



**CITY OF FORT LAUDERDALE**  
**City Commission Agenda Memo**  
**CONFERENCE MEETING**

**#15-0618**

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**TO:** Honorable Mayor & Members of the  
Fort Lauderdale City Commission

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

**DATE:** May 19, 2015

**TITLE:** City Manager Annual Performance Review and Merit Adjustment

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In accordance with the Employment Agreement with the City Manager dated June 14, 2011, the City Commission may grant merit increases to the City Manager to such extent as the City may determine that it is desirable on the basis of an annual performance review.

Attached for the City Commission's information to assist in the conduct of the annual performance review is a copy of the latest quarterly update of the Commission Annual Action Plan and the Press Play Strategic Plan Progress Report, which incorporates 42% of the Fast Forward Fort Lauderdale 2035 Vision Plan ideas.

Additionally, I would like to bring several specific achievements to the Commission's attention. Credit is unequivocally shared by the entire Community Building Leadership Team (which includes my office's Assistant City Managers, Division Managers and Administrative Assistants, Department Directors and Deputy/Assistant Department Directors) and all dedicated community builders (employees) that are all part of the City of Fort Lauderdale organization.

- **The City has a Vision and a Strategic Plan and we are following it**, continuing to implement the FL<sup>2</sup>STAT leadership strategy to focus on shared goals, collaboration, transparency, and accountability. **The FY 2015 Budget was adopted on a 5-0 vote**; the first time since 2005 that the budget was adopted unanimously. As a professionally credentialed manager, this is an important signal. This signals to the organization that our staff team is guided well from a policy-level by a united City Commission team; and is listening and managing resources to focus on what matters to our neighbors. We are sharing information with the Commission and the community through a transparent strategic budget process, providing progress with projects and performance metrics, and through a financial transparency portal on the City's website to communicate our budgetary information to our neighbors in a comprehensive and user friendly manner. **Perception reflects this as well in terms of public confidence as demonstrated in the 2014 Neighbor Survey.**

Satisfaction with the “overall value received for City tax dollars and fees” increased by 8%. We have also begun implementation of ISO 9001, linking our FL<sup>2</sup>STAT Strategic Management System to **international quality standards** to help ensure that we consistently meet neighbor requirements.

- The 2014 **Neighbor Survey for the City of Fort Lauderdale revealed outstanding improvements in customer service.** The City exceeds the national average for the overall quality of services. For neighbors that directly contacted the City, many indicators increased more than 10% since 2012, from “it was easy to find someone to address my request” increasing 14% to “employees are courteous/ professional” increasing 10% since 2012.
- Living through the transition from traffic congestion to a walkable community is not simple, but we are making great strides. Numerous advancements in mobility have been made, including the **Riverwalk Water Trolley** which is free boat transportation between the north and south sides of New River along the Riverwalk Linear Park. More than 45,000 neighbors and guests have ridden to-date.
- According to our neighbors, more walkable and bikeable streets remains the number one capital project priority. **Approximately \$500,000 of improvements have been implemented in Downtown** Fort Lauderdale as a result of the Walkability Study. In addition, development and implementation of the Connecting the Blocks program through City investments and collaborations with partner agencies is seeing results, to date, 6,590 linear feet of bike lanes have been installed, with an additional 14,000 feet of bike paths planned. To improve pedestrian safety, an in-ground crosswalk and other amenities were installed at 13th Avenue and Las Olas Boulevard. Enhancements have been successfully advocated for to be included in the design of FDOT projects.
- As neighbors are increasingly walking and biking, **having a clean city to enjoy is important.** An innovative Clean Team, a 12 person operation, is assigned to remove trash, graffiti, and debris from the City’s major thoroughfares and sidewalks. The teams focus on cleaning dirt, grease, and debris from the City’s high traffic sidewalks. Specific locations include A1A, SW 2nd Street, and East Las Olas Boulevard.
- Sustainability being woven into the organization, with the City being on the forefront of unique and innovative strategies such as **Adaptation Action Areas** and **improving operations** through replacing end of life equipment such as beach cleaning tractors with fuel efficient, low noise tractors built for the sand environment. The FY 2015 Budget included funding for new sustainability initiatives, including **sustainability training for all City employees** to learn about our local climate, how it is changing, and how we can work together to prepare for our future.

- We have made the shift and are beginning to see the results **from reactive to proactive infrastructure planning and action**. The overall maintenance of City streets, sidewalks, and infrastructure has been a top priority of the Neighbor Survey for the past three years, and satisfaction has increased 5% since the last survey. From a comprehensive planning approach to Stormwater Management, to developing a Comprehensive Canal Dredging Master Plan, a Comprehensive Sidewalk Assessment and Water and Wastewater Utilities Master Plan, for example, provide a solid foundation of planning. Understanding our physical infrastructure and needs is essential for funding and action.
- **Crime is lower, and neighbors feel safe.** Part One Crimes were lower by 7.4% for calendar year 2014. The satisfaction with safety in the downtown entertainment area (77%) and in City parks (74%) exceeded national and state results. Crime prevention is an area of strategic focus, with a focus on implementing IBM's Integrated Crime Analytics (ICA) with the new Regional Records Management System – a first of its kind (FOAK) pilot project. Community satisfaction ratings of the Police Department increased from the previous year, with the professionalism of employees responding to emergencies increasing 8% to 74%; the overall quality of local police protection increasing 8% to 71% from the previous year; and how quickly police respond to 911 emergencies increasing 5% to 68%. To increase reporting efficiencies and processing, the Mobile Field Reporting software was implemented to facilitate the creation and submission of digital police reports in the field.
- I continued to broaden my administration's **neighbor-focused, "WE BUILD COMMUNITY" approach to government**, focusing on innovative ways to deliver services. *Lauderserv* is a new communications tool that enables neighbors to submit customer service requests 24 hours a day, 7 days a week directly from a smartphone. This system is broadening our ability to provide quality service to the neighbors as quickly and efficiently as possible. As requests accumulate we are also gaining access to valuable neighborhood data that we can analyze to identify larger problems and potential trends. A new electronic queuing system was launched for servicing our neighbors more efficiently in the Utility Billing and Collections lobby. With a focus on engaging and involving our neighbors, the second annual Neighbor Support Night was held, and volunteer opportunities and programs were expanded, from Fort Lauderdale Cares Day to Adopt-A-Street, and many more.
- To support the **increasing demands of calls for Fire-Rescue**, replacement apparatus and equipment funding was allocated, with expected this delivery this summer. In addition, Ocean Rescue hours were expanded to enhance the safety of beach patrons. Fire-Rescue continues to achieve high satisfaction ratings from the community, with the overall quality of fire protection at 89%.
- **Code Compliance improvements are numerous**, including streamlining the lot clearing process, the procurement of services for a board-up company that

utilizes polycarbonate material rather than plywood to secure nuisance properties. An important indicator- the average days to close a case has come under target by 9% in FY 2014, and is expected to lower over time as our processes become more streamlined. The 2014 Neighbor Survey revealed improved neighbor satisfaction, with “enforcing of mowing and cutting of weeds and grass on private property” increasing 10% since 2013; and “Enforcing the maintenance of business property” increasing 15% since 2013.

- I am proud to have been a part of the 2014 Fort Lauderdale team being declared an **All-America City by the National Civic League**, a testament to our numerous projects that demonstrate outstanding civic engagement, cross sector collaboration, inclusiveness, and innovation an achievement owned by our community.
- I continue to advance my **professional leadership development**, including serving on the Alliance for Innovation Board of Directors, the ICMA Sustainable Communities Advisory Committee (Chair), the National Civic League, and the United States Federal Emergency Management Agency National Advisory Council (Chair of the Preparedness and Protection Subcommittee) and hosted 2014 Large Cities Executive Forum and Alliance for Innovation Big Ideas events in the City of Fort Lauderdale.
- After a long break due to the economic downturn, the organization is training and developing our own employees. Project Management and Compliance and Diversity Training are two noteworthy examples this year.

### **Strategic Connections:**

This item is a Press Play Fort Lauderdale, Strategic Plan 2018 initiative, included within the Internal Support Cylinder of Excellence, specifically advancing:

- Goal 11: Be a well-trained, innovative, and neighbor-centric workforce that builds community.
- Objective 1: Foster professional and rewarding careers.

In addition, this item also advances the *Fast Forward Fort Lauderdale 2035 Vision Plan: We Are United*

#### Attachments:

Exhibit 1 - FY 2015 Commission Annual Action Plan – Progress Report to  
Commission: Quarter 2

Exhibit 2 - *Press Play Fort Lauderdale: Progress Report*

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