

City of Fort Lauderdale

City Hall
100 N. Andrews Avenue
Fort Lauderdale, FL 33301
www.fortlauderdale.gov



Meeting Minutes - APPROVED

Tuesday, September 3, 2013

1:30 PM

City Commission Conference Room

City Commission Conference Meeting

FORT LAUDERDALE CITY COMMISSION

JOHN P. "JACK" SEILER Mayor - Commissioner
BRUCE G. ROBERTS Vice Mayor - Commissioner - District I
DEAN J. TRANTALIS Commissioner - District II
BOBBY B. DuBOSE Commissioner - District III
ROMNEY ROGERS Commissioner - District IV

LEE R. FELDMAN, City Manager
JOHN HERBST, City Auditor
JONDA K. JOSEPH, City Clerk
CYNTHIA A. EVERETT, City Attorney

Meeting was called to order at 1:32 p.m. by Mayor Seiler.

ATTENDANCE ROLL CALL

Present 5 - Mayor John P. "Jack" Seiler, Vice-Mayor Bruce G. Roberts, Commissioner Dean J. Trantalis, Commissioner Bobby B. DuBose and Commissioner Romney Rogers

Also Present: City Manager Lee R. Feldman, City Auditor John Herbst, City Clerk Jonda K. Joseph and City Attorney Cynthia A. Everett

CITY COMMISSION REPORTS

Events and Matters of Interest

Members of the Commission announced recent and upcoming events and matters of interest.

Abstention Policy

Commissioner Trantalis referenced a newspaper article about the mayor of Tamarac facing criminal charges for voting on issues involving people who indirectly contributed to her campaign. He is concerned about an organization that formed during his campaign and advocated his candidacy. If that group has a matter to go before the Commission he would like to know if he should abstain from voting. Mayor Seiler said he believes a judge found no criminal wrongdoing in the Tamarac case. Commissioner Trantalis requested the City Attorney look into this matter and provide her opinion.

Commission Meeting Policy

Commissioner DuBose asked for a review of the way meetings are structured. He has received some complaints and concerns that meetings are too long. He would like to look at how other municipalities handle this issue. Mayor Seiler said it is not his policy to limit the amount of time a commissioner can speak or refuse to allow a citizen to comment. Commissioner Trantalis said occasionally there is a controversial issue, and the Commission can anticipate it and plan accordingly. It is fair for commissioners to want to deliberate matters with a clear head and without the pressure of wanting to resolve issues quickly. Perhaps they could be scheduled for a separate evening. Mayor Seiler believed a lot of legwork can be completed at the advisory board level, and the Commission should not need to listen to several hours of the same testimony that was provided at that level.

Broward League of Cities Award

Commissioner DuBose announced Fort Lauderdale won the Peacock Award for its Sistrunk infrastructure renovation and beautification project. The award from the Broward League of Cities recognized an outstanding beautification effort.

Illegal Activities at Motels and Hotels on South Federal Highway

Commissioner Rogers said there is still an issue with prostitution on South Federal Highway and a meth lab was discovered at a motel in the area. He believes bringing nuisance actions before the Nuisance Abatement Board against hotel and motel owners that are allowing illegal activity could help. Commissioner DuBose said municipalities must be aggressive with code enforcement. Vice-Mayor Roberts suggested enforcement of every aspect from every angle. Commissioner Rogers suggested a

tour with law enforcement officers, code enforcement officers and representatives of various homeowners' associations to point out problem areas.

CONFERENCE REPORTS

CF-1 13-1023 QUARTERLY INVESTMENT REPORT FOR PERIOD ENDING JUNE 30, 2013

The City Auditor explained for Commissioner Rogers that on a market to market basis, the paper loss must be reflected.

CF-2 13-1142 EMERGENCY PURCHASE - REPAIRS TO BAHIA MAR PEDESTRIAN BRIDGE

The City Manager said this bridge needs repairs. He authorized the repairs to be done before the upcoming boat show. He referenced Exhibit 3 to Commission Agenda Report 13-1142 that shows a conceptual design. Long-term repairs are needed for the façade and staff would like to use this opportunity to make the bridge a landmark at the entrance to the beach. More information will be presented to the Commission after the boat show. It is unclear whether Bahia Mar has any financial obligation in this matter. Commissioner Rogers felt Bahia Mar should be encouraged to participate as a partner in the project.

CITY MANAGER REPORTS

MGR-1 13-1227 STATUS OF LEASE NEGOTIATIONS WITH INTERNATIONAL SWIMMING HALL OF FAME

The City Manager said the original concept for the International Swimming Hall of Fame (ISHOF) was for the City to build a shell into which the ISHOF headquarters would relocate. Other uses would be combined in the shell. Plans call for a two-story, 10,000-square-foot floor plan that the City would lease to ISHOF for \$1 per year. Each respective entity would keep any revenue it generates. Both entities have had a series of discussions in an effort to prepare a term sheet for the Commission. ISHOF has indicated it no longer wants to have its headquarters at the Aquatic Complex, but rather a satellite museum. In order to accommodate that, ISHOF would like the City to deliver \$650,000 in improvements that have not been previously anticipated in addition to a \$50,000 annual stipend and to cover utility costs.

The City Manager asked for direction from the Commission. He clarified for Mayor Seiler that ISHOF representatives have said publicly that they are satisfied with the concept and plans. Based on rent in the area averaging \$30-\$35 per square foot, the City is providing millions of dollars of free rent. In response to a question from Commissioner Rogers, the City Manager believed the revenue generated from the parking facility and providing space to ISHOF for \$1 per year would allow the City to come close to breaking even on the financial investment but a lot depends on the final design. Vice-Mayor Roberts pointed out that ISHOF is a recognized name and known for being in Fort Lauderdale. He asked whether the name recognition is a marketing tool that brings more swimming competitions, and thus financial gain, to the City. The City Manager said once the facility is upgraded, he believes there will be significant demand to hold competitive meets, but he is not certain that is because of the name recognition or just the fact that it will be a state-of-the-art facility. Coral Springs has a state-of-the-art facility and it is heavily used for competitive meets. Commissioner DuBose said branding will be a key issue in further discussions. Commissioner Trantalis said based on the City Manager's comments, it sounds like the

quality of the facility is what attracts visitors and not the facility's name. If the Commission is committed to ensuring the facility is the best in the country, then its name becomes secondary. Regardless of what ISHOF decides, the facility could still be named, Swimming Hall of Fame.

Commissioner Trantalis said he received a copy of a letter that Bruce Wigo, executive director of ISHOF, sent to the governor, asking that the property be reverted to the State so the City would not have the right to own or use it. A copy of the letter is attached to these minutes.

In response to Commissioner Rogers, the City Manager said there is an interest by the diving team to use some of the additional square footage for indoor training. The diving team, he understood, would commit to raising capital to build this section out. They are expecting a \$1 per year rent agreement with the City. Commissioner Rogers felt a quality indoor facility is necessary in order to achieve state-of-the-art. Commissioner Trantalis reiterated his concern about the letter. The letter also alludes to the Inspector General's report and implies that a flawed bidding process should prompt the Commission to start over.

Commissioner Trantalis wanted the City to be committed to building a state-of-the-art facility. In response to his question, the City Manager said the plan submitted by ISHOF calls for a museum and diving facility but the museum would be a satellite version and their offices would not be situated there. Commissioner Trantalis said he is not opposed to working with ISHOF because it will assist the City in enhancing the facility, but is opposed to offering a stipend and some of the other extras. ISHOF needs to take some financial responsibility. He did not think the satellite version would impact the City's ability to compete with other facilities. The City has the right to name the facility, Swimming Hall of Fame. He was offended by the letter to the governor, using it as leverage. Vice-Mayor Roberts said the Commission needs to provide direction to the City Manager and move forward to avoid any further delay. He agreed with Commissioner Trantalis. Commissioner Rogers was disappointed the plan has not moved forward in partnership between the City and ISHOF. He does not feel like the City has a serious partner in this project. Mayor Seiler went on to elaborate upon the history of this topic with respect to the City's interaction with ISHOF representatives and their complaints. When negotiations turned to dollar amounts, they decided the facility and rent agreement were no longer acceptable. Recent attendance has not netted enough revenue for the City to break even. If a partnership goes forward, it cannot be at the expense of the taxpayers. As to ISHOF's offer to repay the City 25 percent of their net revenues, the City Manager noted those revenues have been minimal. Mayor Seiler felt the City should continue to extend the deal that was agreed upon last year. Vice Mayor Roberts reiterated his desire to move forward with focusing on achieving a first rate facility without further delay. Commissioner DuBose agreed.

The City Manager said the City could petition the governor to eliminate the provision in the deed which ISHOF believes requires the City to maintain their facility on the property. Mayor Seiler said he does not believe the deed denotes that the ISHOF can occupy the facility for free although the City has been very supportive financially in the past. Commissioner Trantalis felt the City Manager should understand that the Commission wants to move forward with the best possible facility at the least cost to the taxpayers. He was agreeable to working with ISHOF on layout changes provided it does not impact the financial component. In response to Mayor Seiler, the City Attorney said the deed restricts that the property to be used for the ISHOF but it does not identify other factors. Commissioner Rogers said he is not troubled by the deed restriction but rather that a partner would issue a letter to the governor. Mayor Seiler pointed out that one cannot threaten action to obtain civil relief. The City Manager noted that the dive team would like 5,000 square feet of the 10,000 earmarked for ISHOF. He suggested that if an agreement cannot be reached, the City could issue a request for proposals (RFP) for the 5,000 square feet not in use by ISHOF. Both Commissioners Rogers and Trantalis suggested retail use that would benefit the City. The Commission agreed to a 30-day deadline to reach a deal and the City Manager's suggested negotiation approach.

Mayor Seiler opened the floor for public comment.

Sadler James, 450 SW 7 Avenue, said ISHOF has not functioned as a partner and the City has never consulted them on the proposal. Subject matter experts were never consulted. According to the Inspector General's report, there was misconduct relating to the contract award. The City is spending more than \$30 million of taxpayer money when the original proposal designated private financing. The City Manager presented an excellent plan and it was rejected.

Charles King, 105 North Victoria Park Road, said the City has been subsidizing ISHOF for decades and, as such, the letter to the governor is troubling. He felt that the swimming hall of fame has degenerated into a third-rate tourist attraction. The letter was issued because ISHOF is relocating and does not want the City to use the business name of International Swimming Hall of Fame. He felt the fact that ISHOF will not be staying in Fort Lauderdale should be publicly acknowledged.

There was no one else wishing to speak.

MGR-2 13-1226 FORT LAUDERDALE AQUATIC COMPLEX - FINAL REPORT OF BROWARD OFFICE OF INSPECTOR GENERAL

The City Manager commented that there is a lot of finger-pointing and supposition on behalf of the Office of Inspector General (OIG). The OIG says there is no further action necessary. The City has a contract in place so it can proceed. When the plans are almost ready for a building permit, the City will hire an independent cost estimator who will compare it against the guaranteed maximum price schedule (GMP) submitted by the contractor. If the two numbers agree, that will be presented to the Commission. He outlined what happens if the cost comes back lower or higher than the GMP. A performance and payment bond is in place to ensure the work is completed. He confirmed the OIG has said it would continue to monitor the City's procurement actions in general. Commissioner Trantalis said the OIG said publicly that the contract should be terminated. The City Manager advised that such a statement was not, however, included in his report. Mayor Seiler said he met with the OIG's staff. If the allegation concerning the contract was steered to any single party, he wanted it investigated. The issue comes down to a legal dispute on the interpretation of a statute. The former City Attorney disagrees with the OIG's findings. If there is any belief that something illegal occurred, Mayor Seiler indicated that he would encourage the State Attorney to investigate. If there was an allegation that the contract was steered to one particular bidder, it should be re-bid. The bidder reduced the scope and price tag of the project, and the City asked the former City Attorney if the RFP needed to be reissued to reflect the reduction. The OIG's report does not say the project needs to be re-bid. He believes the OIG is correct about the audit issue, and that matter was corrected even before the report was issued. The City Attorney indicated that she agrees with the finding that there was no evidence of favoritism.

Commissioner Trantalis said it appears the OIG's finding was that once the source of funding changed from private to public, it triggered the need to rebid. Mayor Seiler indicated that is a flaw, because it was never the source of funding. Commissioner Trantalis noted that the other point had to do with favoritism and the OIG concluded there was no favoritism. If there is a difference of opinion between a municipality and the OIG, it is unclear whose opinion is recognized as prevailing. He requested an opinion from the City Attorney on this point. As the district commissioner, he was concerned that this matter was brought to his attention just as the Commission was recessing for the summer, even though it was underway as early as May. The Commission was asked to make a contract modification, and they may not have been willing to do so if they had been informed about what was going on.

Mayor Seiler advised that the issue posed to the former City Attorney was whether it needed to be rebid because the scope was being reduced. The former City Attorney indicated that was not necessary

because the City was in essence reducing its exposure and scope. There was confusion on the part of the OIG with respect to the funding source. There was always going to be about \$25 million used from CRA funding (Community Redevelopment Agency). The reason private funding was referenced was to allow for a public/private partnership that could generate more revenue. He believed the OIG mistakenly thought there was going to be private funding. Additionally, the Commission left the bid open for a longer period of time than usual in order to seek more bidders. Commissioner DuBose pointed out ethics training from the OIG says that elected officials should always rely on the advice of their legal staff.

Mayor Seiler clarified for Commissioner Trantalis that the request was made at the Commission meeting to put the matter on the agenda after the issue was resolved but it was never done. The former City Attorney thought the matter was being handled by someone else. However, this does not change his opinion that it did not need to be rebid.

The City Auditor said the OIG has the ability to conduct audits and investigations but cannot compel any particular action. He can refer a matter to civil authorities which has not occurred in this instance. Vice-Mayor Roberts pointed out there is no appeal process or final arbitrator. Mayor Seiler pointed out it is not a difference of opinion, but rather a different fact basis.

Commissioner Trantalis pointed out that the City is now 90 percent vested in the project and the private side is only 10 percent vested. He felt the Commission needs to be cognizant of which party has the lion's share of financial burden because that usually drives the project. The City Auditor said the public-private partnership component was not as well thought-out as it could have been. Commissioner Trantalis said the weak partnership discouraged other contractors from wanting to participate. The City Auditor believed it had to do with the programming on the private side. Mayor Seiler said a deciding factor was the impact on surrounding neighborhoods. Commissioner Trantalis said now that the project has been reduced in scope, it probably would be more appealing to other potential bidders who were not given the opportunity to submit a bid for the project in its downsized capacity.

Mayor Seiler opened the floor for public comment.

Mary Fertig, representing the Idlewyld Improvement Association, said the residents of Idlewyld had been concerned about the magnitude of the original proposal. She believed that Recreational Design & Construction (RDC) worked hard to address a lot of their concerns. Many concessions have been made but the perception of unfairness related to this project still exists because of the way it was originally handled. The Commission has an opportunity to address a flawed process. Aside from the legal issues, the Commission should be concerned with how the community is affected. The Commission should make sure everyone is following the same rules. People came forward throughout and claimed the project was not bid correctly. People also expressed concerns about the process during the several times this matter was before the Commission.

Charles King, 105 North Victoria Park Road, said this project involves a pool that loses \$1 million per year, and the purpose of the project is to redesign the facility so that can be prevented. It is not always possible to please every neighborhood all of the time. The OIG identified wrongdoing and is giving the City an opportunity to start over. He felt that advice should be heeded. He agreed with Commissioner Trantalis that the perspective changed when the public/private investment ratio changed.

Sadler James, 450 SW 7 Avenue, pointed out that the title of the OIG's report is "Misconduct by the City of Fort Lauderdale in the Award of the Contract for the Design and Construction of the Fort Lauderdale Aquatic Complex." The report states that the City is in violation of a state statute and therefore has done something illegal. He read excerpts from the report. Under the current agreement, the City will not get the best facility for the best price. He submitted his speaking points that were made a part of the record.

Jack Newton, 1 Las Olas Circle, said the RFP is flawed. Two contractors refused to bid on it because it was vague and difficult to understand. He believes the contract is illegal. He went on to delineate items that make the contract illegal. The sole bidder has a cloudy history. The City should retain outside counsel for an opinion. If the contract must be redrafted, there should be different City staff assigned to meet with ISHOF. The City should hire an RFP consultant to ensure it is solid and understandable.

Attorney Stephanie Toothaker of Tripp Scott spoke on behalf of RDC. RDC agrees with the City Manager's report and suggestions he made. They believe the RFP was issued correctly and RDC was a responsive bidder under a proper process. RDC stands willing to partner with the City to develop a five-star facility.

There was no one else wishing to speak.

The City Attorney said she has read the OIG report and is familiar with some of the background. It does not appear that the OIG is requesting any additional action. She believes the OIG was not speculating any show of favoritism, misuse of public funds or attempt to hide anything from the public. She will follow up with the Inspector General and see if there is anything additional he wants the City to provide or any concerns going forward. Commissioner Trantalis suggested she specifically research when it was determined that RDC was not going to contribute as much money as originally expected. He also would like to know whether there was discussion on seeking additional bids and whether there was any protest by any commissioner to suggest another round of bidding may be warranted.

The City Auditor said it is well-documented in both the OIG report and the City Manager's response that the process evolved over time but there was never a suggestion that what was decided was conducted without the best interests of the City in mind. The Commission determined that the revised proposal from RDC was the preferred concept and that proposal was negotiated in good faith. He mentioned an item in the OIG's report with which he disagrees. A fixed price cannot be audited. The process was not pretty but did not rise to the level of misconduct as suggested by the OIG. There was no misconduct whatsoever, in his opinion. Vice-Mayor Roberts said he is concerned about the misconduct reference because it implies criminal intent, and there is no opportunity to appeal that finding. It is totally wrong. He said he provided information about RDC's checkered past to the Commission and the City Attorney's office. The report implies corruption and is having a negative impact on the reputation of Commission members. If there is evidence of corruption, it should be delivered to the appropriate investigating agency.

OLD/NEW BUSINESS

BUS-1 13-1003 BROWARD BOULEVARD RESURFACING, RESTORATION AND REHABILITATION "3R" AND BRIDGE REPLACEMENT OVER NORTH FORK OF NEW RIVER

Frank Hickson of Infrastructure Engineers, Inc., working for the Florida Department of Transportation (FDOT), said the project has three components and runs from 24 Avenue to 7 Avenue. He reviewed slides on this topic that are attached to these minutes.

Mayor Seiler was concerned about the lack of bike lanes. Ron Wallace of FDOT indicated that bike lanes will be added on the bridge. There is an additional 18 inches on the bridge, but not the roadway. A study is being conducted that will provide more information on how to best manage sidewalks and bicycle lanes along the roadway itself. Mayor Seiler suggested all three of the lanes be 11 feet and the additional 6 feet be used for two, 3-foot bike lanes. In response to Commissioner DuBose, Hickson indicated that the project design will accommodate The WAVE. In response to Vice-Mayor Roberts, the City Manager

said typically the City would enter into a joint participation agreement with FDOT wherein the City has the option of doing the utility work itself or pay FDOT to do the work, but that decision can be made at a later date (Slide 15). Some discussion ensued about runway paint versus pavers and looking to what was done on Sistrunk Boulevard. Hickson advised if patterned pavement is selected by the City, FDOT requires skid testing every two years. In response to Mayor Seiler, Hickson advised if upgraded lighting is selected, the City would be responsible for removal of the existing lighting and installing the new lighting minus the cost of what FDOT would have originally done. Commissioner DuBose wanted information on potential maintenance exposure in the future if the lighting is upgraded. Diana Alarcon, Director of Transportation and Mobility, advised that the City would be responsible for maintenance of anything beyond galvanized for light poles and railing, that is, powder-coating.

Wallace clarified that funding for the project does not include costs to widen the roadway for bicycle lanes.

The City Manager advised that there is ADA funding available, but he would have to confirm that the funding qualifies for the paver and pavement improvements shown in Slide 17. Mayor Seiler and Commissioner Rogers were inclined to use that funding source if possible. The City Manager advised that there CRA (Community Redevelopment Agency) dollars also are available for a portion of the project. Commissioner Rogers said he thinks the City should be consistent with using the stamped asphalt similar to what was installed along Sistrunk Boulevard. There was consensus to move forward with Alternative 2. They requested additional information with respect to lighting enhancements. As to the overpass enhancement of "Fort Lauderdale" shown on Slide 20, Commissioner DuBose requested information on what was done on Mile Marker 176 mentioned by the City Manager. Both Commissioners Rogers and Trantalis were interested in this enhancement however Mayor Seiler was not. With the exception of Mayor Seiler, there was consensus for the decorative railing over the New River bridge shown on Slide 21. Alarcon offered to provide a mock-up design of the railing to address concerns about the adjacent water main.

**BUS-2 13-1184 REQUESTS FOR QUALIFICATIONS FOR 1) BEACH
STREETSCAPE IMPROVEMENT PROJECT CONSULTANT
SERVICES AND 2) LAS OLAS BOULEVARD CORRIDOR
IMPROVEMENTS CONSULTANT SERVICES**

The City Manager reviewed the chronology on this item. Two bidders on the project were closely ranked and there was some interest among commissioners in dividing the award. He believes if the project is split, the City would need to start over with the process. He reviewed options for how the Commission could proceed. He recommended the Commission hear the presentations and make its own ranking. There needs to be a rational basis to change the selection committee's ranking. Commissioner DuBose pointed out that the ordinance provides that the Commission is prohibited from participating in the selection process. The City Attorney said she is concerned that the City issued the request for qualifications (RFQ) and now wants to change the process midstream. She recommended the Commission continue with the course it started with or start over or make an independent evaluation based on a presentation. Similarities were drawn to the criticism of the process related to the aquatic complex bid. Commissioner Rogers explained his thinking on this matter is to review the plan again and make sure the language of the RFQ is what they want to go forward. Mayor Seiler said he agrees with the City Manager. Unless there is a flaw in the ranking, the Commission should award the bid to the highest-ranked firm. He added that he has never supported the realignment idea. Commissioner Rogers said he would like the two firms to make presentations to the Commission. Mayor Seiler felt there is an associated expense. The City Manager said he reviewed the presentations and met with representatives from both firms. If the Commission wants to review the design philosophy of each firm and how they would integrate the components of the project, he felt presentations could be made.

However, if the Commission is going to hear presentations from two, they should open it up to all bidders. Commissioner Rogers was concerned that there may be other things about the plan the Commission may not like, similar to their displeasure with the parking garage that was in the master plan originally. Commissioner Trantalis expressed concern that revisiting the proposals may appear to be discounting the expertise of the firms. He believes one firm should be responsible for the entire project. Commissioner Rogers clarified that two projects were bid and the same firm was the highest bidder on both. Commissioner Trantalis said he believes that both components should have been bundled. Commissioner DuBose supported Commissioner Rogers' proposal and does not believe it would be setting a precedent because, as policy makers, the Commission can choose to make procedural changes. The City Attorney pointed out that there will likely be questions of whether it was reasonable to divide the award and so forth. The City Manager clarified the two procurement agenda items, the project scope of each and the complexity of dividing the work.

Vice-Mayor Roberts said he shares Commissioner Rogers' concerns but felt the Commission should honor the original process. He inquired as to whether there might be a way to spread the wealth among contractors in the future. Commissioner Trantalis pointed out that the RFQs were structured in such a way to spread the work. Commissioner Rogers noted that the two bidders were only one-tenth of 1 percent apart.

Mayor Seiler opened the floor for public comment.

Fred Carlson, 625 Orton Avenue, felt it is unethical and dishonest for the Commission to set criteria, put a project out for bid and then make changes.

There was no one else wishing to speak.

The City Manager advised that this matter will be on the September 17 agenda.

BUS-6 13-1177 PREVIEW OF CITY'S STRATEGIC PLAN: *PRESS PLAY 2018*

Amy Knowles and Samantha Horowitz of the City Manager's Office presented an overview of this item. A copy of the slide presentation is attached to these minutes.

Vice-Mayor Roberts emphasized the importance of training in the public safety category. He would like to see joint exercises with the police and fire departments and disaster training exercises with the School Board and private schools. The City Manager said hospitals also would be included. Commissioner DuBose said he would like to review the advisory boards and committees. Commissioner Trantalis said the City may wish to consider qualifications for boards like Planning and Zoning. Commissioner DuBose said his thought was more along the lines of streamlining how the boards and committees align with the cylinders in the strategic plan – so when the Commission make decisions, they know which boards to look to for expertise. Vice-Mayor Roberts said it may also be beneficial to ensure that the work being conducted by the boards is in line with the City's vision. Commissioners later determined they would like to resume this discussion after staff reviews it.

Mayor Seiler opened the floor for public comment.

Laura Crosencio, 1616 North Dixie Highway, said she supports the vision but progress is not only about beautifying A1A or putting a Fort Lauderdale sign over a bridge. There are still neighborhoods without sidewalks and with high burglary rates. She would like to see more attention given to low-income residents and students who have to walk along Dixie Highway in their commute. She believes Dixie Highway improvements should be a priority.

Randall Vitale, chair of the Visioning Committee, said a similar presentation was given recently and was very well-received by members of the sunsetted committee. He urged the Commission to move forward with the plan.

There was no one else wishing to speak.

BUS-3 13-1131 INFILL HOUSING AS PART OF THE HOME INVESTMENT PARTNERSHIP PROGRAM

The City Manager reviewed information in Commission Agenda Memorandum 13-1131. In response to Mayor Seiler, he noted that the lots were acquired before this Commission was seated. In response to a question from Commissioner Trantalis, the City Manager said the City is not going to borrow money from another fund to pay back the federal government. These lots have not been purchased through the general fund. HOME Program funding will be used to build the houses. First-time homeowner assistance can be provided through grant funds to the buyer and those funds come from either Community Development Block Grant, Safety and Health Investment Projects (SHIP) or HOME investment partnership programs. Income and family size are the qualifying criteria. As the City is reimbursed, it is possible for the program to continue. He elaborated on how the financial part of the process works. Staff is still working through the mechanics of the construction. In response to Commissioner Rogers, the City Manager advised the lots were in the City's inventory. An effort was made to select lots so as to make a difference on a block.

Mayor Seiler opened the floor for public comment.

The City Manager confirmed for Charles King of 105 North Victoria Park Road, that the properties will be added to City tax rolls. There are restrictions with regard to sale of the property. Housing and Community Development Program Manager Jonathan Brown advised it would be at least 15 years with respect to sale of the properties.

BUS-4 13-1195 PROPOSED LIEN SETTLEMENT - 729 WEST LAS OLAS BOULEVARD

Attorney Matthew Militzok of Militzok & Levy spoke on behalf of the prospective buyer. The property has been neglected. There are substantial fines accruing from code violations. He requested that the fines be mitigated. His client is an experienced property rehabilitator. He will not be able to purchase the property if the fines are not mitigated. The City has realized \$21,000 and \$76,000 from the current owner. Cosmetic and structural issues will be repaired and the property will be connected to the City sewer line. The property is in a designated historic area.

David Presser, 1791 Biarritz Drive, Miami Beach, addressed the Commission concerning the amount of time needed to bring the building into compliance. This property is zoned multi-family. Maintenance of the exterior can be accomplished quickly, but time is needed for the interior. In response to Commissioner Rogers, Militzok advised that the property is assessed at \$246,000. Presser estimated at least \$300,000 will be invested. The City Manager noted that they will need to secure a certificate of appropriateness from the Historic Preservation Board. Assistant City Attorney Carrie Sarver elaborated upon what would be required for a presentation to the Historic Preservation Board. The Commission agreed to stipulate that the prospective owner meet with City staff to determine a time frame for bringing the building into compliance. Mayor Seiler felt that the suggestion of a year for interior repairs is too long. Fines will be assessed if the deadline is not met. Mayor Seiler suggested if they find it will not be possible to meet the time frame decided upon because of an issue with the Historic Preservation Board, for example, it should be brought to the Commission's attention in advance. The City Manager advised

that the matter must come before the Commission at a regular meeting and by that time a schedule can be worked out.

BUS-7 13-1198 INFORMATION TECHNOLOGY SERVICES INFORMATIONAL PRESENTATION

Mayor Seiler announced that this item is being deferred to September 17, 2013.

Note: The City Commission recessed at 5:37 p.m. and reconvened at 12:06 a.m. to address Item BUS-5 in the City Commission meeting room on the first floor of City Hall.

BUS-5 13-1104 DRAFT BROWARD COUNTY HISTORIC PRESERVATION ORDINANCE AMENDMENT

In response to a question from Commissioner Trantalis, the City Manager said it is unclear whether the County ordinance pre-empts the City in terms of interpretation by the County. It will need to be monitored. Some discussion ensued about the County's actions concerning the tree preservation as well as discussion at the Broward League of Cities level in terms of home rule. The City Manager added that this matter is before the Commission today because Vice-Mayor Roberts requested an analysis which has been done. He indicated that it will limit the Commission from doing anything that would relax any provision of the code inconsistent with the County code. The City Attorney will research the subject. Assistant City Attorney Carrie Sarver said the County charter triggers the home rule provision as it relates to any land use regulation. Municipalities have taken action to oppose this. As it relates to a building permit application and there is an application being processed to designate a landmark or historic resource, if the County process differs from that of the municipality, the County ordinance would trump the City ordinance. This is the case for Fort Lauderdale. Mayor Seiler wanted to clarify potential conflicts. Sarver noted that certified local government status could be removed and would remove some of the City's concern.

BUS-8 13-1205 MEDIAN BEAUTIFICATION PROJECT

Parks Supervisor Mark Almy reviewed slides on this topic that are attached to these minutes. In response to Mayor Seiler, the City Manager advised that aside from funding in the budget, there are highway beautification grants from time to time and as such design features are needed. Commissioner Trantalis and Mayor Seiler expressed concern about the maintenance costs and feasibility for a wave hedge design. Commissioner Rogers and Mayor Seiler liked the Green Island Ficus in place of mulch. The Commission supported Option 2.

Commissioner Trantalis suggested a future discussion on extending the 15 Avenue median to Sunrise Boulevard.

BUS-9 13-1207 AMENDMENT TO PARKS AND RECREATION VOLUNTEER BACKGROUND SCREENING APPEALS POLICY

The City Manager highlighted information in Commission Agenda Memorandum 13-1207. The process has been conducted jointly with Human Resources Director Averill Dorsett, and she has a good understanding of his philosophy on how they should be handled. He is comfortable with having Dorsett handle this task but would like Commission approval of this change. Mayor Seiler said he would prefer that the Dorsett conduct the appeals with a second person, a representative from Parks and Recreation.

Commissioner DuBose said he brought this issue to light. He has concerns about moving it under Parks and Recreation. He would still want to take such matters to the City Manager. The City Manager said he would be comfortable discussing such matters with individual commissioners. Commissioner DuBose indicated that Dorsett may not always be in this position.

Vice-Mayor Roberts said he is comfortable with the City Manager's recommendation. Commissioner Rogers said he believes there needs to be an appeal process and he also is comfortable with it being handled by the Director of Human Resources. Commissioner Trantalis said he is comfortable with the Human Resources Director having the final say in appeals only because it is Dorsett.

There was consensus to support the City Manager's recommendation, but Commissioner DuBose indicated if it is necessary to bring the matter back to their attention, he will do so. Mayor Seiler asked that the Commission be notified about the volume of appeals and to monitor it. He also was comfortable with the recommendation because of Dorsett holding the position at this time and that was why he preferred having two individuals responsible in the event Dorsett is no longer in the position.

BOARDS AND COMMITTEES

BD-1 13-1124 COMMUNICATIONS TO CITY COMMISSION AND MINUTES
CIRCULATED - period ending August 29, 2013

Budget Advisory Board

Mayor Seiler noted this is the Board's position for the record.

Community Appearance Board

Mayor Seiler noted the Board's recognition of City staff.

Beach Redevelopment Advisory Board

The City Manager noted that a joint meeting is scheduled with this board on September 23, 2013.

All of the other communications were rescheduled to September 17, 2013, except Commissioner Rogers requested the Affordable Housing Advisory Committee communication be scheduled when the Commission holds their discussion on affordable housing.

BD-2 13-1125 BOARD AND COMMITTEE VACANCIES

Please see item R-5 in the regular meeting.

The meeting adjourned at 12:51 a.m.

SEP 3, 2013 MGR-1

PROVIDED BY

Comm. TRANTALIS



August 20, 2013

Governor Rick Scott
Florida Governor's Mansion
700 N. Adams St
Tallahassee, FL 32303

Dear Governor Scott,

I would rather be sharing what is contained in this letter in person, but in the interest of time I am sending you the following information regarding the landmark International Swimming Hall of Fame (ISHOF) Aquatic Complex, in Ft. Lauderdale. As you may know I am the current Chairman of the Hall's Board of Directors.

The ISHOF was the vision of Buck Dawson, a revered World War II patriot who devoted his life to honoring and preserving the history of swimming and the aquatic sports.

For the past fifty years, the ISHOF has made the City of Ft. Lauderdale the Mecca of world swimming by hosting thousands of swimmers, divers and water polo players who have made their way into the history books and brought honor to their respective clubs, schools, Y's and countries. The Travel Channel calls ISHOF the "Best Sports Museum" in the State and one of the best in the world. There is no other entity like it, for swimming has affected and impacted world social, cultural and economic history far beyond what anyone realizes. Just recently hundreds of representatives from the People's Republic of China traveled to Ft. Lauderdale to celebrate the 40th anniversary of a historic cultural exchange arranged by Zhou En-Lai and Dr. Kissinger that sent American swimmers and divers to China for the first time, in 1973. It was an event that garnered both front page and full-page coverage in the China Daily.

Unfortunately, as you may have seen in the news, the City of Ft. Lauderdale has decided to move forward with the redevelopment of the aquatic center that neither museum or swimming experts believe are in the best interest of the competitive aquatic community, the local community or of our organization. Moreover, the Broward County Inspector General has determined the entire process was seriously flawed and in violation of State law.

I would be remiss, given our friendship, to miss the opportunity to bring you up to date on this legendary and respected landmark that has brought honor and distinction, not to mention revenue, to the great State of Florida, and the fact that we will be forced to leave the State if this project moves forward. You will find more detailed information about this situation in the packet of information that I have included with this letter.

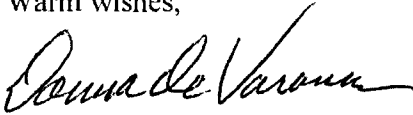
In the event that you or one of your staff is interested in learning more about the situation,

One Hall of Fame Drive * Fort Lauderdale, FL 33316 * 954-462-6536
www.ishof.org

please contact me or ISHOF's President/CEO, Bruce Wigo, whose letter you will find with the accompanying information. He will be available to answer any questions and/or would be happy to meet with you and/or your staff at your convenience.

Best wishes to you and your family. It has been too long since we celebrated your inaugural with you so many years ago and John and I both hope to see you again soon.

Warm wishes,



Donna de Varona
President DAMAR Inc.
mobile 203 326 1892
office 212 644 0309

The International Swimming Hall of Fame is an IRS 501 (c) 3, tax exempt, not-for-profit educational organization, incorporated in the State of Florida in 1964.

One Hall of Fame Drive * Fort Lauderdale, FL 33316 * 954-462-6536
www.ishof.org

August 20, 2013



Governor Rick Scott
Office of Governor
State of Florida - The Capitol
400 S. Monroe St.
Tallahassee, FL 32399-0001

Dear Governor Scott,

As per Donna de Varona's letter to you, I am providing you with this executive summary, a factual summary and a notebook of supporting documentation regarding actions taken by the City of Fort Lauderdale, which may cause the International Swimming Hall of Fame to leave the State of Florida.

Executive Summary

The International Swimming Hall of Fame Aquatic Complex was established in the City of Fort Lauderdale in 1965. It sits on a peninsula created by the Florida Internal Improvement Fund and given to the City specifically as a site for the Swimming Hall of Fame. By moving forward with a redevelopment project on this property, we believe that the city is not only violating the terms of its agreement with the Hall of Fame, but also will violate the terms of the deed restriction placed on the land by the State of Florida and, for other reasons, is in violation of Florida statutory law. (A more detailed factual summary and supporting documentation is attached.)

Action Requested

We urge you to authorize and initiate a review of this matter and, if you believe it appropriate, advise officials of the City of Fort Lauderdale that the City faces a possible reversion of the land in question back to the State of Florida if it is no longer used as "a site for the *Swimming Hall of Fame*."

Thank you very much for your consideration.

Sincerely yours,

A handwritten signature in black ink that reads "Bruce Wigo".

Bruce Wigo
President/CEO
International Swimming Hall of Fame
bwigo@ishof.org
cell (954) 559-1622

The International Swimming Hall of Fame is an IRS 501 (c) 3, tax exempt, not-for-profit educational organization, incorporated in the State of Florida in 1964.

Factual Summary in the Matter of:
The International Swimming Hall of Fame and the City of Fort Lauderdale

1. In November of 1961, the Amateur Athletic Union of the United States issued a request for proposals (RFP) to American cities interested in establishing a home for the Swimming Hall of Fame.
2. In 1962, with the support of Florida Governor Ferris Bryant, the Internal Improvement Fund of the State of Florida agreed to create a man-made peninsula (of approximately five-acres) extending west from the barrier island into the Intracoastal Waterway, for the express purpose of being a site for the proposed Swimming Hall of Fame. If another city were to win the bid, the project would not move forward.
3. In late November of 1962, Fort Lauderdale, Houston, TX and Louisville, KY were announced as the three finalists. On November 29th, a five-man team, including Ted Groves of the State of Florida's Improvement Fund, traveled to Detroit, MI, to present the bid to the AAU National Convention where Fort Lauderdale's bid was unanimously accepted.
4. On May 13, 1963, Governor Bryant and the Trustees of the Internal Improvement Fund of the State of Florida executed a Dedication (No. 23366, 1292-06), granting the reclaimed submerged land to the City of Fort Lauderdale for municipal purposes, subject to the following conditions, to-wit:

In the event the said CITY OF FORT LAUDERDALE shall (1) use said land for other than a site for the Swimming Hall of Fame or (2) for a period of three consecutive years shall fail and neglect to maintain and use the same for said purposes, the dedication hereby made shall, at the option of said Trustees, be subject to termination upon sixty days notice in writing by the Trustees to said City.
5. In February of 1964, the Swimming Hall of Fame and the City of Fort Lauderdale entered into and executed a fifty-year lease agreement that was consistent with the City's bid and the spirit and intent of the Dedication of Land.
6. By the terms of this agreement, and as amended in 1991, the City promised (among other points) to seek the advice and consul of the Hall of Fame as to the design, location and size of the "Shrine" (museum); that it would be a "landmark on the Florida Coast"; that the entire complex (including the municipal pools) would be known as "The Swimming Hall of Fame Aquatic Complex;" and that the terms of the agreement would be renewed for another fifty years.
7. Since 2000, both parties have agreed that the swimming facilities needed costly and extensive repairs and/or the entire complex needed to be rebuilt. To this end, the city created a CRA and set aside monies adequate for this purpose.
8. In 2009, the City issued a Request for Proposals (#105-10408) to re-develop "The Fort

Lauderdale Aquatic Complex” that sits on the man-made peninsula, created expressly as a site for the hall of fame and legally described in records of the Broward County Property Appraiser’s office as the “INTERNATIONAL SWIMMING HALL OF FAME COMPLEX 138-19 B PARCEL ‘A’.” The assessed value of this parcel is listed in excess of twelve (12) million dollars, but the market value is at least twice this amount.

9. Not only has the City not asked for our advice, it has refused to accept any input from our organization regarding this redevelopment. Further, the RFP did not require prospective developers to include our organization or the name of our organization in their proposals.

10. On July 24th, 2013, the Broward County Inspector General issued a report stating that the City misled and confused prospective bidders and violated Florida Statutes when it awarded a design-and-build contract to a local firm whose heavily lobbied proposal was the only proposal submitted.

Conclusion: The developer’s design and the terms offered by the City are unacceptable to the Hall of Fame. We also believe that the City’s actions are contrary to both the intent and express language contained in both our agreement and in the Dedication of Land to the City that was executed by the Internal Improvement Fund in 1963.

Action Requested: We urge you to authorize and initiate a review of this matter and, if you believe it appropriate, advise officials of the City of Fort Lauderdale that the City faces a possible reversion of the land in question back to the State of Florida if it is no longer used as “**a site for the *Swimming Hall of Fame.***”

City of Fort Lauderdale Commission Meeting

SR 842 (Broward Boulevard)

From SW 24th Avenue (MP 4.950) to NW 7th Avenue (MP 6.350)

FM #'s: 429958-1-52-01, 428724-1-52-01, 428593-1-52-01

Sabrina Aubery, P.E.

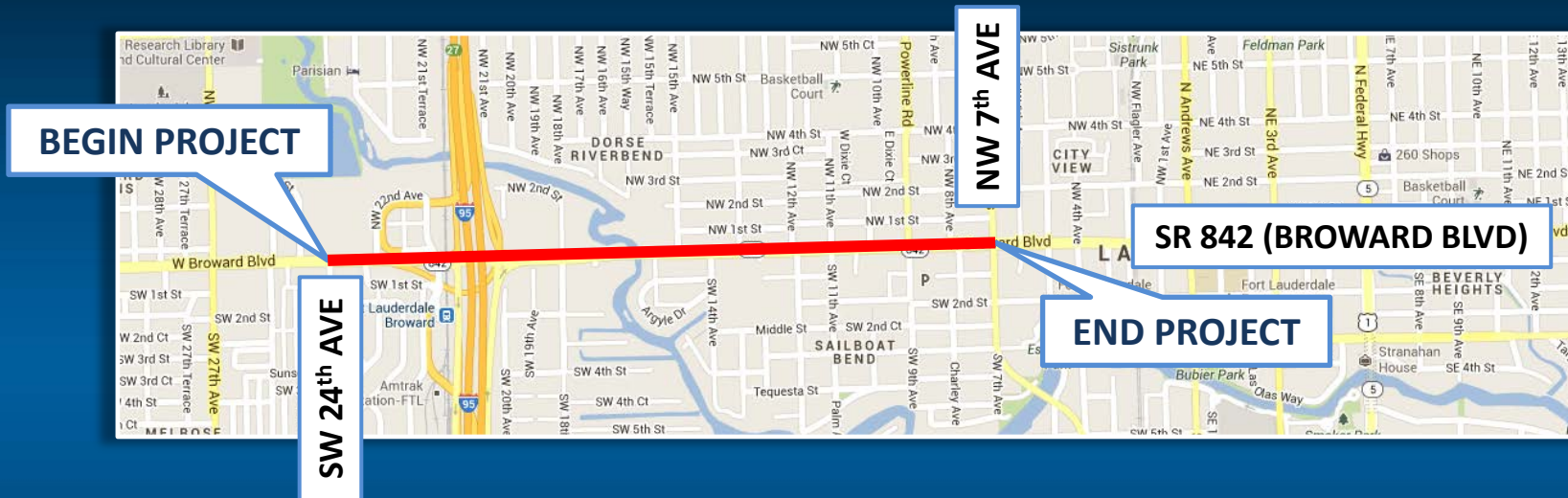
(954) 777-4585, Toll free (866) 336-8435 ext. 4585

E-mail: Sabrina.Aubery@dot.state.fl.us

September 3, 2013



Project Location



- ❑ Milling and resurfacing and roadway improvements
- ❑ Bridge railing replacement over the CSX railroad and I-95
- ❑ Bridge replacement over the North Fork of the New River



Project Elements

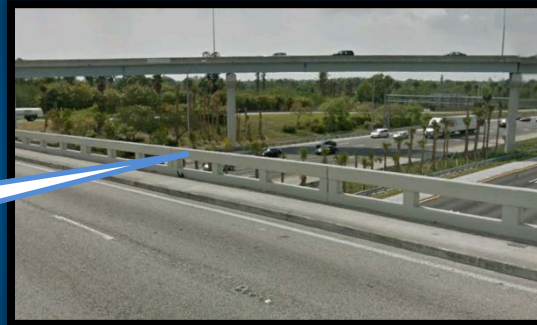
- ❑ Resurfacing, Restoration and Rehabilitation (RRR)
 - ❑ Extend the service life of an existing roadway and/or enhance roadway safety
- ❑ This project
 - ❑ Milling and resurfacing
 - ❑ Update traffic signals
 - ❑ Update curb ramps and pedestrian signals to meet ADA requirements
 - ❑ Potential removal of intersection brick pavers for safety



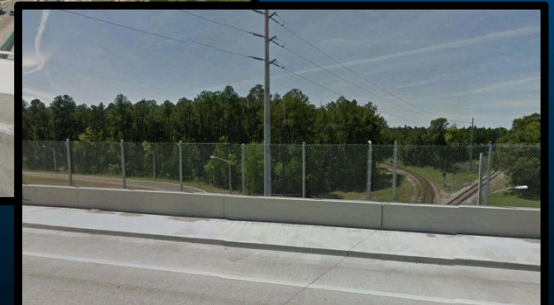
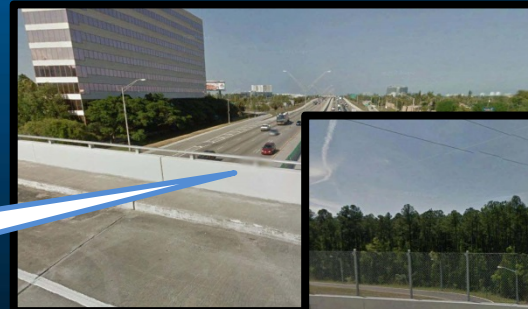
Project Elements

- ❑ Bridge railing replacement over the CSX Railroad and I-95

Existing Railing

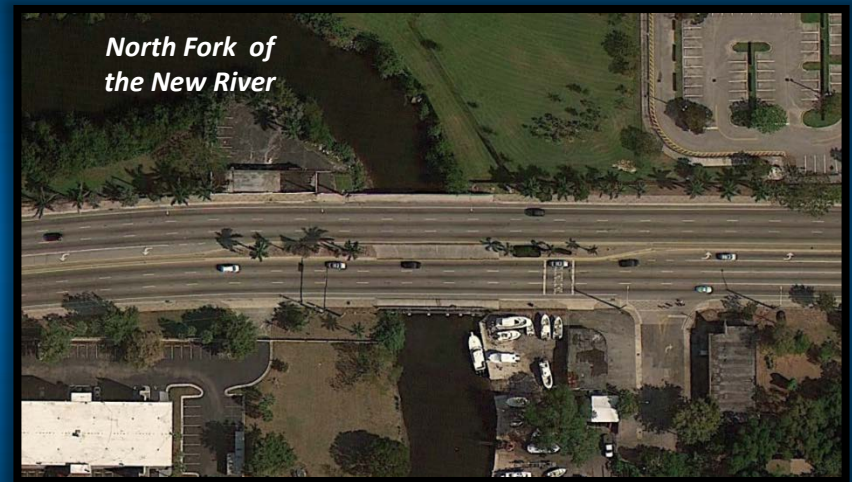
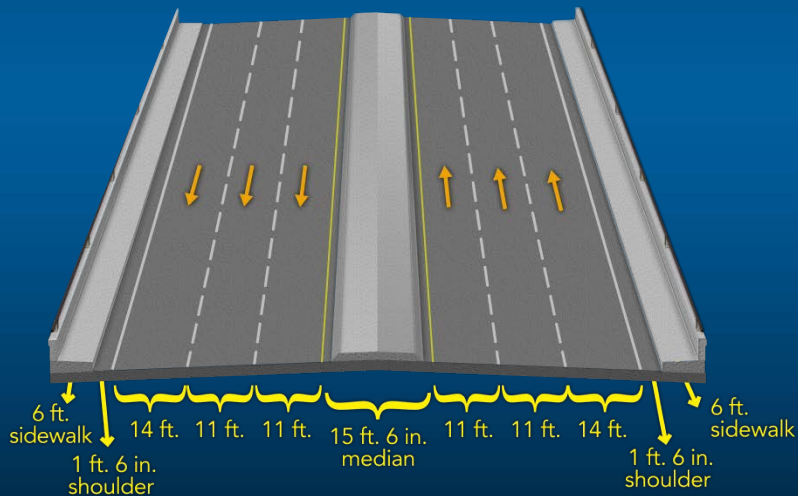


Railing Upgrade

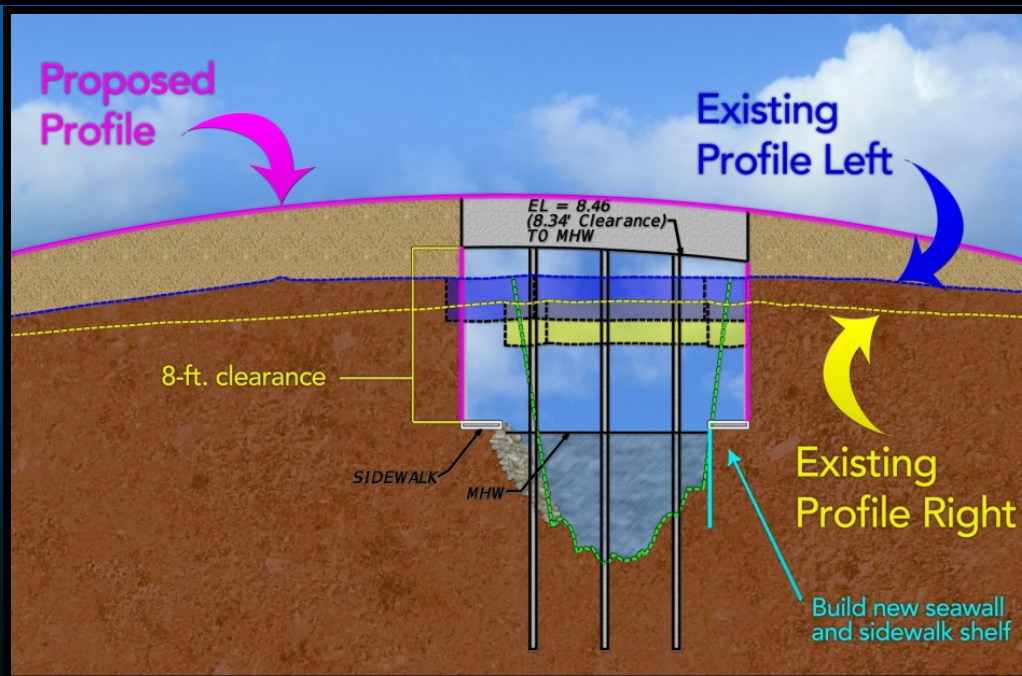


Project Elements

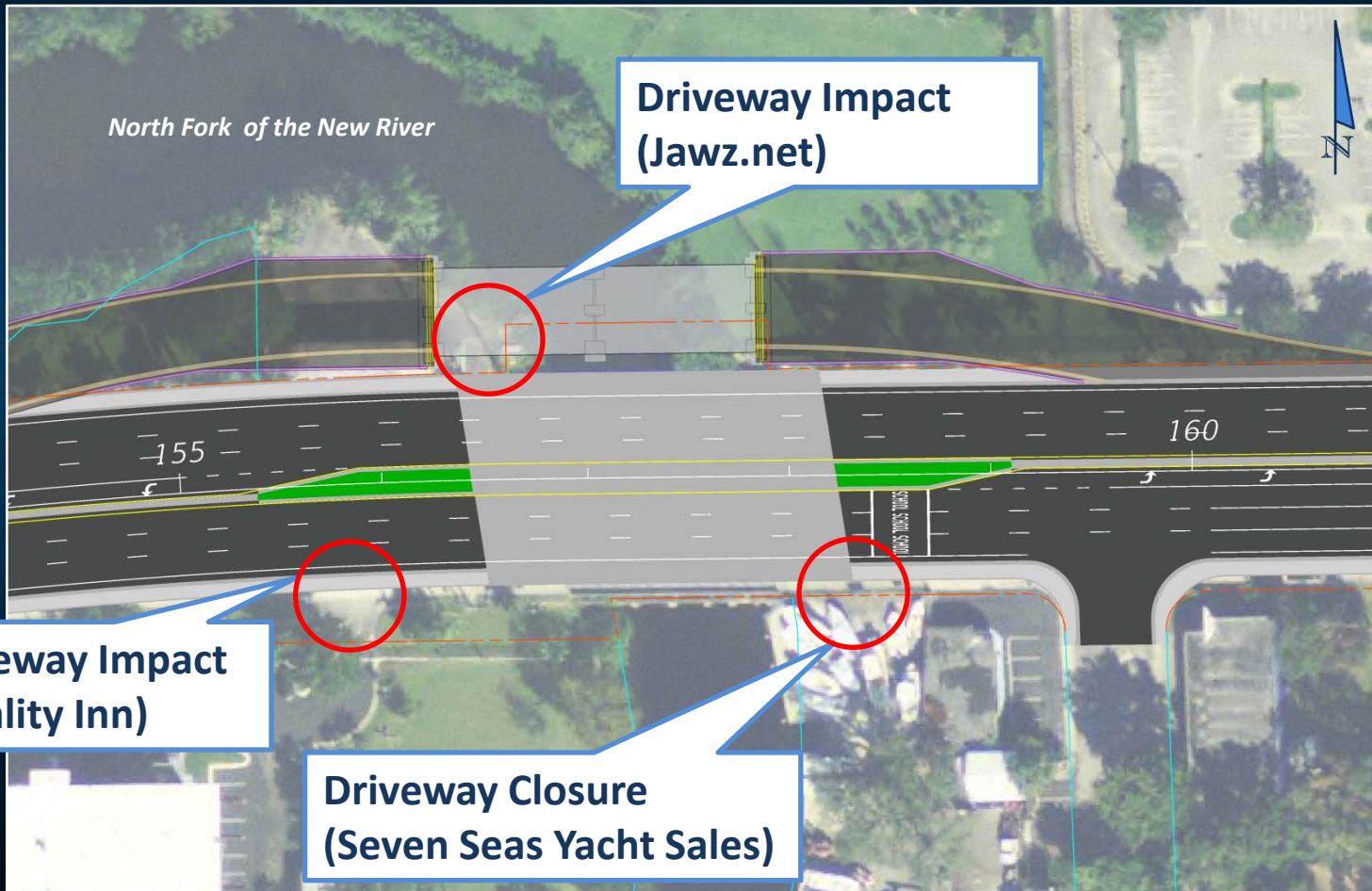
- ❑ Bridge replacement over the North Fork of the New River



Bridge Replacement – Profile

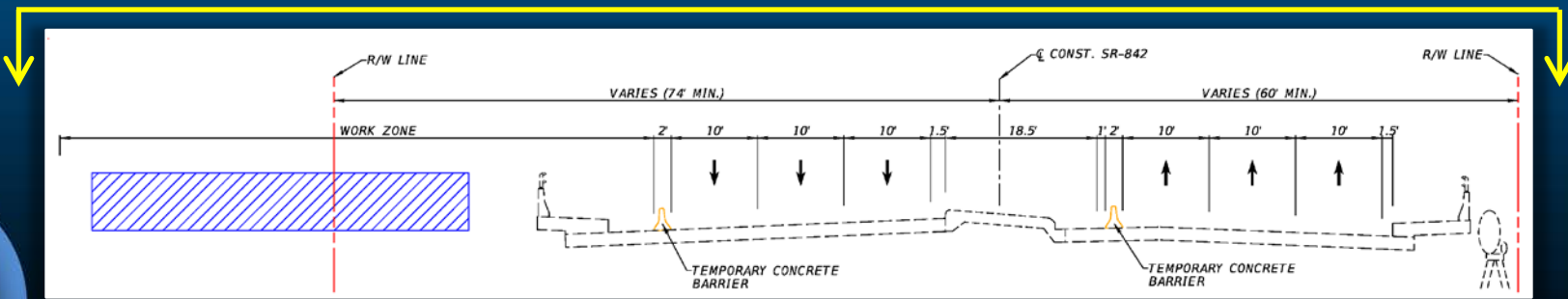
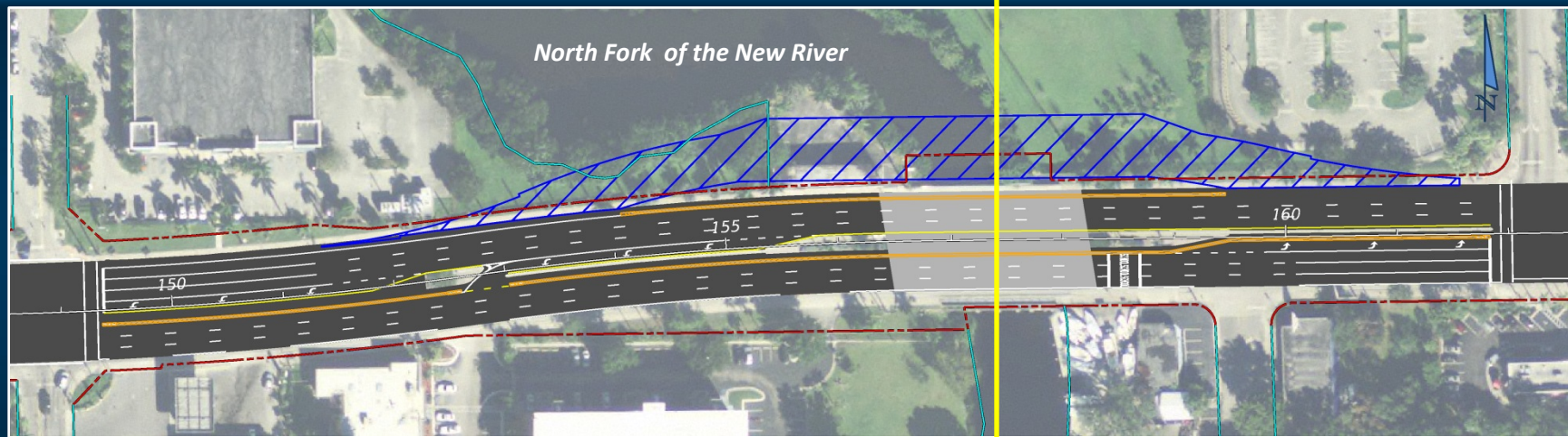


Potential Right-of-Way/Driveway Impacts



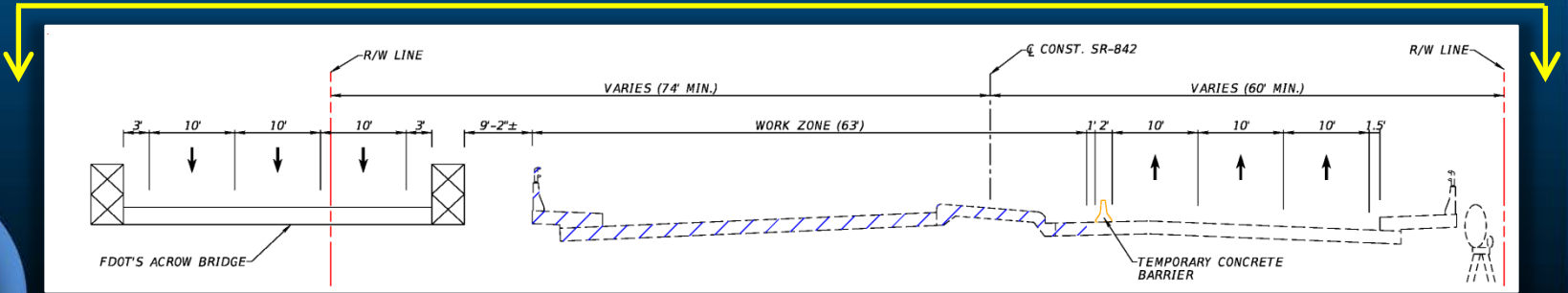
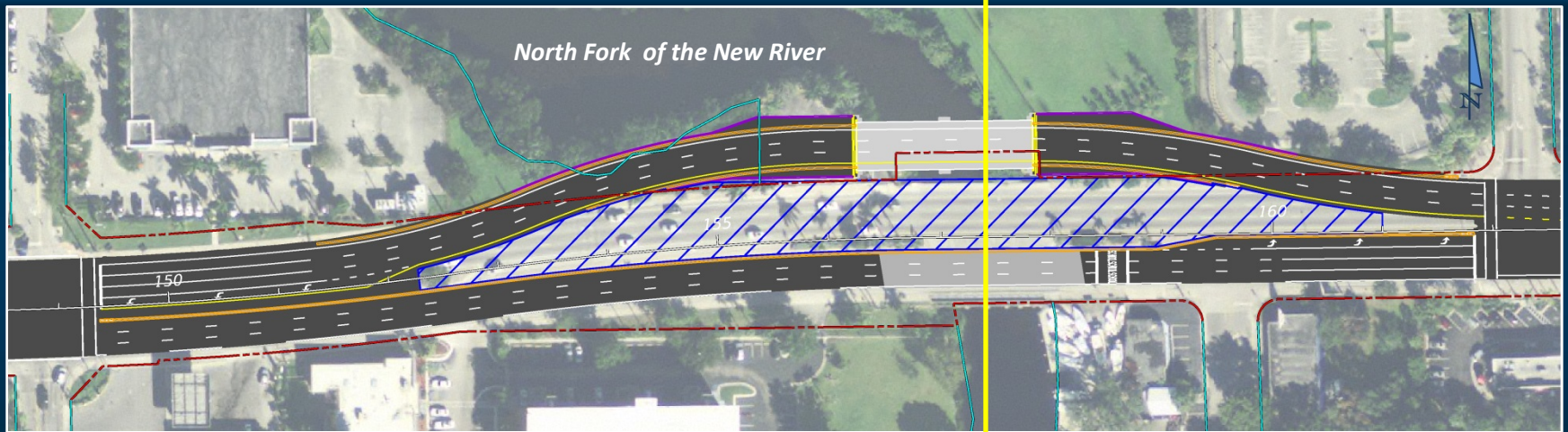
Traffic Control Plan – Phase 1

North Fork of the New River Bridge Replacement



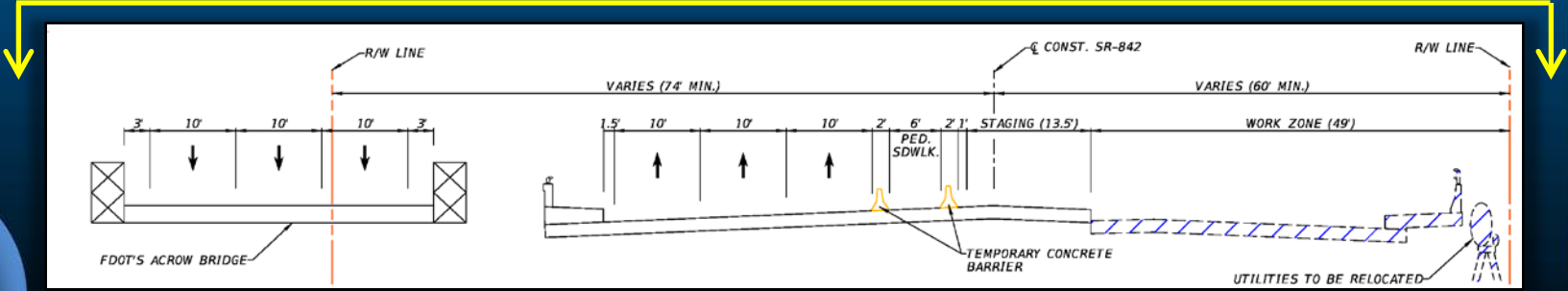
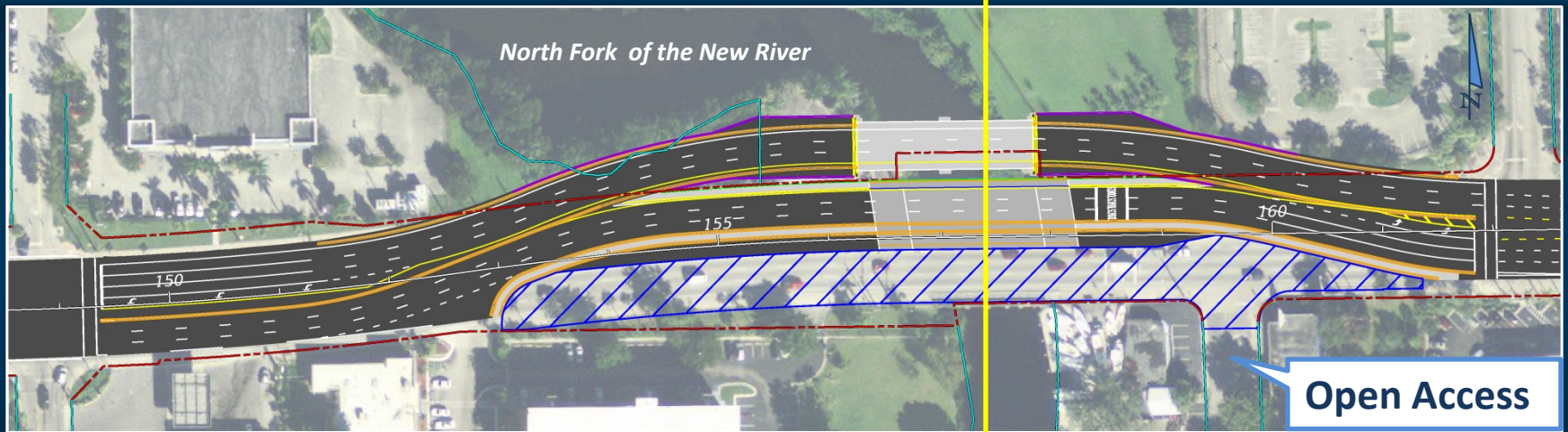
Traffic Control Plan – Phase 2

North Fork of the New River Bridge Replacement



Traffic Control Plan – Phase 3

North Fork of the New River Bridge Replacement

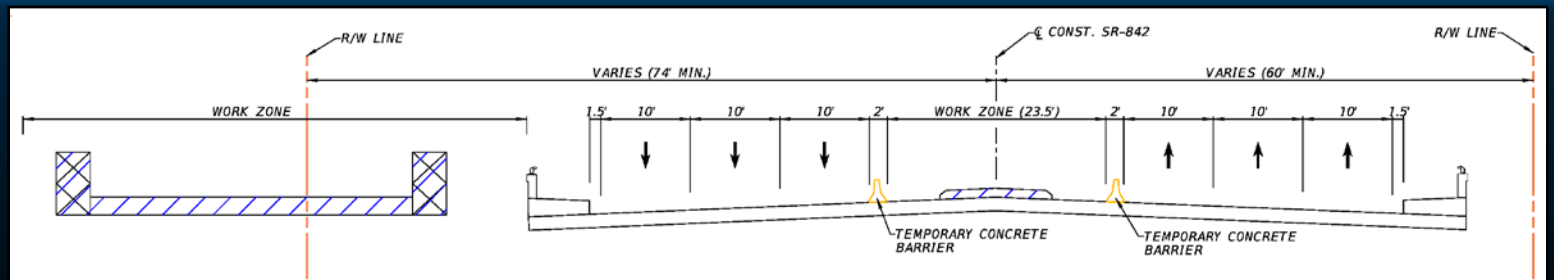
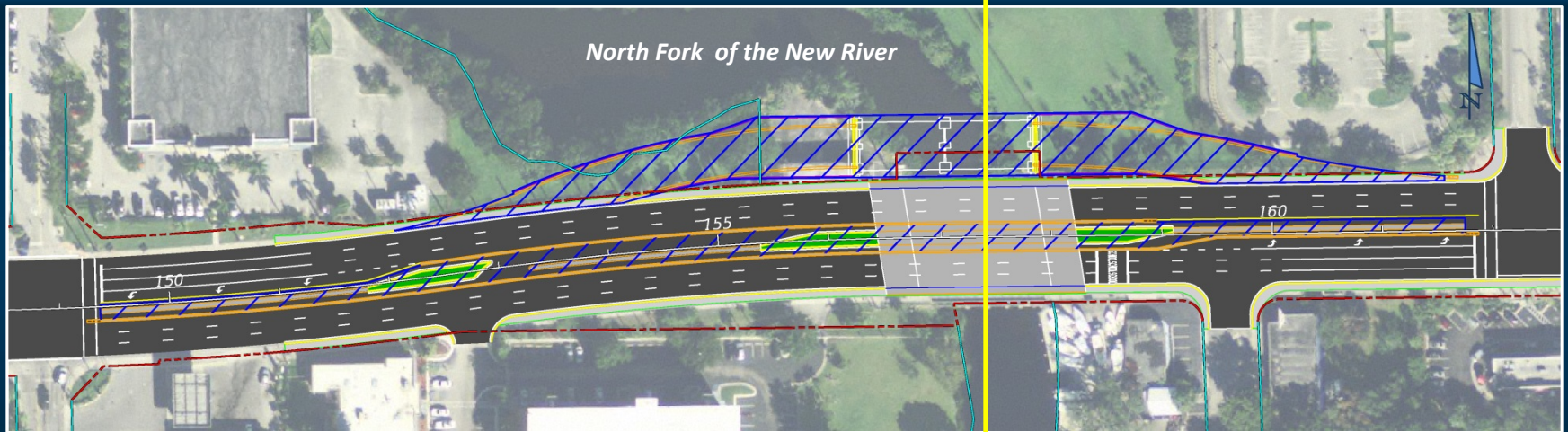


Traffic Control Plan- Phase 3



Traffic Control Plan – Phase 4

North Fork of the New River Bridge Replacement



Project Schedule - Key Milestones

- ❑ Project Start April 25, 2012
- ❑ Public Information Meeting June 26, 2013
- ❑ NEPA Approval March 2014
- ❑ Design Complete January 2016
- ❑ Bid March 2016
- ❑ Construction
 - ❑ Begin July 2016
 - ❑ End July 2018



Project Cost

□ Project Estimate

□ Bridge Railing Replacement	\$1.3 million
□ RRR	\$2.2 million
□ Bridge Replacement	\$10.3 million
<u>TOTAL CONSTRUCTION COST</u>	<u>\$13.8 million</u>

- *All costs are preliminary estimates and are subject to change*



Utility Relocation Requirement

- ❑ Utility relocation for 30" water line at the North Fork of the New River Bridge
- ❑ Approximate Costs:
 - ❑ City cost is approximately \$600,000 to \$800,000



City Required Improvements

- ❑ On Street Brick Pavers
 - ❑ Remove/rehabilitate the brick pavers within the street areas (ie. cross walks and the 7th Avenue Intersection)
 - Pavers were installed previously as part of an interlocal agreement requiring the City to maintain the pavers
 - ❑ Planning level costs were developed for three different alternatives for the approximately 2,800 square yards of pavers



City Required Improvements

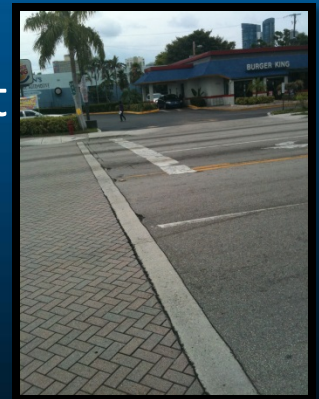
❑ Alternative 1

- ❑ Removes brick pavers and replaces with patterned pavement
- ❑ Anticipated cost is \$500,000



❑ Alternative 2

- ❑ Removes brick pavers and headers
- ❑ Replaces with new base and asphalt pavement
- ❑ Anticipated cost is \$180,000



❑ Alternative 3

- ❑ Repair pavers and headers
- ❑ Anticipated cost is \$290,000



Potential Enhancements

- ❑ Decorative Lighting
 - ❑ Install decorative poles with supplemental pedestrian fixtures for new and replacement poles
- ❑ 58 existing light poles
- ❑ 20 additional light poles
- ❑ Costs
 - ❑ City approximate cost is \$910,000

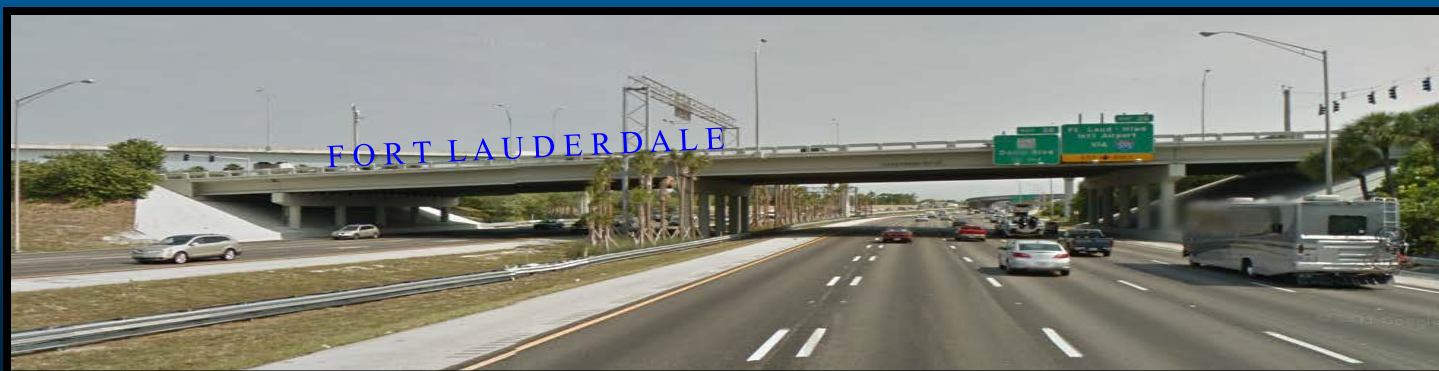


Potential Enhancements

- ❑ Decorative Fencing with Letters
 - ❑ Install decorative fencing on top of the crash barriers with large letters with city name similar to the Jacksonville bridge
 - Design and installation is subject to State Approvals
- ❑ City's approximate additional cost = \$85,000

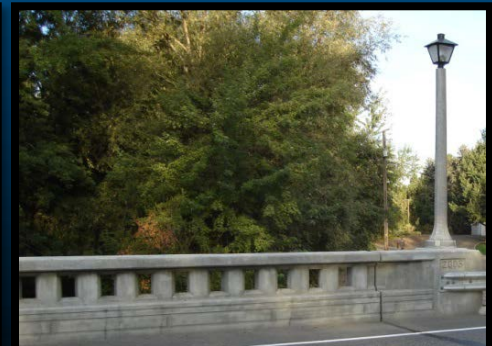
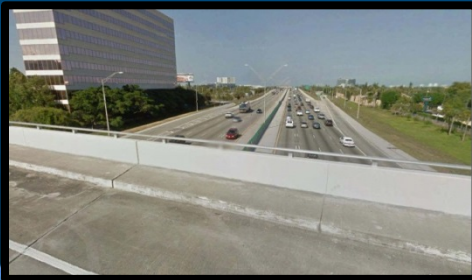


Potential Enhancements – I-95



Potential Enhancements

- ❑ Decorative Railing – New River Bridge
 - ❑ Install open decorative rails
 - Challenge is the TL-4 crash rating requirements. Rails would be subject to FDOT approvals.
 - ❑ City's approximate additional cost = \$95,000



Recap

Requirements	Additional Approximate City Cost
Utility Relocation Costs	\$600,000 to \$800,000
On Street Brick Pavers Alt 1	\$500,000
On Street Brick Pavers Alt 2	\$290,000
On Street Brick Pavers Alt 3	\$180,000
Enhancements	Additional Approximate City Cost
Decorative Street/Pedestrian Lighting	\$910,000
I-95 Bridge Railing	\$85,000
New River Bridge Railing	\$95,000

- *All costs are planning level estimates and are subject to change*
- *City costs are “above and beyond” FDOT responsible costs*



Thank You



Have A Nice Day



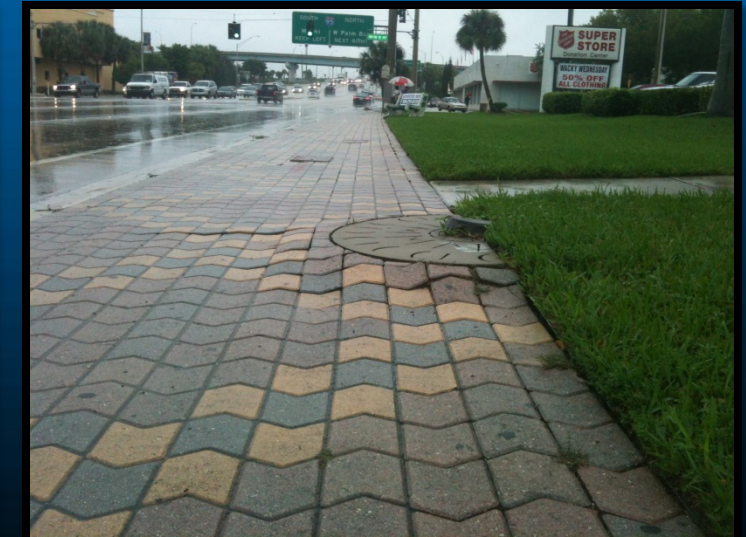
Utility Pipe



Bike Lane



Sidewalk Pavers



PRESS PLAY

FORT LAUDERDALE

Our City, Our Strategic Plan 2018



September 3, 2013

Amy Knowles, Assistant to the City Manager for Structural Innovation

Samantha Timko, Senior Management Fellow

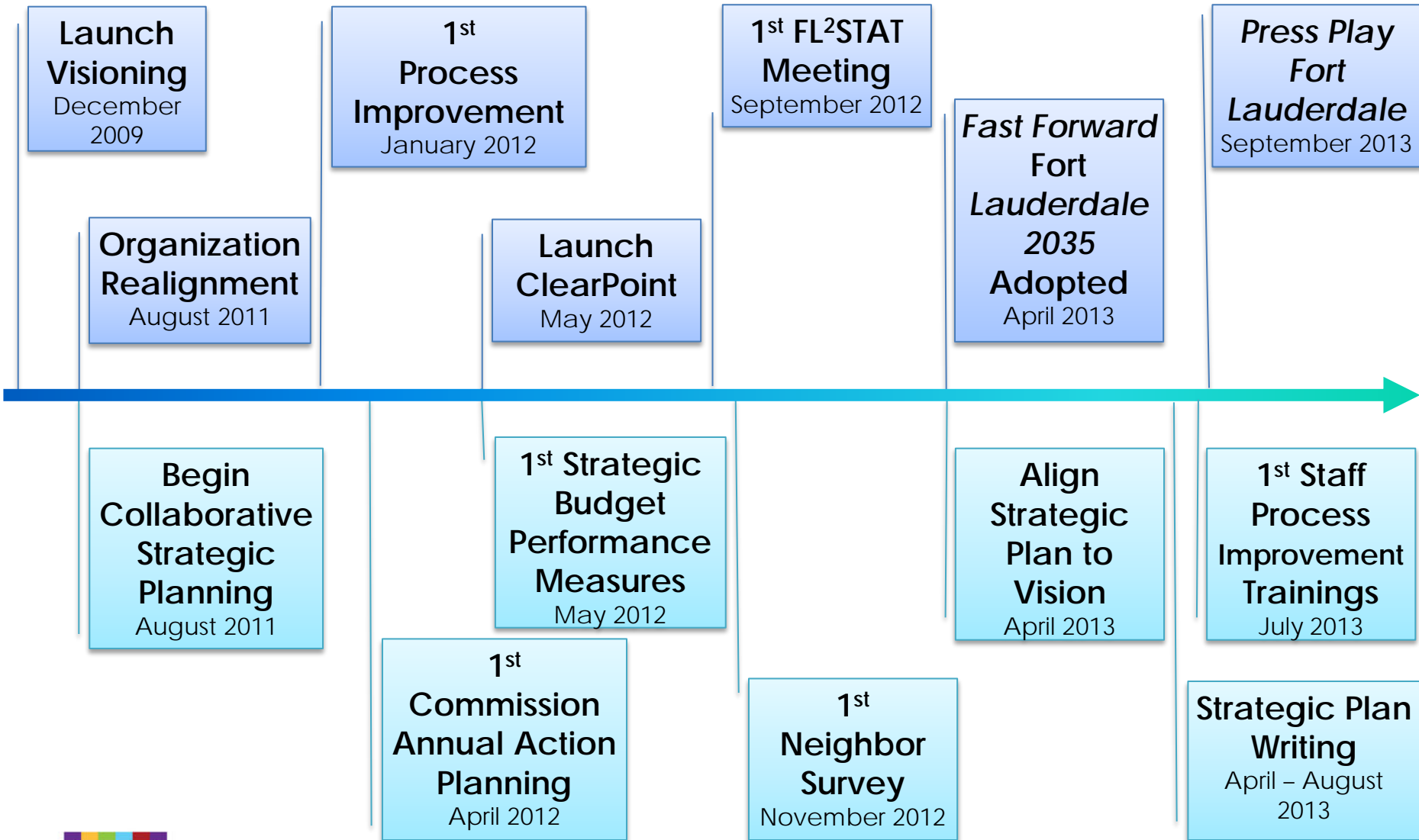
City Manager's Office



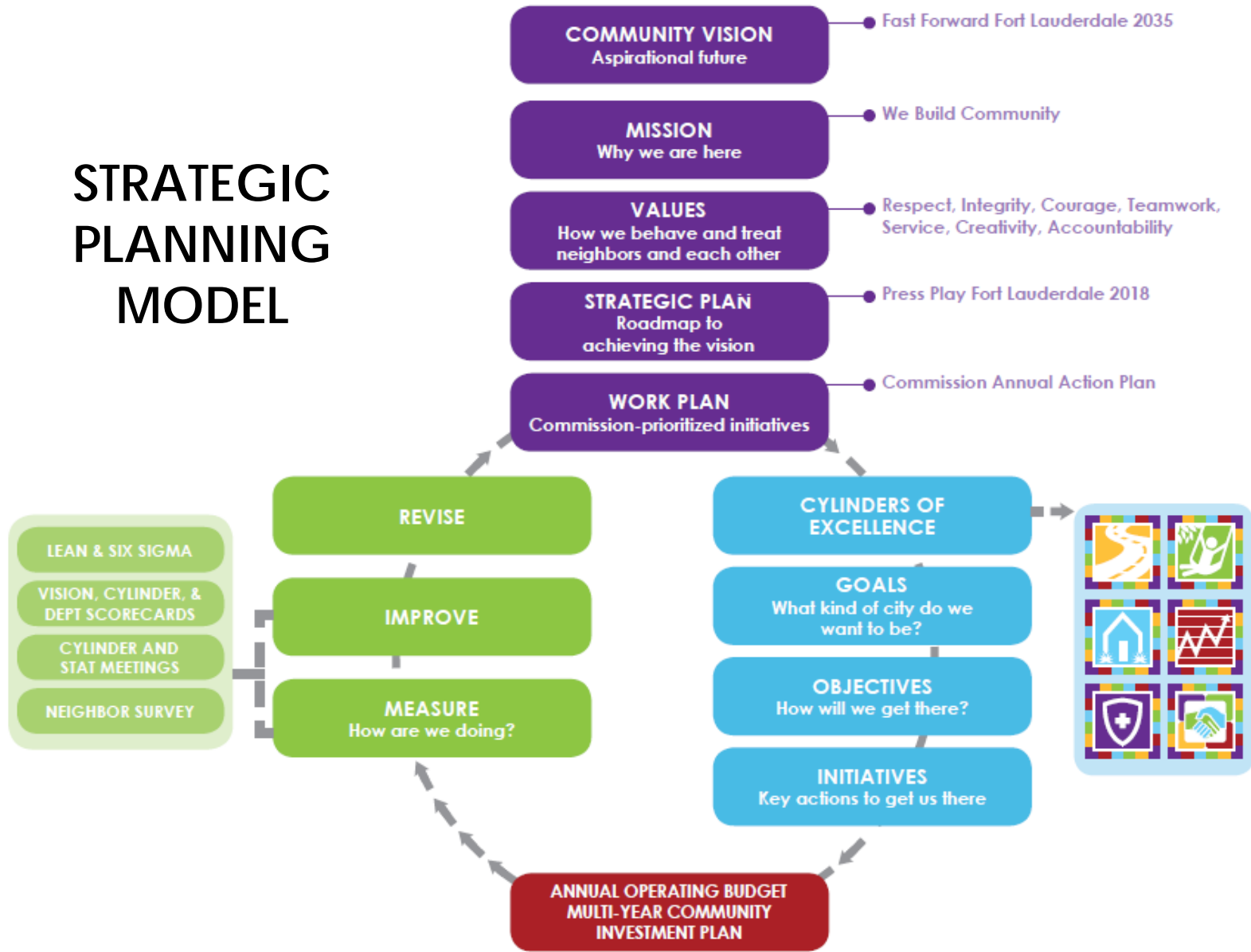
FORT LAUDERDALE | FLORIDA
Our approach to exponential improvement



Our Timeline



STRATEGIC PLANNING MODEL



FORT LAUDERDALE | FLORIDA

Our approach to exponential improvement

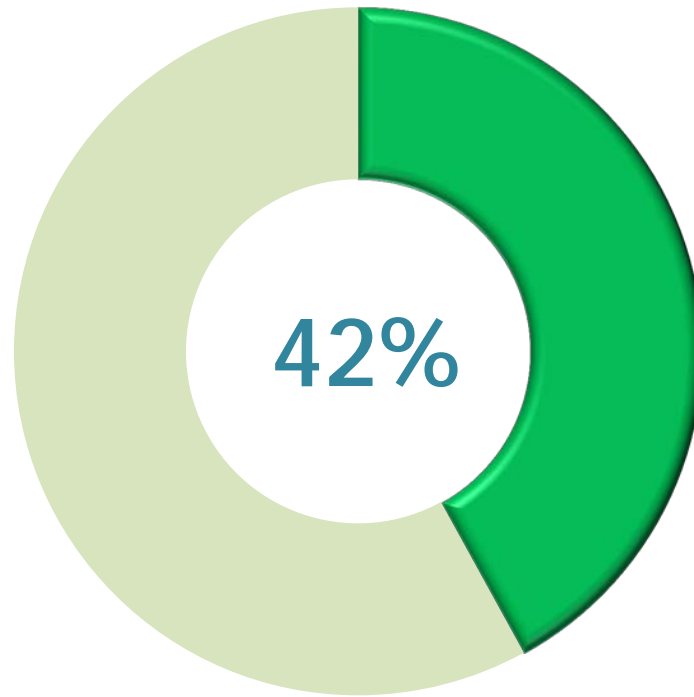
Vision Alignment Example

OBJECTIVE 1: IMPROVE TRANSPORTATION OPTIONS AND REDUCE CONGESTION BY WORKING WITH AGENCY PARTNERS

Strategic Initiatives:	Total Number of Direct Ideas	Direct Idea Number	Indirect Idea Number
<ul style="list-style-type: none"> ➤➤ Strategically route and expand the Sun Trolley as an overall complement to upcoming major transportation projects 	11	9	-
<ul style="list-style-type: none"> ➤➤ Monitor FEC Passenger Rail Implementation and advocate for the City's best interest 	10	5	-
<ul style="list-style-type: none"> ➤➤ Work with partners to construct the WAVE, including the Transit Oriented Development (TOD) ordinances and connections to airport and rail stations 	8	11, 51	-
<ul style="list-style-type: none"> ➤➤ Improve bus and mass transit amenities such as shelters and incorporate green design when feasible 	7	1, 2	9, 13
<ul style="list-style-type: none"> ➤➤ Work with partners to plan for the construction of Central Broward East West Transit (light rail) Project in 2020 	4	3	18, 398
<ul style="list-style-type: none"> ➤➤ Partner with agencies and businesses to increase commuter car-pooling and to incentivize and encourage mass transit use 	4	8	433, 398
<ul style="list-style-type: none"> ➤➤ 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 	2	41, 57	44, 47
<ul style="list-style-type: none"> • Broward Boulevard Gateway Implementation 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 	0	-	3, 7, 18, 19, 23, 24, 32, 33, 113
<ul style="list-style-type: none"> • Incorporate university talent and knowledge into the planning and design of urban areas 	0	-	433, 435



Press Play Fort Lauderdale *Our City, Our Strategic Plan 2018*



of the 1,562 Vision ideas are
incorporated in *Press Play*



Press Play Fort Lauderdale 2018

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- Letter from the City Manager to the Mayor and City Commission
- Welcome to your Strategic Plan: Special Message to Employees
- Introduction: FL²STAT – Our Approach to Exponential Improvement
- The Role of Structural Innovation
- Fast Forward Fort Lauderdale: Vision 2035
 - Executive Summary ■ Vision Statement ■ Scorecard

THE PLAN

- Press Play Fort Lauderdale: Strategic Plan 2018 Goals
 - *Alignment of Vision Directions and Strategic Goals*
- How We Build Community: Cylinders of Excellence
 - *Infrastructure* ■ *Public Places* ■ *Neighborhood Enhancement*
 - *Business Development* ■ *Public Safety* ■ *Internal Support Platform*
- Looking Forward: Next Steps



Press Play Fort Lauderdale 2018

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- Bravo! City Accomplishments and Awards
- How We Deliver Services: City Departments
- Our Priorities: Overview of Current Plans Presented to the City Commission
- Cylinders of Excellence Community Partners
- Glossary of Abbreviations and Terms



Press Play Fort Lauderdale Our City, Our Strategic Plan 2018


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Goals


38
Objectives



192
Strategic
Initiatives



157 Key
Performance
Indicators



Cylinders of Excellence



INFRASTRUCTURE

1. Be a pedestrian friendly, multi-modal City.

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



2. Be a sustainable and resilient community.

- Proactively maintain our water, wastewater, road, and bridge infrastructure.
- Reduce flooding and adapt to sea level rise.
- Improve 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.





INFRASTRUCTURE

Select Strategic Initiatives & Key Performance Indicators

THIS YEAR'S PRIORITIES:

- Downtown Walkability Plan
- Stormwater Management Plan
- Engineering Project Management
- The Wave Streetcar
- All Aboard Florida Passenger Rail and Station Area Plan

Strategic Initiative:	Lead:	KPI:	Baseline:	5-Yr. Target:
Develop a citywide comprehensive public/private sidewalk policy and plan to improve sidewalks and connections.	T&M	Annual increase in the number of linear feet of bicycle lanes, greenways, & sidewalks installed.	N/A	20,000
Develop and implement the Connectivity Master Plan to improve accessibility.	T&M	Percentage of Connectivity Map completed.	10%	25%
Implement the flood hazard mitigation program for residents.	PWD	FEMA Community Rating System (CRS) Score.	7	5



Cylinders of Excellence



PUBLIC PLACES

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.

- Improve access to and enjoyment of our beach, Riverwalk, waterways, canals, parks, and open space for everyone.
- Enhance the City's identity and appearance through well-maintained green space, parks, major corridors, gateways, and medians.
- Integrate arts and culture 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.

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

- Address the community's need for youth, adult, and senior recreational programming.
- Celebrate our community through special events and sports.





PUBLIC PLACES

Select Strategic Initiatives & Key Performance Indicators

THIS YEAR'S PRIORITIES:

- Comprehensive Homeless Strategy
- Riverwalk District Plan
- Soccer and Lacrosse Athletic Fields
- Landscape Beautification and Maintenance

Strategic Initiative:	Lead:	KPI:	Baseline:	5-Yr. Target:
Enhance and expand pedestrian and bike-friendly connections and amenities.	T&M	Percentage of parks with bicycle racks.	42%	100%
Collaborate with local artists, education institutions, associations, and businesses to enliven public places with multicultural art.	P&R	Number of City owned public places with art integration.	35	45
Offer exceptional youth recreation programming in line with sport and activity trends.	P&R	Percentage of residents that are satisfied with the quality of parks and recreation programs and facilities.	75%	81%



Cylinders of Excellence



NEIGHBORHOOD ENHANCEMENT

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

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

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

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





NEIGHBORHOOD ENHANCEMENT

Select Strategic Initiatives & Key Performance Indicators

THIS YEAR'S PRIORITY:

- Code Enforcement Process Improvement

Strategic Initiative:	Lead:	KPI:	Baseline:	5-Yr. Target:
Develop a neighborhood communication toolkit to increase involvement by examining existing approaches, tools, websites, block parties, and newsletters, etc., used by neighborhoods.	CMO-NS	Number of neighbors on Nextdoor.	276	2,200
Implement findings from the Code Enforcement Process Improvement.	DSD	Average number of days from code violation to compliance.	N/A	159



Cylinders of Excellence



BUSINESS DEVELOPMENT

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.

- 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.

8. Be known for educational excellence.

- 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, universities, and colleges to connect skills development with jobs.





BUSINESS DEVELOPMENT

Select Strategic Initiatives & Key Performance Indicators

THIS YEAR'S PRIORITIES:

- City Economic Development Strategic Plan
- Northwest CRA Five- Year Strategy
- Beach Renourishment Plan and Funding

Strategic Initiative:	Lead:	KPI:	Baseline:	5-Yr. Target:
Evaluate and expand our portfolio of business attraction incentives.	DSD	Number of newly created jobs from QTI and ED Direct Cash Grants.	116	1,500
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.	CMO-NS	Number of mentorships.	N/A	500



Cylinders of Excellence



PUBLIC SAFETY

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

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

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

- Provide and effectively communicate comprehensive emergency management planning and disaster recovery.
- Involve the community with prevention efforts and emergency preparedness.





PUBLIC SAFETY

Select Strategic Initiatives & Key Performance Indicators

THIS YEAR'S PRIORITY:

- Crime Reduction Strategy and Action Plan

Strategic Initiative:	Lead:	KPI:	Baseline:	5-Yr. Target:
Continue to implement the Crime Reduction Strategy and Action Plan.	FLPD	FDLE crime clearance rates for Part 1 crimes.	14.6%	Increase
Ensure excellent internal emergency management coordination of executive leadership, personnel, resources, and communications.	FLFR	Percentage of National Incident Management System (NIMS) compliant employees.	46.3%	100%
Increase the participation and advanced training of new and existing CERT members in the program.	FLFR	Number of active Community Emergency Response Team (CERT) members.	394	500



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Our approach to exponential improvement



Cylinders of Excellence



INTERNAL SUPPORT

11. Be a well-trained, innovative, and neighbor-centric workforce that builds 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.

12. Be a leading government organization, managing our resources wisely and sustainably.

- 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.





INTERNAL SUPPORT

Select Strategic Initiatives & Key Performance Indicators

THIS YEAR'S PRIORITIES:

- Structurally Balanced Budget
- Pension Restructuring for Police and Fire
- Financial Policies, including Financial Integrity Principles and Policies

Strategic Initiative:	Lead:	KPI:	Baseline:	5-Yr. Target:
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	Percent of residents satisfied with the ease of access to information about City services.	56%	66%
Continue to grow the use of purchasing cards (P-cards) with vendors to streamline payments and maximize City rebates.	FIN	P-card rebate.	\$250,865	\$300,000
Implement energy management systems to reduce energy consumptions and save money.	PWD	Percent reduction in electricity use in City owned and operated facilities.	106,011,00 kWh	15%



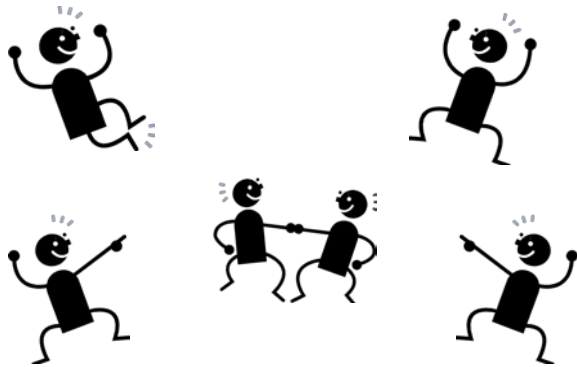
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Our approach to exponential improvement



Implementation

- **9** City Departments
- **2,456** City Employees
- **35** Advisory Boards and Committees
- **82** Neighborhoods
- **76** Identified Partners
- **6** Cylinder Teams
- **76** Cylinder Team Members

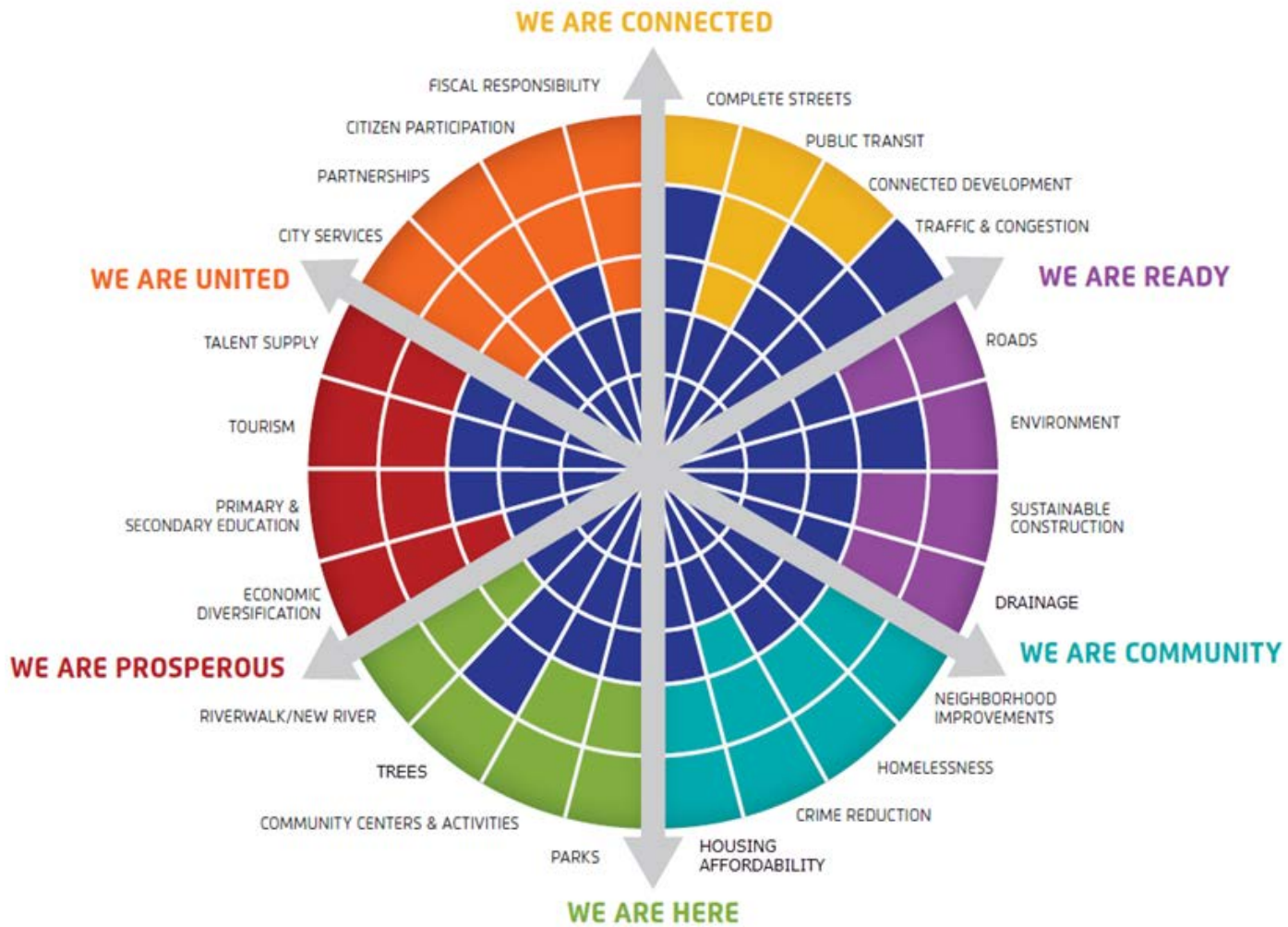


Select Strategic Initiatives for Volunteers

- Administer an internal and external volunteer service program (NE).
- Enliven public places with multicultural art (PP).
- Increase tree plantings (PP).
- Coordinate neighborhood and waterway cleanup events (NE).
- Develop a strategy and action plan to mentor and sponsor schools and students to achieve educational excellence (BD).
- Connect neighbors in need of property maintenance with support and resources (NE).
- Increase the participation and advanced training of new and existing CERT members in the program (PS).



2035 Community Vision Scorecard

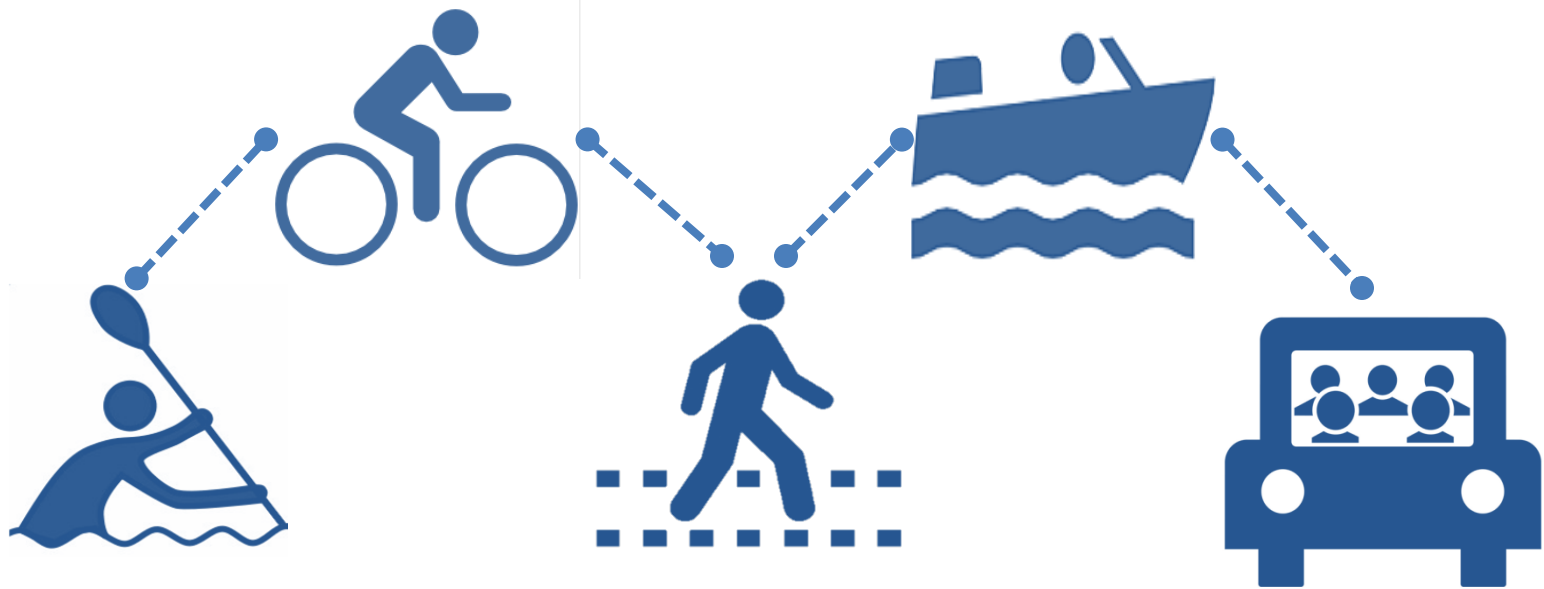


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2035 Community Vision Scorecard

Vision		Key Performance Indicator	Baseline	5-Yr Target
We are Connected	Connected Development	Percent of Connectivity Map completed	10%	25%



Monitoring and Reporting Tool: ClearPoint Example

City of Fort Lauderdale | Jul-13 | Default Grid | Transportation and Mobility

Objective	Performance Indicator	Initiative
↓ Increase ADA accessibility through planning and design	↓ Percentage of Sun Trolley stops that are ADA compliant.	
↑ Enhance streets to improve bicycle and pedestrian experience	↑ Number of Complete Street and Streetscape projects ready for final design.	
↑ Increase transportation options		↑ IN 1-1 WAVE Streetcar Development and Funding* Commission Annual Action Plan
		↑ IN 1-1 Monitor FEC Passenger Rail Implementation* Commission Annual Action Plan
	↑ IN 1-1 Number of B-Cycle trips from Fort Lauderdale stations	↑ IN 1-1 Trolley: Equipment, Routes, and Fares* Commission Annual Action Plan
	↑ Number of Sun Trolley riders.	↑ IN 1-2 Develop Connectivity Master Plan (Greenway/Blueway/Complete Streets)* Commission Annual Action Plan
	↓ Revenue dollars generated from TMA memberships	✓ BD 1-2 Coordinate with TMA for City Excursions for Airport Passenger Program* Commission Annual Action Plan
🟡 Foster positive interaction with the public	↑ Number of complaints received.	
🟡 Improve employee effectiveness through training (IS 1-3)	↑ Training Hours (NEW)	
	↓ Number of calls monitored with feedback provided.	
↓ Establish or update Standard Operating Procedures (SOPs) (IS 1-3)	↑ Number of SOPs completed.	
↑ Enhance the customer experience by increasing parking payment options	🟦 Annual increase in pay-by-phone transactions	
	↑ Number of multi-space meters installed.	
↑ Improve airfield infrastructure using green initiatives	↑ Number of new LED airfield lights	
	↑ Facilities constructed or converted to LEED standards (including tenant-owned)	
↑ Provide facilities and services that will help businesses prosper	↑ Total aircraft takeoffs and landings.	
	↓ Gallons of fuel sold to businesses	



Let's PRESS PLAY, Fort Lauderdale!

PRESS PLAY
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