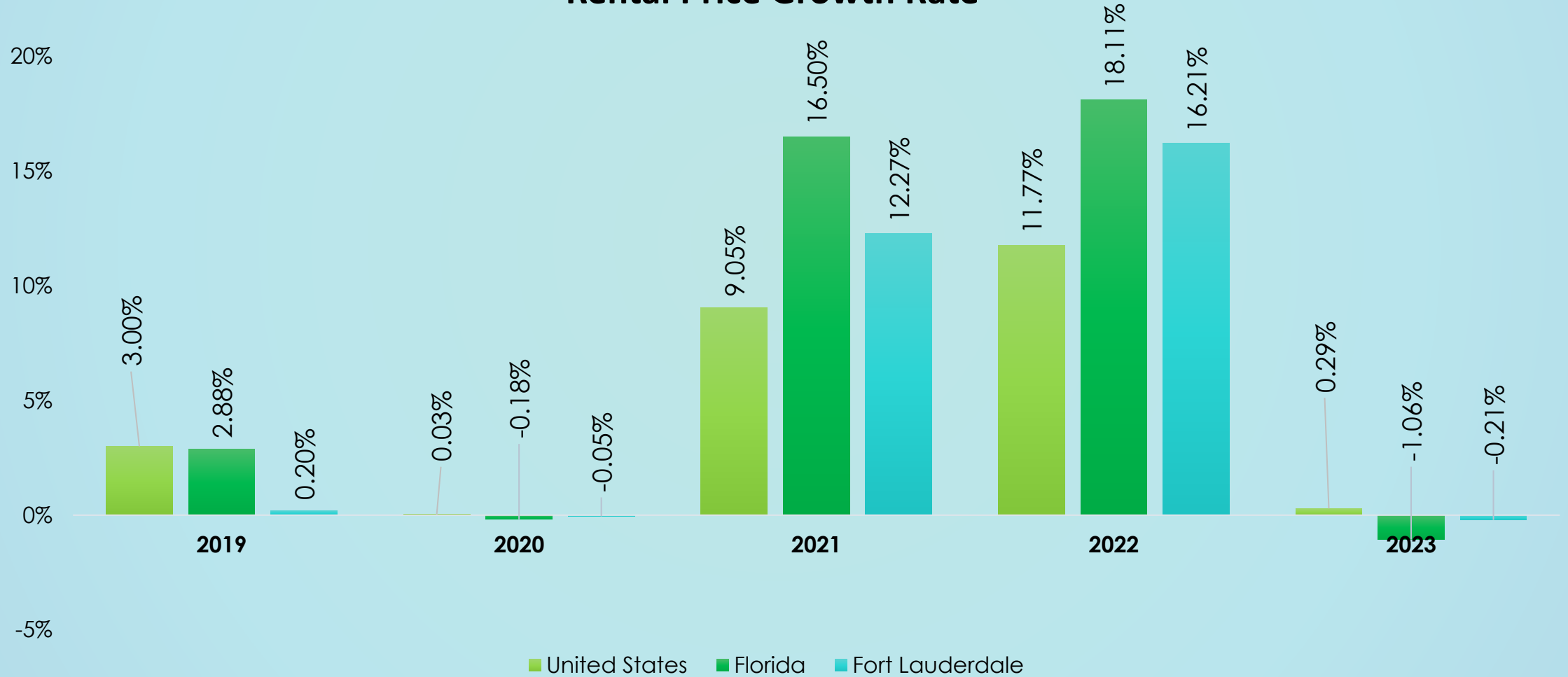
# HOUSING MARKET

## Median Price of Sold Homes



# HOUSING MARKET

## Rental Price Growth Rate



# TOURISM

## Average Daily Population



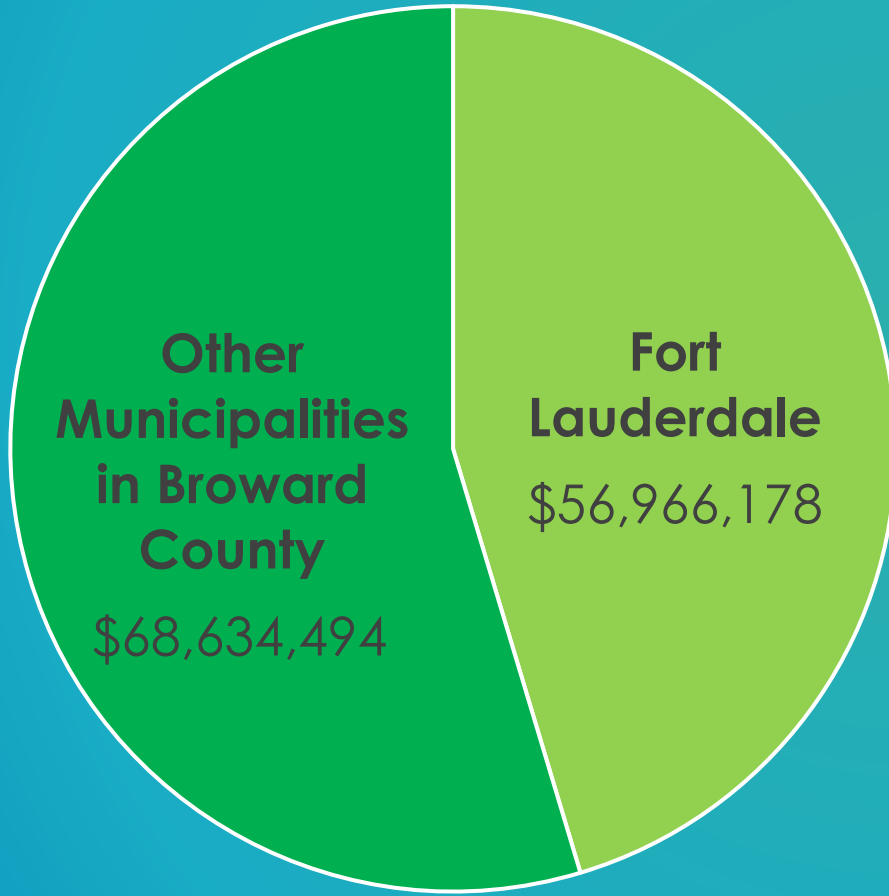
Annual and Peak Period populations include residents, visitors, and workers and represents the number of mobile devices with location services turned on.

Peak period is defined as January – April and November – December



# CONTRIBUTION TO BROWARD COUNTY

Percent of Broward County tourism tax generated by Fort Lauderdale in 2023



**45.4%**  
of the total Broward  
County Tourism Tax  
revenue was  
generated in Fort  
Lauderdale in 2023

# COMMUNITY SURVEY

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## Neighbor Survey

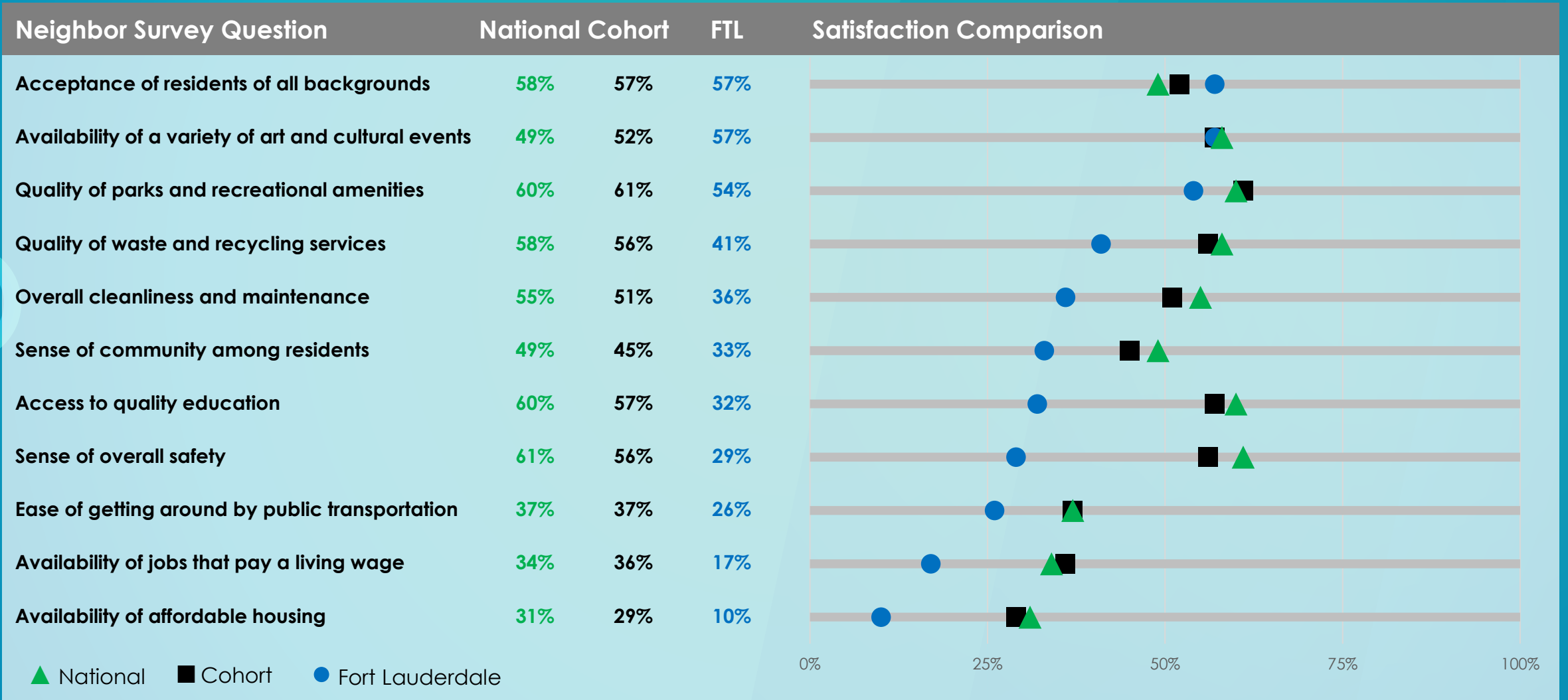
- 55% of respondents are satisfied with overall quality of life in Fort Lauderdale
- Area for Focus: Sense of overall safety
- Reducing homelessness is the most important thing to improve sense of safety

## Business Survey

- Businesses are largely satisfied with doing business and working in the City
- Most important factors for keeping businesses
  - Local government policies toward businesses
  - Level of taxation
  - Tourism



# BENCHMARKS





# CHALLENGES & OPPORTUNITIES

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# INFRASTRUCTURE FUNDING

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## Identified Funding Needs

### Roads

\$97 million

- About 168 miles of roadway are rated lower than satisfactory

### Sidewalks

\$150 million

- Sidewalk connectivity – 437 miles of sidewalk are missing
- Repair or replace all damaged sidewalks

### Seawalls & Tidal Valves

\$145 million

- 71 seawalls need replacement

# INFRASTRUCTURE FUNDING

## Options

5-Year Funding Amount	Annual Impact	Roads	Sidewalks	Seawalls & Tidal Valves
<b>A. Continue Cash Funded Investments through the CIP</b>				
\$41.0M	\$13M - \$25M	\$14.0M	\$18.5M	\$8.5M
<b>B. Issue a Revenue Bond to Expand Funding Capacity</b>				
\$100.0M	\$6.3M	\$40.0M	\$30.0M	\$30.0M
<b>C. Seek Voter Approval for a General Obligation Bond to Expand Funding Capacity</b>				
\$100.0M	\$6.3M	\$40.0M	\$30.0M	\$30.0M
\$200.0M	\$12.6M	\$60.0M	\$73.0M	\$67.0M
\$300.0M	\$19.0M	\$80.0M	\$125.0M	\$95.0M



# NORTHWEST PROGRESSO FLAGLER HEIGHTS CRA

Options	Considerations	Annual Financial Impact
<p><b>A. Time Extension</b> Allow CRA to sunset with a request for time to complete current projects/incentives</p>	<ul style="list-style-type: none"> <li>Allows existing projects to be finalized</li> <li>Allows the CRA to receive repayments from existing development agreements</li> </ul>	<p>More than \$10.6M Maintained in the General Fund to Sustain Current Service Levels</p>
<p><b>B. Boundary Changes</b> Change the boundaries</p>	<ul style="list-style-type: none"> <li>Remove the portions of the existing CRA that no longer require targeted focus to encourage redevelopment</li> </ul>	<p>Dependent Upon Boundaries Selected</p>
<p><b>C. Continue City Tax Increment Funding</b></p>	<ul style="list-style-type: none"> <li>There are still opportunities to improve within the current area</li> <li>Limited flexibility on how and where the City can utilize the funds</li> </ul>	<ul style="list-style-type: none"> <li>100% TIF - \$10.6M</li> <li>50% TIF - \$ 5.3M</li> <li>25% TIF - \$ 2.7M</li> </ul>
<p><b>D. Economic Development &amp; Affordable Housing Allocation</b> Dedicate a portion of current CRA funding to support efforts Citywide</p>	<ul style="list-style-type: none"> <li>Would allow the Commission to target areas throughout the City for redevelopment (e.g., Uptown, South Regional Activity Center)</li> <li>Allows flexibility to adjust the allocated funding annually</li> </ul>	<p>Target to be Identified by Commission Example: \$2M Annually</p>

# CITY HALL

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## Former City Hall

- Housed approximately 310 employees
- Additional administrative spaces located at 101 NE 3<sup>rd</sup> Avenue, 1 E Broward Boulevard, 1901 W Cypress Creek Road

## Proposal

- Consolidate all elected officials and office-based staff into the new City Hall
- Maintain field-based staff at existing sites
- Include Commission Chambers
- Include space and resources that benefit both the public and staff (e.g., employee wellness center, meeting spaces, café)





# CITY HALL

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## Site Selection Options

- A. Develop the existing site
- B. Purchase a building and renovate it for City operations/specifications
- C. Purchase a new site for development
- D. Pursue land swap to acquire a new site in exchange for an existing City property
- E. Pursue long-term rental opportunities

## Project Delivery Methods

- A. Design-Bid-Build
- B. Construction Manager at Risk
- C. Public-Private Partnership (P3)
- D. Unsolicited Proposal





# EMS TAXING DISTRICT

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Estimated net cost of EMS services, based on FY 2025 budget:  
**\$52.9 million**

**Estimated Impact to a  
Single Family Home**

*Based on \$590K average  
taxable value*

approximately

**\$455**

per year

## Options

- A. Do not move forward with an EMS Taxing District
- B. Create an EMS Taxing District
  - Full Cost Recovery
  - Phased in Implementation

# TRANSITION SANITATION TO TAX BILL

## Benefits

- Stable revenue stream
- Administrative efficiency
- Residential savings opportunity

## Disadvantages

- City may be required to pay a portion of total revenue to the tax collector



## Options

- A. Do not move forward with transition to non-ad valorem assessment
- B. Create a new solid waste non-ad valorem assessment for FY 2027

# FUNDING FOR NON-PROFIT ORGANIZATIONS

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- Total funding for non-profit organizations in FY 2025: **\$1.1 million**
- Past efforts: For the FY 2022 Budget, the City accepted applications for funding with the BAB reviewing/providing feedback
- BAB recommended putting a placeholder of \$1.1 million in the FY 2026 budget for non-profit funding whereby the BAB and staff would develop allocation parameters

## Options

- A. City Manager include recommended list of organizations in the proposed budget for public feedback and Commission guidance
- B. Establish formal process to determine which organizations receive funding



# FY 2026 Priorities





# Where should we focus?

Consider where you would like staff to dedicate time and resources.

# What should we reprioritize?

Consider any programs, functions, or activities that the City should sunset.