

**CITY COMMISSION WORKSHOP MEETING      9:00 A.M.      April 17, 2014**

Meeting was called to order at 9:49 a.m. by Vice-Mayor Rogers on the above date, at the Fort Lauderdale Woman's Club, 20 South Andrews Avenue, Fort Lauderdale.

Roll call showed:

Present:                    Mayor John P. "Jack" Seiler (arrived at 10:39 a.m.)  
                                 Vice Mayor Romney Rogers  
                                 Commissioner Bruce G. Roberts  
                                 Commissioner Dean J. Trantalis  
                                 Commissioner Bobby B. DuBose

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

The City Commission worked with Lyle Sumek of Lyle Sumek Associates, Inc. and City staff on development of the City's strategic plan and action plan. They reviewed Section 4 of the Leader's Guide 2014 Working Document, Performance Report for 2013-2014. They then provided input for Section 9, Action Plan 2014-2015; their consensus reached during the workshop is attached to these minutes.

The City Commission recessed briefly for lunch and the meeting adjourned at 3:34 p.m. Mayor Seiler left the meeting at approximately 2 p.m. during discussion of Goal 9. A second workshop was held on June 5, 2014.

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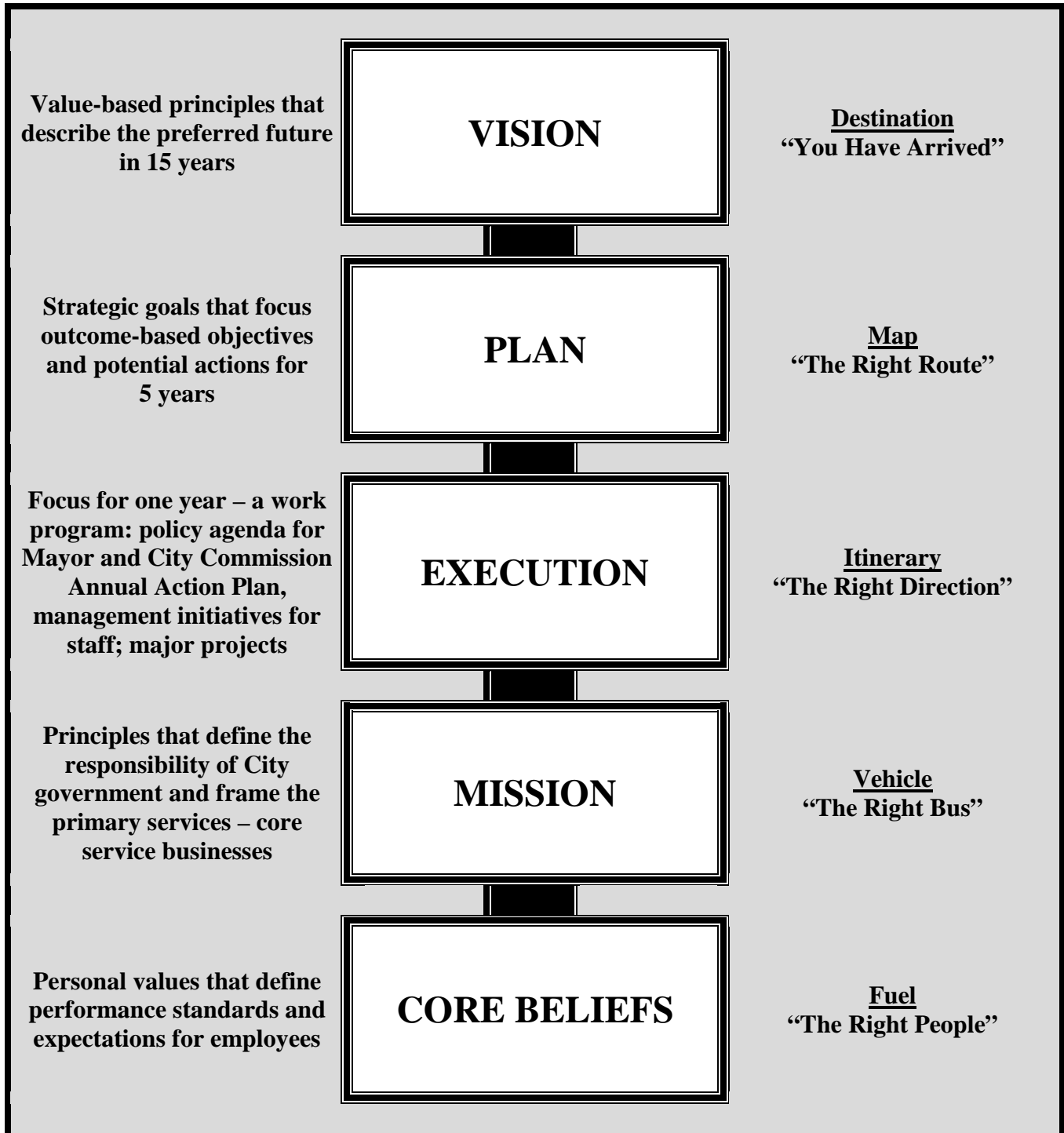
# **SECTION 1**

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

# ***STRATEGIC PLANNING MODEL***



# **SECTION 2**

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## **LOOKING TO FORT LAUDERDALE'S FUTURE**

# City of Fort Lauderdale

## Actions Ideas for 2014 – 2015

### Mayor and City Commission

GOAL 1: Be a pedestrian friendly, multi modal City

#### *Actions for 2014*

1. WAVE Completion - Phase 1
2. Sidewalk Condition Assessment Report: Plan, Costs and Funding Mechanism
3. Sun Trolley (beyond WAVE): Options, Direction
4. FEC Track: Use for Commuter Transit
5. All Aboard Florida: City Role, City Actions
6. Pedestrian Safety Report on Crosswalk: Review, Direction
7. "J" Walk Reduction: Educational Campaign and Enforcement
8. FDOT Road Projects: Review, Funding Strategy
9. Public Transit Use Campaign: Development of Education Program
10. Traffic Signal Synchronization: Evaluation, Report, Actions
11. Traffic Flow Analysis: Review, Direction, Projects, Funding
12. By Pass Route: Direction
13. City Road Re-Paving/Improvements Program: Needs Review Funding Gap, Funding Mechanism – Short Term and Long Term
14. Bridges: Condition Assessment, FDOT Responsibility, Direction, Advocacy for Funding
15. East-West Transportation: Evaluation, Options, Direction
16. Broward Boulevard Bridge Replacement: Direction, Funding
17. Complete Streets Policy Plan: Implementation Actions, Funding
18. Tri Station and TOD: Plan, Zoning Review

GOAL 2: Be a sustainable, resilient community

#### *Actions for 2014*

1. Beach Renourishment: Next Steps, Funding
2. Storm Water Management Program and Plan: Review, Direction, Service Level, Funding - Special Assessment
3. Neighborhood Flooding: Evaluation, Projects, Bond Issue
4. Retention Lakes Projects
  - A. SE 20th Street
  - B. 78 Avenue
5. Canal Dredging Plan: Review, Project Priority, Direction, Funding

GOAL 3: Be a community that finds opportunities and leverages partnerships to create unique, inviting and connected gathering places - beach, waterways, urban, parks

*Actions for 2014*

1. Riverwalk District Plan/Loop Connection: Loop Completion, Next Steps
2. New Plaza above the Tunnel: Design, Direction, Funding
3. Soccerfield and Lacrosse Fields Plan: Needs Assessment, Options, Direction, Locations, Funding (P&R)
4. Old NOVA Lease/Rezone
5. Park Plan/Upgrade Projects: Review, Priority
6. Las Olas Marina: Economic Analysis, RFP, Direction
7. CRA Beach Projects Plan for 5 Years: Review, Direction, Funding
8. Southside School: Direction for Other Half - Soccer Fields, Shade for Playground, Bathrooms
9. Flagler Village: Public Gathering Place
10. Streetscape for Central Beach Area: Ordinance, Commercial Zoning, Wider Sidewalks
11. 13th Street Redesign as a Business District
12. N.E. 4th Improvements
13. Alexander Park: Review, Direction, Water Feature
14. Esplanade Park: Development
15. Large Festival Park: Evaluation, Site Options, Direction, Design, Funding
16. Carter Park Lighting; Direction, Funding
17. Wayne Huizenga Park: Direction
18. Schlitterbahn Water Park Development: FAA Status, Direction, City Actions
19. Green Spaces Plan: Evaluation, Direction, Policy, and Plan Development.

GOAL 4: Be a healthy community with fun and stimulating recreational activities

*Actions for 2014*

1. Recreation Programs and Activities for Downtown Residents: Needs Assessment, Program Development
2. Water related Activities Expansion: Options, Direction, Partners, Funding (e.g. Raft Races)
3. Community Events: Inventory, Evaluation (Benefits, Costs, Impacts), Direction, City Policy and Role
4. HOF/Swimming Pool: Next Steps
5. Northwest YMCA New Facility/Pool: Partnership, Direction, City Participation
6. Tennis Sites: Evaluation, Direction
7. Lockhart Stadium Renovation: Direction
8. Skate Board Park: Direction, Next Step, Funding

GOAL 5: Be a community of strong, beautiful and healthy neighborhoods

*Actions for 2014*

1. Neighborhood Entrances and Signage: Evaluation, Direction, Actions
2. Neighborhood Sidewalk Plan and Policy: Evaluation, Direction, Incentive for Repairs
3. Undergrounding Utilities: Evaluation, Goals, City Roles, Direction, City Actions, Funding
4. Neighborhood Communications and Engagement Plan: Evaluation of Current Actions, Report with Options, Direction
5. NCIP: Evaluation, Expansion, Funding
6. Code Enforcement: Evaluation of Ordinances/Enforcement/Processes Impacts, Report with Chronic Problems and Options for Enhancements, Direction, Staffing, Ordinance/Process Changes
7. Neighborhood Street Program: Review, Condition Assessment, Direction, Funding
8. Neighborhood Street Lights: Evaluation, Direction, Service Level, City Role, Funding
9. Cameras in Neighborhoods: Evaluation, Direction, Funding
10. Sistrunk Area Zoning: Review, Direction
11. Marketing Strategy for Sistrunk Area: Development
12. Neighborhood Economic Development/Business Attraction Strategy for Sistrunk Area: Development
13. Coral Ridge Concept Plan: Direction
14. NOBE: Next Steps

GOAL 6: Be an inclusive community made up of distinct, complimentary and diverse neighborhoods

*Actions for 2014*

1. Town Hall Meetings: Purposes, Evaluation, Direction
2. Festivals/Events throughout the Year: Evaluation, Options, Direction, City Role
3. Celebrating All Cultures Event: Purposes, Partners, City Role, Direction
4. City Workforce Diversity: Evaluation, Direction, City Actions



GOAL 7: Be well positioned City within the global economic and tourism markets of South Florida

*Actions for 2014*

1. Economic Development Policies and Strategy: Review, Performance Report, Action Plan for 2014-2015
2. TOD: Definition, Design Guidelines, Business Attraction Action Plan
3. TDC County Distribution of Dollars: Review, Direction, City Actions/Advocacy
4. Development Approval Process De-Coupling: Evaluation, Direction, City Actions
5. Neighborhood Retail Study: Hire Consultant, Complete Report
6. Beach Renourishment: Direction, City Actions, Funding
7. American Tennis Association Headquarters: Direction
8. Job Creation: Review Current Actions, Performance Evaluation, Goals, Actions
9. CRA Incentives: Evaluation, Direction
10. Economic Development Tools: Performance Evaluation, Actions to Be More Aggressive
11. Expanded Retail Attraction Strategy/Marketing: Actions for ICSC, Attraction - Trader Joe's, Whole Foods
12. Current Business Retention and Growth: Evaluation of Current Programs and Activities, Goals, Options, Direction
13. Young Professionals Survey: Experiences Evaluation, Needs Assessment, Report with Recommendations, Direction, City Actions
14. Business Incubator: Evaluation, Direction, City Role, Actions
15. Uptown Business Council and Development Plan: Direction, City Actions
16. Sistrunk Boulevard Business Development Plan: Direction, City Actions
17. Business Development Plan: Status, Actions
  - A. Andrews
  - B. Causeway
  - C. Beach
  - D. Downtown
18. CRA Strategic Plan: Evaluation, Direction
19. Port Partnership: Next Steps

GOAL 8: Be known for educational excellence

*Action for 2014*

1. Workforce Development: Review of Current Programs and Activities, Evaluation, Direction, City Role, Actions
2. City Promotion of School Successes and Accomplishments: Development
3. School Bond Package: Support/Advocacy
4. Schools Report Card with Deficiencies: Development
5. Before School/After School Programs Expansion: Evaluation, Gaps, Direction, City Actions
6. Housing Authority: Support for Schools and Education
7. VocTech Center Expansion: City Role, Actions
8. Civic Program for Schools: Development
9. Schools Strategic Plan: Review, City Actions in Support
10. Safe Schools Program: Evaluation, Gap Analysis, Direction, City Role, Actions
11. Action Plan for Education Excellence: Goals, Options/Opportunities, Direction, City Actions
12. Joint Use of School Facilities Expansion: Agreement with Schools

GOAL 9: Be the safest city - urban coastal city through preventive and responsive police and fire protection

*Actions for 2014*

1. Community Policing Expansion: Goals/Desired Outcomes, Evaluation of Activities/Impacts, Report with Options, Direction, Funding, Specific Actions
2. Red Light Cameras: Re-Evaluation, Direction
3. Surveillance Cameras: Evaluation, Direction, Plan for Expansion, Funding
4. Safe Schools Active Shooter Programs and Activities: Review, Evaluation, Direction, City Actions
5. Safe Routes to Schools: Evaluation, Needs, Direction, Funding
6. Neighborhood Residential Burglaries Reduction Action Plan: Problem Analysis, Goals/Desired Outcomes, Specific Actions, Funding
7. Neighborhood Call Response; Evaluation, Call Priority, Response Policy, Action Plan to Improve Response
8. Crime Prevention Program and Activities: Review, Evaluation of Effectiveness, Options, Direction, Funding
9. Homeless Strategy/Action Plan: Evaluation, Performance Report, Direction, City Role, Next Step
10. Juvenile Crime Action Plan: Crime Analysis, Report with Recommendations, Direction, Funding, Specific Actions
11. Expulsion Action Plan: Problem Analysis, Report with Options, Direction, City Role, Specific Actions
12. Overall Street Light Policy: Evaluation, Direction, City Role, Funding
13. Pilot IBM Predictive Policing and Smart Water Crime Report/Plan

GOAL 10: Be a city well prepared for and responsive to hazards

*Actions for 2014*

1. Training for City/Community: Evaluation, Programs Development
2. County wide 9-1-1: Update Report

GOAL 11: Be a well trained, innovative and neighbor centric workforce that builds community

*Actions for 2014*

1. City Training Programs: Needs Assessment, Direction/Goals/Desired Outcomes, Actions/Plan, Funding
2. Project Management Training Program: Evaluation, Direction, Funding
3. Employee Turnover: Analysis, Report with Recommendations, Direction
4. Succession Planning: Status, Direction, Specific Actions, Funding
5. Fire Labor Negotiations and Contract
6. Reorganization: Next Steps

GOAL 12: Be a leading government organization, managing resources wisely and sustainably

*Actions for 2014*

1. Broward County Strategy: Key Issues, City Goals/Direction, Actions
2. Employee Compensation Policy/Packages: Evaluation, Cost Analysis/Projections, Direction, Funding
3. Pension Benefits and Liabilities: Evaluation, Financial Projections, Direction, Employee Contribution, Funding
4. Police Take Home Vehicle Policy: Review, Benefits/Costs Analysis, Direction
5. Contracting with Local Businesses: Evaluation, Direction
6. Fire Assessment Fee: Re-Evaluation, Direction
7. Storm Water Fees: Direction
8. Strategic/Master Plan Implementation: Next Steps, Funding

# New Realities for Cities: Trends

## 1. COMMUNICATING WITH COMMUNITY

- Social media as the #1 source of news, following by online media, then cable news
- Unverified information as the source
- Emphasis on "headlines" rather than the story
- Desire for instant information while it is happening
- Traditional method of communicating ineffective

## 2. AGING POPULATION: MORE 80+

- Limited housing options
- Many seniors aging in place (single family homes)
- Increasing demands for City services, particularly Fire and Police
- Lack of affordable independent and assisted living facilities
- Looking to government for wellness and leisure facilities, programs and services

## 3. SHRINKING PRESENCE OF RETAIL

- Online retail experiencing growth
- Store going to online sales and reducing/eliminating retail store
- Retail space more expensive than distribution space
- Availability of next day delivery
- Too much land zoned for commercial retail

## 4. SLOW ECONOMIC RECOVERY

- Significant foreign investment in the United States
- China investing in Midwest infrastructure and land in strategic locations
- Businesses challenge of accessing the capital markets
- Expectations: Public-Private partnerships for new business growth
- Opportunities for entrepreneurialism

## 5. EVOLVING HOUSING MARKET

- Difficulty in obtaining loans to purchase a house (e.g. Student Loans)
- Rise of micro rentals: 250-400 square feet with mini kitchenette
- Baby boomer questioning homeownership
- Lack of supply of higher end and large rentals in mixed used developments
- Increasing single family home rentals

**6. FINANCIAL SELF SUFFICIENT CITY GOVERNMENT**

Fewer outside funding sources: grants and earmarks

Unfunded liability of pension systems

Costs of healthcare and insurance and the uncertain impacts of Affordable Care Act

States restricting revenue options for local governments

Higher taxes or less government services on the way

**7. FEDERAL GOVERNMENT IS BROKEN**

# **SECTION 3**

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## **FAST FORWARD FORT LAUDERDALE: VISION 2035**

## **Community Vision 2035**

### **WE ARE CONNECTED.**

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

### **WE ARE READY.**

We are a resilient and safe coastal community.

### **WE ARE COMMUNITY.**

We are a neighborhood of neighborhoods.

### **WE ARE HERE.**

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

### **WE ARE PROSPEROUS.**

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

### **WE ARE UNITED.**

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

We are Fort Lauderdale, a community of choice.

We are the city you never want to leave.

## **City Commission Vision**

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

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**OUR WORLD CLASS BEACH,<sup>(C)</sup>**  
**RIVERWALK,<sup>(D)</sup>**  
**WATERWAYS,<sup>(E)</sup>**  
**COMMUNITY OF DIVERSE NEIGHBORHOODS,<sup>(F)</sup>**  
and **TOURISM,<sup>(G)</sup> make us unique.**

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



## **PRINCIPLE A**

### **HEART OF SOUTH FLORIDA**

#### **► Means**

1. Recognized as the “Regional Center” and Downtown for South Florida
2. Diverse Economic Center – marine industry, major business offices, tourism including cruises, corporate headquarters, and potential targeted businesses
3. City, County, State and Federal Government and Legal Center
4. Arts and Cultural Center: Broward Theater, Museum of Discovery and Science, galleries, Arts Districts (2) Art Institute
5. Multi Modal Transportation Center with convenient link to the community and the world by walking, biking, interstate, airport, water-port, and rail
6. Educational Center: Broward College, NOVA University, Florida Atlantic University, and other private colleges and universities in the region
7. 24-hour Entertainment Center: 24 hour, restaurants, night clubs, theaters, and live performances
8. Retail Center: the place to shop

## **PRINCIPLE B**

### **URBAN LIVING**

#### **► Means**

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

## **PRINCIPLE C**

### **OUR WORLD CLASS BEACH**

#### **► Means**

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

## **PRINCIPLE D**

### **RIVERWALK**

#### **► Means**

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

## **PRINCIPLE E**

### **WATERWAYS**

#### **► Means**

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

## **PRINCIPLE F**

### **COMMUNITY OF DIVERSE NEIGHBORHOODS**

#### **► Means**

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

## **PRINCIPLE G**

### **TOURISM**

#### **► Means**

1. Visitors: welcomed as “guests”
2. Variety of destinations and attractions drawing people to the experience of the City
3. Retail, dining, entertainment and cultural opportunities
4. Full range of citywide accommodations from 5-star resorts to family hotels
5. Diverse activity and experience choices
6. Convenient and easy access by air, rail, sea or car
7. Ideal weather for outdoor activities
8. Strong link to the cruise industry
9. Guests return to further enjoy Fort Lauderdale

## **PRINCIPLE H**

### **CELEBRATE FORT LAUDERDALE**

#### **► Means**

1. Inclusive community where all feel welcome
2. Diversity adding to the richness of the community
3. Neighbors and community organizations contributing to the Fort Lauderdale community
4. Neighbors positively engaged in their neighborhood, civic affairs and governance
5. Variety of faith institutions and charities
6. Strong community events with active participation by neighbors, businesses and guests
7. Neighbors taking pride in their neighborhood and in the City
8. Neighborhood partnerships and active relationships with the City government
9. Looking to make the next 100 years as bright as the first
10. Strong community spirit and identity

# **SECTION 4**

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**CITY OF FORT LAUDERDALE  
CITY COMMISSION  
ACTION PLAN 2014 – 2019  
[Updated: 6/5/14]**

# City of Fort Lauderdale Goals 2019

- GOAL 1: BE A PEDESTRIAN FRIENDLY, MULTIMODAL CITY**
- GOAL 2: BE A SUSTAINABLE AND RESILIENT COMMUNITY**
- GOAL 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**
- GOAL 4: BE A HEALTHY COMMUNITY WITH FUN AND STIMULATING RECREATIONAL ACTIVITIES FOR OUR NEIGHBORS**
- GOAL 5: BE A COMMUNITY OF STRONG, BEAUTIFUL AND HEALTHY NEIGHBORHOODS**
- GOAL 6: BE AN INCLUSIVE COMMUNITY MADE UP OF DISTINCT, COMPLEMENTARY AND DIVERSE NEIGHBORHOODS**
- GOAL 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**
- GOAL 8: BE KNOWN FOR EDUCATIONAL EXCELLENCE**
- GOAL 9: BE THE SAFEST URBAN COASTAL CITY IN SOUTH FLORIDA THROUGH PREVENTATIVE AND RESPONSIVE POLICE AND FIRE PROTECTION**
- GOAL 10: BE A CITY WELL-PREPARED FOR AND RESPONSIVE TO ALL HAZARDS**
- GOAL 11: BE A WELL-TRAINED, INNOVATIVE AND NEIGHBOR-CENTRIC WORKFORCE THAT BUILDS COMMUNITY**
- GOAL 12: BE A LEADING GOVERNMENT ORGANIZATION, MANAGING OUR RESOURCES WISELY AND SUSTAINABLY**

# **CYLINDER OF EXCELLENCE: INFRASTRUCTURE**

**GOAL 1: BE A PEDESTRIAN FRIENDLY, MULTIMODAL CITY**

**GOAL 2: BE A SUSTAINABLE AND RESILIENT COMMUNITY**

**GOAL 1**

**BE A PEDESTRIAN FRIENDLY, MULTIMODAL CITY**

**► Objectives**

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

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. Increasing traffic volume and pedestrians
2. Special events impacting traffic flow
3. Improving the convenient and access to parking including bike valet and Park and Ride shuttle services
4. Understanding and addressing concerns about All Aboard Florida
5. Public perception and reality that major corridors and highways are unsafe for pedestrians and bicycles

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Shifting from developing plans to identifying and completing projects
2. Raising public awareness: walkability, multimodal transportation
3. Increased noise complaints received by FXE and determining source and resolution
4. Helping neighbors make informed choices about transportation
5. Federal and State regulations and mandates impacting mobility and transportation
6. Working with Regional Transportation partners and organizations
7. Expanding connectivity through passenger rail



<b>► Actions 2014 – 2015</b>			<b>PRIORITY</b>
	1. All Aboard Florida: City Role, City Actions, Advocacy, FEC Track for Commuter Transit	M/C Mgmt	4
	2. 17 <sup>th</sup> Street Causeway and Port/Convention Traffic Resolution <ul style="list-style-type: none"> <li>• County Funding</li> </ul>	M/C	4
	3. Sun Trolley (beyond WAVE): Options, Direction, Route Expansion, Funding	M/C Mgmt	3
	4. Traffic Flow Analysis: Review, Direction, Projects, Funding Mechanism	M/C	3
	5. Pedestrian Safety Report on Crosswalk: “Most Dangerous” Review Project, Direction, Funding, "J" Walk Reduction Educational Campaign and Enforcement	M/C	2
	6. WAVE: Monitor Methods, Expansion and City Role, Funding for Additional Phases, City Staffing	M/C Mgmt	1
\$	7. Downtown Walkability Study: Direction, Short-Term Projects, Medium/Long Term, Funding Mechanisms (including Impact Fee)	Mgmt	1
	8. Traffic Calming Mechanisms: Direction, Funding	Mgmt	1
\$	9. Bus and Mass Transit Amenities (Such as Shelters and Incorporate Green Design When Feasible): Direction	Mgmt	1
	10. Sidewalk Condition Assessment Report/Plan: Public/Private Policy, Costs and Funding Mechanism	M/C Mgmt	0
	11. Broward Boulevard Bridge Replacement: Expansion of Decorative Enhancement Scope	M/C	0
	12. Tri-Rail Station and TOD: Plan, Zoning Review <ul style="list-style-type: none"> <li>• Broward</li> <li>• Cypress Creek</li> </ul>	M/C	0
\$	13. Multimodal Transportation Program: Implementation Projects, Funding	Mgmt	0
	14. Public Education on Pedestrian, Bicyclist, and Driver Safety	Mgmt	0
\$	15. Bike Amenities: Development	Mgmt	0
\$	16. Community Awareness and Messaging Strategy For Planned Transportation Projects: Development, Funding	Mgmt	0
\$	17. Citywide Study of Parking Requirements (for a Project): Review, Direction	Mgmt	0
	18. Downtown Water Taxi: Review Price, Use as a Circulator	Mgmt	0

► **Management in Progress 2014 – 2015**

1. Complete Streets Policy: Implementation
2. Broward Boulevard Gateway Project: Implementation, Traffic Flow Analysis
3. Parklets Ordinance: Development
4. Plan for MPO Hub Network (from Live Centers to Employment Centers)
5. TOD Ordinance: Implementation

► **Major Projects 2014 – 2015**

1. WAVE Streetcar Phase 1: Construction
2. ADA Accessible Transit Stops: Implement: Construction
3. FXE Pedestrian and Bike Path: Completion
4. Central Broward East-West Transit (Light Rail) Project: Planning

**GOAL 2**

**BE A SUSTAINABLE AND RESILIENT COMMUNITY**

**► Objectives**

1. Proactively maintain our water, wastewater, road and bridge infrastructure
2. Reduce flooding and adapt to sea level rise
3. Improve climate change resiliency by incorporating local, regional and mega-regional plans
4. Reduce solid waste disposal and increase recycling
5. Improve air and water quality and our natural environment
6. Secure our community's water supply

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. Aging City infrastructure needing major repairs, re-construction or replacement
2. Considering the immediate and long term impacts of sea level rise
3. Addressing the inflow and infiltration problems facing the City
4. Addressing the yellow tint of City water supply
5. Completing projects on time and within budget
6. Funding for storm water management projects
7. Climate changes: more extreme tidal events, flooding, intense storm events and erosion
8. Potential impacts of new FEMA flood zoning and maps

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Funding for City infrastructure improvements
2. Planning for the impact of climate change and sea level rise
3. Federal and State regulatory requirements and mandates (e.g. water quality)
4. Capturing the geographic data and use in planning and project development
5. Balancing water conservation with the need for revenue generation
6. Infrastructure to support redevelopment and economic growth
7. Reducing solid waste disposal and increasing recycling
8. Building transportation infrastructure that is resilient to climate change impacts

<b>► Actions 2014 – 2015</b>			<b>PRIORITY</b>
1.	Canal Dredging Plan: Review, Project Priority, Direction, Funding	M/C	4
2.	Storm Water Management Program and Plan: Review, Direction, Service Level, Funding - Special Assessment	M/C Mgmt	3
3.	Neighborhood Flooding: Evaluation, Projects, Bond Issue	M/C	3
4.	Comprehensive, Long Term Infrastructure Plan and Funding Mechanism	M/C	3
5.	Bridges: Condition Assessment, FDOT Responsibility, Direction, Advocacy for Funding	M/C Mgmt	1
6.	Lake Maintenance Responsibilities	M/C	1
\$ 7.	Inflow and Infiltration Action Plan: Development, Performance Indicators	Mgmt	1
8.	Advanced Metering Infrastructure for the City's Water Services (Automated Meter Reading): Direction, Funding	Mgmt	1
9.	Undergrounding Utilities: Evaluation, Goals, City Roles, Direction, City Actions, Funding	M/C	0

<b>► Management in Progress 2014 – 2015</b>	
1.	Storm Water Management Plan: Phase II
2.	Sustainability Action Plan: Implementation
3.	Utility Strategic Master Plan <ul style="list-style-type: none"> <li>A. Water</li> <li>B. Wastewater</li> </ul>
4.	City Roads Re-Surfacing/Improvements Program: Needs Review, Funding Gap, Funding Mechanism – Short Term and Long Term
5.	Engineering Project Management (Contract Management, Project Management, Engineering/Inspection): Responsibilities, Evaluation, Recommendations, Tool 1
6.	ESMS Plan to Meet ISO 140001 Standards: Development

<b>► Major Projects 2014 – 2015</b>	
1.	Street Resurfacing Annual Program
2.	Storm Water Management Plan Phase II: Projector
3.	Fiveash Water Treatment Plan Improvements

## **CYLINDER OF EXCELLENCE: PUBLIC PLACES**

**GOAL 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**

**GOAL 4: BE A HEALTHY COMMUNITY WITH FUN AND STIMULATING RECREATIONAL ACTIVITIES FOR OUR NEIGHBORS**

**GOAL 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**

**► Objectives**

1. Improve access to and enjoyment of our beach, Riverwalk, waterways, parks and open spaces for everyone
2. Enhance the City's identity and image through well-maintained green space, parks, major corridors, gateways and medians
3. Integrate arts and cultural elements into public places
4. Cultivate our urban forest
5. Work with partners to reduce homelessness by promoting independence and self worth through advocacy, housing and comprehensive services

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. Few opportunities to acquire green space for enjoyment
2. Improving lighting and sense of personal security in public spaces
3. Use of school facilities for recreational purposes

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Backlog of maintenance requests and lack of preventative maintenance – mostly active
2. Increasing tourism, special events, school outings, commercial filming and sporting events: beach and Riverwalk
3. Waterway cleanup and tidal influences
4. Maintaining trees and landscaping
5. Proximity of parks to neighborhoods and homes
6. Increasing accessibility to existing parks and open spaces through bike paths, greenways and waterways

<b>► Actions 2014 – 2015</b>			<b>PRIORITY</b>
	1. Homeless Strategy/Action Plan: Evaluation, Performance Report, Direction, City Role, Next Step A. Chronic Homeless Housing Collaborative B. Fixed Site Homeless Meal Locations: Identification C. Solicitation Ordinance D. Sleeping/Camping Ordinance	M/C Mgmt	4
	2. Las Olas Marina: Economic Analysis, RFP, Direction	M/C	4
	3. New Plaza above the Tunnel: Design, City Role, Direction, Funding	M/C	4
	4. Riverwalk District Plan/Loop Connection: Loop Completion, Next Steps, Vendor Policy, Empty Spaces, Special Events	M/C Mgmt	3
	5. Flagler Village: Public Gathering Place	M/C	1
	6. Joint Use of School Facilities Expansion: Agreement with Schools	M/C	1
	7. Old NOVA Lease/Rezone (by Synder Park)	M/C	1
\$	8. Streetscape for Central Beach Area: Report with Recommendations, Ordinance, Commercial Zoning, Wider Sidewalks, Funding	M/C	1
	9. Landscape Beautification and Maintenance Plan: Development, Funding	Mgmt	1
\$	10. Arts and Public Places Ordinance: Evaluation, Development, Funding	Mgmt	0
\$	11. Entertainment District Policy: Goals, Dedicated Resources, Enforcement Direction, Staffing and Criteria	Mgmt	0
	12. Green Spaces Plan: Evaluation, Direction, Policy, Plan Development: Land Acquisition	M/C Mgmt	0
	13. N.E. 4th Street Improvements: Analysis of Impact 2 <sup>nd</sup> Street	M/C	0
	14. Unified Way-Finding Program: Development, Funding	Mgmt	0
	15. Cemetery: Additional Land	Mgmt	0
	16. City-owned Real Estate Plan: Use, Direction	Mgmt	0
	17. Florida-Friendly Landscape Policy/Ordinance: Development	Mgmt	0
\$	18. Tree Planting: Direction, Funding (Parks and Private Property)	Mgmt	0

► **Management in Progress 2014 – 2015**

1. Enforcement of the Anti-Panhandling Program: Continuation
2. Pedestrian and Bike-Friendly Connections and Amenities: Enhancement
3. Park Master Plan: Update Projects: Priority, Direction Funding
4. Southside School: Direction for Other Half – Soccer Fields, Shade for Playground, Bathrooms
5. Alexander Park: Review, Direction, Water Feature

► **Major Projects 2014 – 2015**

1. Waterfront Ramps and Dock Repair
2. Bahia Mar Dredging Project
3. Carter Park Lighting; Direction, Funding



**GOAL 4**

**BE A HEALTHY COMMUNITY WITH FUN AND  
STIMULATING RECREATIONAL ACTIVITIES FOR OUR  
NEIGHBORS**

**► Objectives**

1. Offer a diverse range of youth, adult and senior recreational programming
2. Celebrate our community through events and sports

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. Changing leisure and recreational habits and activities
2. Lack of activities and programming for teenagers
3. Engaging neighbors by providing opportunities for growth, socializing and recreation
4. Need for more turf fields
5. Lack of playing fields resulting in over use and limited time for “resting”
6. Increased number of special events impacting the event staffing and the wear and tear on public spaces
7. Balancing entertainment districts and the quality of life for neighbors

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Addressing the issue of sedentary youth and prevention of obesity
2. Increasing demands for senior programs
3. Increasing number of special events and festivals
4. Defining the City’s role and the relationship to partners and private sector
5. Providing information and educating neighbors on health and fitness programs and activities
6. Balancing programs and facilities for youth and adults

<b>► Actions 2014 – 2015</b>			<b>PRIORITY</b>
1. Soccer and Lacrosse Fields: Increase Number, Location, Funding	Mgmt		4
2. Community Events: Inventory, Evaluation (Benefits, Costs, Impacts), Direction, City Policy and Role	M/C		4
3. Skate Board Park: Direction, Location, Next Step, Funding	M/C		3
4. Recreation Programs and Activities for Downtown Neighbors: Needs Assessment, City Role, Program Development	M/C		3
5. Water related Activities Expansion: Options, Direction, Partners, Funding (e.g. Raft Races)	M/C Mgmt		2
6. Boathouse: Feasibility Study, Partners (Nova University/Public Use)	M/C		2
7. Tennis Sites: Evaluation, Direction	M/C		1
8. Northwest YMCA New Facility/Pool: Partnership, Direction, City Participation	M/C		0
9. Sustainability at Events Through Low and Renewable Energy Use, and Easy Transit and Recycling Options: Incorporation, Facilities	Mgmt		0
10. Sponsorship Policy: Review, Direction, Staffing	Mgmt		0

<b>► Management in Progress 2014 – 2015</b>
1. Process Improvement for Managing Transportation Demands During Special Events: Development
2. Adult and Senior Programming: Increase
3. Field Usage and Improve Permitting Process: Increase
4. Outreach and Participation in Swimming Lesson Programs: Increase
5. Special Events Process Improvements: Recommendations
6. Schlitterbahn Water Park Development: FAA Status, Direction, City Action

<b>► Major Projects 2014 – 2015</b>
1. Fort Lauderdale Aquatics Center Development and Construction

**CYLINDER OF EXCELLENCE:  
NEIGHBORHOOD ENHANCEMENT**

**GOAL 5: BE A COMMUNITY OF STRONG, BEAUTIFUL AND  
HEALTHY NEIGHBORHOODS**

**GOAL 6: BE AN INCLUSIVE COMMUNITY MADE UP OF  
DISTINCT, COMPLEMENTARY AND DIVERSE  
NEIGHBORHOODS**

**GOAL 5**

**BE A COMMUNITY OF STRONG, BEAUTIFUL AND HEALTHY NEIGHBORHOODS**

**► Objectives**

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

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. Supporting the growth in neighborhood and homeowner's associations
2. Uncertain funding future for Federal grants and programs
3. Maintaining and enhancing code compliance processes and results
4. Irresponsible property owners who do not invest or maintain their properties
5. Personal property rights vs. community standards and code requirements

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Increasing and expanding/enhancing communication methods between the City and neighbors/neighborhood and homeowner's associations
2. Understanding the neighborhood priorities
3. Developing and growing volunteer services – capturing the talents and skills of the community
4. Reaching more neighbors with our communications cost effectively
5. Conflicting special interest and personal agendas
6. Reduced outside funding and contributions for community organizations

			PRIORITY
<b>► Actions 2014 – 2015</b>			
	1. Code Compliance/Enforcement: Evaluation of Ordinances/Enforcement/Processes Impacts, Report with Chronic Problems and Options for Enhancements, Direction, Staffing, Ordinance/Process Changes	M/C Mgmt	3
\$	2. Neighborhood Entrances and Signage: Evaluation, Policy, Direction, Actions: Limited Funding (City), Maintenance Issue	M/C	1
	3. NCIP: Evaluation, Expansion, Funding	M/C	1
	4. City Ambassador and Mentor Programs: Policy Framework, Staff Responsibilities/Role, Pilot “Ambassador” for Riverwalk <ul style="list-style-type: none"> <li>• Street Captain</li> <li>• Four Annual Service Days</li> </ul>	Mgmt	1
	5. Neighborhood Communications and Engagement Plan: Evaluation of Current Actions, Report with Options, Direction	M/C	0
	6. Recognized Neighborhood Associations: Educational and Awareness Campaign: Leadership Development and Process for Handling Issues	Mgmt	0
	7. Town Hall Meetings: Purposes, Evaluation, Direction	M/C	0

- Management in Progress 2014 – 2015**
1. Annual Neighbor Support Night
  2. Neighborhood Communication Toolkit: Implementation
  3. NCIP/BCIP Grants Program
  4. Citizen Response Management for Neighbor Requests: Implementation
  5. Florida-Friendly Yards: Promotion
  6. Certified Community Wildlife Habitat: Designation

- Major Projects 2014 – 2015**
1. Mizell Center Upgrades

**GOAL 6**

**BE AN INCLUSIVE COMMUNITY MADE UP OF DISTINCT, COMPLEMENTARY AND DIVERSE NEIGHBORHOODS**

**► Objectives**

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

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. Increasing development activity with limited City organization capacity
2. Limited pool of qualified building staff available in the region
3. Increased number of major development projects
4. Balancing new development with historic preservation
5. Overcoming the barriers and prejudices that divide the City's diverse neighborhoods
6. Neighbors resistance to meeting or working with a fellow neighbor

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Upgrading software from Community Plus to One Solution
2. Diverting resources from daily activities which could lengthen the permitting and inspection processes
3. Increasing demands for housing assistance with diminishing resources
4. Access to affordable housing within the City
5. Aging housing stock needing major maintenance or replacement
6. Complying with historic preservation mandates
7. Increasing property values – land becoming more expensive
8. Communicating changes in the New Florida Building Code

<b>► Actions 2014 – 2015</b>			<b>PRIORITY</b>
1. Northwest CRA Five-Year Strategic Plan: Development, Adoption	Mgmt		5
2. Changes to the ULDR for Optimal Neighborhood Growth (including parking, landscaping, set-backs, change in use and reuse, etc.): Examination, Direction	Mgmt		4
3. Northwest Regional Activity Center (NW RAC/Sustrunk Area): Zoning Regulations, Design Guidelines	Mgmt		4
4. Central Beach Master Plan: Design Guidelines	Mgmt		4
5. City's Comprehensive Plan: Preparation of Evaluation and Appraisal Report, Phase II Amendments	Mgmt		3
6. Historic Preservation Amendments: Preparation and Implementation	Mgmt		2
7. Downtown Master Plan: Code Revision, Design Guidelines	Mgmt		2
8. Flagler Village Development, Gathering Place, Following Master Plan, Funding	Mgmt		2
9. Coral Ridge Concept Plan: Direction, Implementation Strategy	M/C		1
10. NOBE: Next Steps: Parking Evaluation and Plan; Retail Analysis/Study; Façade Improvement, Festival Area; Strengthen Association	M/C		1
11. Sustainable Practices into the Local Building Code: Consultant	Mgmt		0
12. Housing and Market Study: Direction, Actions	Mgmt		0

<b>► Management in Progress 2014 – 2015</b>
1. One Solution: Implementation
2. New Florida Building Code

<b>► Major Projects 2014 – 2015</b>
1. Progresso Village Enhancement Project: Design
2. NW Neighborhood Enhancement Project

## **CYLINDER OF EXCELLENCE: BUSINESS DEVELOPMENT**

**GOAL 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**

**GOAL 8: BE KNOWN FOR EDUCATIONAL EXCELLENCE**



**GOAL 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**

► **Objectives**

1. Define, cultivate and attract targeted and emerging industries
2. Facilitate a responsive and proactive business climate
3. Advance beach resiliency and renourishment
4. Deliver best-in-class regional general aviation airport amenities and services to domestic and international stakeholders
5. Recruit, retain and expand good corporate neighbors

► **Short Term Challenges and Opportunities to Achieving the Goal**

1. Long term funding for beach renourishment
2. Defining the City's role and financial partnerships in economic expansion and business investment
3. Attracting the appropriate mix of targeted businesses to Fort Lauderdale
4. Turning tourists/visitors into neighbors/guests
5. Changing retail markets and the impact of internet sales
6. Impact of turtle season on beaches and adjoining areas
7. Minimizing beach erosion and the changes in sea level rise
8. Increased tourism and residential population – City and Broward County

► **Long Term Challenges and Opportunities to Achieving the Goal**

1. Strengthening the link to travel partners: cruise lines, excursions and airports
2. Funding for economic development staffing
3. Helping others to discover Fort Lauderdale as a major business destination
4. Diversifying the local economy beyond tourism
5. Attracting international businesses to locate in Fort Lauderdale
6. Addressing public perception about FXE airport expansion plans

			PRIORITY	
<b>► Actions 2014 – 2015</b>				
\$	1.	Beach Renourishment: Direction, County Permitting, City Actions, Funding	M/C Mgmt	4
	2.	Economic Development Policies and Strategic Plan: Review, Performance Report Tools, Action Plan for 2014-2015	M/C Mgmt	4
	3.	Marine Industry Strategy: Development and Implementation	Mgmt	3
	4.	13 <sup>th</sup> Street Promotion/Redevelopment/Rezoning as a Business District	M/C	3
	5.	Broward County on the Port and Convention Center Redevelopment Proposal: Collaboration	Mgmt	2
	6.	TDC County Distribution of Dollars: Review, Direction, City Actions/Advocacy	M/C	1
	7.	Sistrunk Boulevard Business Development Plan: Direction, City Actions	M/C	1
	8.	TOD: Definition, Design Guidelines, Business Attraction Action Plan	M/C Mgmt	1
	9.	Young Professionals Survey: Experiences Evaluation, Needs Assessment, Report with Recommendations, Direction, City Actions	M/C	1
	10.	American Tennis Association Headquarters: Direction	M/C	0
	11.	Development Approval Process De-Coupling: Evaluation, Direction, City Actions	M/C	0
	12.	Business Incubator: Evaluation, Direction, City Role, Actions	M/C	0
	13.	Foreign Trade Zone: Promotion and Development	Mgmt	0

<b>► Management in Progress 2014 – 2015</b>	
1.	International Accreditation Service (IAS) Accreditation for the Building Services Division
2.	FXE Website: Redesign
3.	Electronic Permitting: Implementation
4.	Digital Imaging of All Building Plans and Related Building Files
5.	Neighborhood Retail Study: Hire Consultant, Complete Report
6.	FXE Master Plan Update: Development
7.	“Envision Uptown” Business Leaders’ Vision for the Economic Development of Uptown Fort Lauderdale: Assist/Support/Actions

► **Major Projects 2014 – 2015**

1. Airfield Improvement Projects: Implementation
2. Public Observation Area at FXE: Completion
3. FXE Pedestrian and Bike Path: Completion

**GOAL 8**

**BE KNOWN FOR EDUCATIONAL EXCELLENCE**

**► Objectives**

1. Create a call to action with our partners to elevate our focus on excellent Pre-K through 12th grade quality public and private education
2. Develop strategic alliances with business associations, colleges and universities to connect skills development with jobs

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. City has no jurisdiction over schools
2. Educational quality linked to economic growth and community sustainability
3. Expanding the presence of post-secondary educational institutions and programs

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Defining the City's initiatives to enhance the perception of schools and educational programs
2. Education for young families
3. No City staff dedicated to "Educational Issues"

<b>► Actions 2014 – 2015</b>			<b>PRIORITY</b>
1.	Civic Program for Schools: Development	M/C	3
2.	Broward College/FAU/NOVA Schools Partners or Public School (including Charter School)		3
3.	City Promotion of School Successes and Accomplishments: Development	M/C	2
4.	Before School/After School Programs Expansion: Evaluation, Gaps, Direction, City Actions	M/C	1
5.	Safe Schools Program: Evaluation, Gap Analysis, Direction, City Role, Actions	M/C	1
6.	School Bond Package: Support/Advocacy	M/C	1
7.	Schools Strategic Plan: Review, City Actions in Support	M/C	1
8.	Workforce Development: Review of Current Programs and Activities, Evaluation, Direction, City Role, Actions	M/C	0
9.	Vo-Tech Center Expansion: City Role, Actions	M/C	0

**CYLINDER OF EXCELLENCE:  
PUBLIC SAFETY**

**GOAL 9: BE THE SAFEST URBAN COASTAL CITY IN SOUTH  
FLORIDA THROUGH PREVENTATIVE AND  
RESPONSIVE POLICE AND FIRE PROTECTION**

**GOAL 10: BE A CITY WELL-PREPARED FOR AND  
RESPONSIVE TO ALL HAZARDS**

**GOAL 9**

**BE THE SAFEST URBAN COASTAL CITY IN SOUTH FLORIDA THROUGH PREVENTATIVE AND RESPONSIVE POLICE AND FIRE PROTECTION**

**► Objectives**

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

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. Managing the transition to 911 Regional dispatch: unfamiliarity with Fort Lauderdale, loss of control
2. Aging Fire fleet and inadequate spare vehicles
3. Filling Police vacancies
4. Deploying mobile and fixed cameras for security requiring support and funding
5. Addressing the increase of juveniles who are in the criminal justice system
6. Helping neighbors to understand the Community reality related criminal to the reality of activity

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Balancing daily emergency response call volume with department training needs and strategic projects
2. Increasing demands for coverage at special events
3. Lack of Fire training facility negatively impacting the ISO rating
4. Funding for Self-Contained Breathing Apparatus (SCBA)
5. Lack of field reporting which does not allow timely access to information
6. Increasing resident population along with commuters, visitors and tourists and special events
7. Increasing Police capacity for electronic citations, ticketing, and reporting
8. Working and cooperating with other public safety entities and agencies
9. Balancing available resources with increasing demands for service

<b>► Actions 2014 – 2015</b>			<b>PRIORITY</b>
\$	1. Surveillance Cameras: Evaluation, Direction, Plan for Expansion, Funding	M/C Mgmt	4
	2. Community Policing Expansion: Goals/Desired Outcomes, Evaluation of Activities/Impacts, Report with Options, Direction, Funding, Specific Actions, Training: All Police Officers are Community Policing	M/C	3
	3. Juvenile Crime Action Plan: Crime Analysis, Report with Recommendations, Direction, Funding, Specific Actions	M/C	3
	4. Self-Contained Breathing Apparatus: Funding	Mgmt	3
\$	5. Neighborhood Residential Burglaries Reduction Action Plan: Problem Analysis, Goals/Desired Outcomes, Specific Actions, Funding	M/C	2
\$	6. Neighborhood Call Response; Evaluation, Service Level – Non Policy Patrol, Call Priority/Staffing Level, Response Policy, Funding, Action Plan to Improve Response	M/C	2
	7. Crime Prevention Program and Activities: Review, Evaluation of Effectiveness, Options, Direction, Funding	M/C	2
	8. Fire Fleet: Evaluation and Funding	Mgmt	2
	9. Safe Schools Active Shooter Programs and Activities: Review, Evaluation, Direction, City Actions	M/C	1
	10. Red Light Cameras: Re-Evaluation, Direction	M/C	1
\$	11. Overall City/Neighbor Street Light Policy: Evaluation, Direction, Service Level, City Role, Funding	M/C	1
	12. Safe Routes to Schools: Evaluation, Needs, Direction, Funding	M/C	0
	13. Joint Police and Fire Rescue Tactical and Medical Training Facility: Funding	Mgmt	0
	14. Smart Water Asset Protection System: Report/Plan, Service Level	M/C Mgmt	0



► **Management in Progress 2014 – 2015**

1. Fire Department Accreditation (through Center for Public Safety Excellence)
2. Regional 911 Dispatch: Transition
3. IBM Predictive Policing (First of a Kind) Project
4. Laptops, Stands and Other Equipment for PSA's to Participate in Field Reporting
5. Police Office Space: Ongoing Search
6. Reorganization of Major Narcotics
7. License Plate Reader for Parking Enforcement: Implementation
8. Accident Reporting to Transition from Paper-Based Process: Implementation

► **Major Projects 2014 – 2015**

1. Fire Station 13 (negotiations still in progress with the State Park Department for a larger footprint): Construction
2. Advance Fire Station 8 Design and Architectural Fees and Construction
3. Fire Stations 4
4. Emergency Management Reporting and Operations Dashboard Application: Implementation

► **On the Horizon 2015 – 2019**

1. Fire Station 13/Ocean Rescue Headquarters

<b>GOAL 10</b>	<b>BE A CITY WELL-PREPARED FOR AND RESPONSIVE TO ALL HAZARDS</b>
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- Objectives**
1. Provide and effectively communicate comprehensive emergency management planning and disaster recovery
  2. Involve neighbors with prevention efforts and emergency preparedness

- Short Term Challenges and Opportunities to Achieving the Goal**
1. Educating neighbors and businesses – their responsibilities for preparation and recovery
  2. Uncertain hurricane season and community complacency

- Long Term Challenges and Opportunities to Achieving the Goal**
1. Lack of City ability to run all essential applications offsite
  2. Expanding the Emergency Operations Center (EOC) as a disaster recovery data center to improve disaster recovery capacities
  3. Expanding offsite Category 5 Hurricane proof facility

<b>► Actions 2014 – 2015</b>			<b>PRIORITY</b>
1. Education/Training for the Community: Evaluation, Programs Development, Public Awareness	M/C		4
2. Public Safety Staffing: Evaluation, Direction, Funding			3
3. Emergency Preparedness/Staffing: Evaluation, Direction, Funding			0

► **Management in Progress 2014 – 2015**

1. Annual Fire Inspection Billing: New Software
2. Comprehensive Emergency Management Plan (internal to City government)
3. City Comprehensive Emergency Management Plan: Update
4. County wide 9-1-1: Update Report

## **CYLINDER OF EXCELLENCE: INTERNAL SUPPORT**

**GOAL 11: BE A WELL-TRAINED, INNOVATIVE AND  
NEIGHBOR-CENTRIC WORKFORCE THAT BUILDS  
COMMUNITY**

**GOAL 12: BE A LEADING GOVERNMENT ORGANIZATION,  
MANAGING OUR RESOURCES WISELY AND  
SUSTAINABLY**

**GOAL 11**

**BE A WELL-TRAINED, INNOVATIVE AND NEIGHBOR-CENTRIC WORKFORCE THAT BUILDS COMMUNITY**

**► Objectives**

1. Foster professional and rewarding careers
2. Improve employee safety and wellness
3. Continuously improve and innovate communication and service delivery
4. Provide a reliable and progressive technology infrastructure

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. Balancing the implementation of strategic objectives and initiatives while meeting daily service needs
2. Building the organization and personnel capacity
3. Improving the communications between and within City departments
4. Finding the right employee for Fort Lauderdale with knowledge, skills, abilities and organization fit
5. Funding and providing training for employees
6. Changing organizational processes and City service delivery impacting people, their knowledge and skillsets
7. Security vulnerabilities and increase cyber-crime and cyber attacks
8. Systems beyond the end of life and near the end of extended support
9. Building brand equity as a community and organization
10. Providing adequate staffing levels to support customer service expectations and levels of service

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Operationalizing strategic management through the active use of performance data for decision making
2. Building a continuous improvement capacity and culture within all departments
3. Maturing City workforce with significant number of potential retirements
4. Loss of key employees with irreplaceable institutional knowledge and the ability to transfer that knowledge
5. Outdated information technology
6. Change in laws and impacts on criteria for public employment (e.g. legalization of marijuana)
7. Federal legislation impacting employees
8. Balancing transparency with protection of employee rights and personal information
9. Lack of means for web-based collaboration within the City organization
10. Establishing consistency in the “Fort Lauderdale” brand
11. Increasing demands and expectations for City services

**► Actions 2014 – 2015**

			<b>PRIORITY</b>
	1. Succession Planning: Status, Direction, Specific Actions, Funding	M/C Mgmt	4
	2. City Training Programs: Needs Assessment, Direction/Goals/Desired Outcomes, Actions/Plan, Funding	M/C Mgmt	3
	3. Employee Turnover: Analysis, Report with Recommendations, Direction	M/C	2
	4. Communications and Branding Strategy for Employees and Neighbors: Development	Mgmt	1
\$	5. Staff Resource: Development, Funding	Mgmt	1
\$	6. Channel 78 Programming: Development, Funding	Mgmt	1
	7. Bill Payment at Any City Location: Development	Mgmt	0
\$	8. IT Strategic/Master Plan Implementation: Next Steps, Funding	Mgmt	0
	9. City Workforce Diversity: Evaluation, Direction, City Actions	M/C	0

► **Management in Progress 2014 – 2015**

1. Fast Forward Fort Lauderdale 2035 Implementation: FL2 STAT Model and Community Partnership
2. City Official Website: Upgrade, Implementation
3. Lean Six Sigma Training and Projects: Expansion
4. Evaluation Process: Research and Development
5. Process Improvements and Develop Organizational Capacity
6. Process Improvements: Next Phase
7. Innovation Academy: Development
8. Outdoor Advertising and Marketing for Bus Benches: Expansion
9. Comprehensive “We Build Community” Training and Development Program
10. Employee Health and Wellness Center: Expansion
11. City and Department Safety Program: Development
12. Human Resources Website Information (to better communicate with our employees): Update
13. Human Resources Forms (to streamline processes and better communicate with our employees): Review and Revise
14. New Employee On-Boarding Process, Orientation, and Handbook (to better communicate with our employees): Creation
15. Training of Employees on Various HR Policies and Procedures (to better prepare them for transactions and process with departments): Provision
16. Strategic Partnerships with Local Educational Institutions to Develop Additional Opportunities for Our Employees: Creation
17. Exit Interviews for Key Positions and Classifications with Significant Turn-Over: Implementation
18. Wi-Fi Network at City Park: Phase 1 Implementation
19. Municipal Wi-Fi Network: Phase 1 Implementation
20. Security Issues Identified by the Network Vulnerability Assessment and Develop Security Policies
21. ArcIMS Web Applications to the ArcGIS Server: Upgrade
22. Executive Dashboard Application (to assist senior staff to monitor specially-enabled performance indicators): Implementation
23. Mapping Application (that tells the “green your routine” story of the Sustainability Division): Development
24. Implement Zetron Fire Alerting Technology at Fire Station 54 (to alert Fire Rescue personnel to calls): Implementation
25. Recruitment and Selection Processes: Improvements, Implementation
26. Comprehensive Social Media Policy: Evaluation and Direction
27. Project Management Training Program: Evaluation, Direction, Funding

**GOAL 12**

**BE A LEADING GOVERNMENT ORGANIZATION,  
MANAGING OUR RESOURCES WISELY AND  
SUSTAINABLY**

**► Objectives**

1. Ensure sound fiscal management
2. Achieve excellent procurement services through technological advancements, improved procedures and outreach programs
3. Provide safe, efficient and well-maintained vehicles, equipment and facilities and integrate sustainability into daily operations

**► Short Term Challenges and Opportunities to Achieving the Goal**

1. Modernizing City's systems and policies
2. Strengthening the Treasury function
3. Controlling pension costs
4. Costs of health insurance and balancing the affordability for the City and affordability for employees

**► Long Term Challenges and Opportunities to Achieving the Goal**

1. Funding for building community spirit
2. Staffing and funding for the implementation of an Enterprise Resource Planning (ERP) system
3. Having adequate workspace/facilities to accommodate additional personnel
4. Empowering customers with self-service options to increase efficiency and reduce operational costs
5. Maintaining the City's Bond Ratings:
  - General Obligation: AA
  - Revenue: AA+
6. Controlling health insurance costs and understanding the impacts of the Affordable Care Act on part-time employees
7. Federal legislation impacting part-time employees, overtime, scheduling and work hours
8. Reducing fuel consumption and maximizing efficiencies in all City vehicles and equipment
9. Pension systems impacting the changing organization and employees



<b>► Actions 2014 – 2015</b>			<b>PRIORITY</b>
1.	Storm Water Fees: Direction	Mgmt	4
2.	Classification and Compensation Study (to ensure employees are fairly classified and compensated compared to local and regional competitors): Completion	Mgmt	3
3.	Pension Benefits and Liabilities: Evaluation, Financial Projections, Direction, Employee Contribution, Funding	M/C	3
4.	ERP Systems Evaluation: Selection and Funding	Mgmt	3
5.	Community Investment Plan: Development (Update): Unfunded Projects, Funding Options	Mgmt	Mgmt
6.	Broward County Strategy: Key Issues, City Goals/Direction, Actions	M/C	0
7.	Building Services Fleet (with electric and hybrid vehicles): Upgrade	Mgmt	0

<b>► Management in Progress 2014 – 2015</b>	
1.	Popular Annual Financial Report (PAFR) (linked to CAFR)
2.	P-Cards: Expansion
3.	Procurement and Payment Processes: Evaluation and Improvement
4.	National Purchasing Institute Award of Excellence in Procurement
5.	Policy for Sustainable Product Purchasing: Development
6.	Banking Service Contract
7.	Department Informal Electronic Quoting: Expansion
8.	Financial Risk Assessment Model (General Fund): Development
9.	Comprehensive Annual Financial Report (CAFR)
10.	Electronic Construction Bidding Implementation
11.	Implement Electronic W2 Forms: Implementation
12.	OPEB: Evaluation and Direction
13.	Cash Flow/Cash Management Policy
14.	Police and Fire Pension Restructuring
15.	ERP: Human Resources Module
16.	New Cloud Based Benefit Enrolment System: Purchase and Implementation
17.	KRONOS (Time and Attendance Automation Management Software): Implementation
18.	Water and Energy Conservation and Efficiency Audits
19.	Employee Car Pool System: Evaluation, Direction
20.	Fleet Re-Purposing Replacement Strategy: Implementation

► **Management in Progress 2014 – 2015** (*Continued*)

21. Collective Bargaining Agreements (IAFF, Teamsters, and Federation): Negotiations
22. Financial Policies and Principles/Financial Integrity Principles and Policies
23. Investment Policy Certification
24. Comprehensive Debt Policy: Development

# **SECTION 5**

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## **ACTION AGENDA 2014 – 2015**

# **Action Agenda**

## **Definitions of Terms**

### **POLICY –**

is an issue that needs direction or a policy decision by the Commission; or needs a major funding decision by the Commission; or an issue that needs Commission leadership by the governing body in the community; or with other governmental bodies (county government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

### **MANAGEMENT –**

a management action which the Commission has set the overall direction and provided initial funding (e.g. phased project), may require further Commission action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)-questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

### **MANAGEMENT IN PROGRESS –**

a management or organization action which Commission has set the direction, needs staff work before going to Commission for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Commission.

### **MAJOR PROJECT –**

a capital project funded in the CIP or by Commission action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

### **ON THE HORIZON –**

an issue or project that will not be addressed during the year by management or the Commission but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

# **City of Fort Lauderdale Policy Agenda 2014 – 2015 Targets for Action**

## **TOP PRIORITY**

**Homeless Strategy/Action Plan**

**17<sup>th</sup> Street Causeway and Port/Convention Traffic Resolution**

**Storm Water Management Program and Plan: Funding/Fee**

**Neighborhood Flooding: Evaluation, Projects, Bond Issue**

**Beach Renourishment**

## **HIGH PRIORITY**

**New Plaza above the Tunnel: Design, City Role**

**Canal Dredging Plan**

**Traffic Flow Analysis Projects, Funding**

**Riverwalk District Plan/Loop Completion**

**Las Olas Marina: Economic Analysis**

# City of Fort Lauderdale Policy Agenda 2014 – 2015

► <b>Targets for Action</b>		<b>PRIORITY</b>		
		<b>PRIORITY</b>	<b>TOP</b>	<b>HIGH</b>
1.	Homeless Strategy/Action Plan	Top	4	-
2.	17 <sup>th</sup> Street Causeway and Port/Convention Traffic Resolution	Top	3	-
3.	Storm Water Management Program and Plan: Funding/Fee	Top	3	-
4.	Neighborhood Flooding: Projects, Bond Issue	Top	3	-
5.	Beach Renourishment	Top	3	-
6.	New Plaza above the Tunnel: Design, City Role	High	1	4
7.	Canal Dredging Plan	High	0	4
8.	Traffic Flow Analysis Projects, Funding	High	2	3
9.	Riverwalk District Plan/Loop Completion	High	2	3
10.	Las Olas Marina: Economic Analysis	High	1	3
11.	Comprehensive, Long Term Infrastructure Plan/Funding for Unfunded Projects		1	1
12.	Economic Development Policies and Strategic Plan		1	1
13.	13 <sup>th</sup> Street Design Promotion		1	1
14.	Sun Trolley: Expansion/Long Term Funding		0	2
15.	Recreation Programs for Downtown Neighbors		0	2
16.	Northwest CRA Five-Year Strategic Plan		0	2
17.	Juvenile Crime Action Plan		0	2
18.	Public Safety Staffing		0	1
19.	Skate Board Park: Location, Funding		0	0
20.	Community Events: Inventory, Policy		0	0
21.	ULDR for Optimal Neighborhood Growth		0	0
22.	Civic Program for Schools: Development		0	0
23.	Broward College/FAU/NOVA Public School for Downtown		0	0
24.	Community Policing Expansion		0	0
25.	Pension Benefits and Liabilities		0	0

**City of Fort Lauderdale  
Management Agenda 2014 – 2015  
Targets for Action**

**TOP PRIORITY**

**All Aboard Florida**

**Soccer and Lacrosse Fields**

**Boathouse: Feasibility Study**

**Central Beach Master Plan**

**Marine Industry Strategy**

**HIGH PRIORITY**

**Joint Use of School Facilities Expansion**

**Code Compliance/Enforcement**

**City's Comprehensive Plan: Amendments**

**Emergency Preparedness Education**

**Inflow and Infiltration Action Plan**

# City of Fort Lauderdale Management Agenda 2014 – 2015

<b>► Targets for Action</b>	<b>PRIORITY</b>		
	<b>PRIORITY</b>	<b>TOP</b>	<b>HIGH</b>
1. All Aboard Florida	Top	4	-
2. Soccer and Lacrosse Fields	Top	4	-
3. Boathouse: Feasibility Study	Top	3	-
4. Central Beach Master Plan	Top	3	-
5. Marine Industry Strategy	Top	3	-
6. Joint Use of School Facilities Expansion	High	2	3
7. Code Compliance/Enforcement	High	2	3
8. City's Comprehensive Plan: Amendments	High	2	3
9. Emergency Preparedness Education	High	2	3
10. Inflow and Infiltration Action Plan	High	0	3
11. ERP Systems Evaluation: Selection and Funding		2	2
12. Succession Planning		1	1
13. Self-Contained Breathing Apparatus: Funding		0	2
14. Northwest Regional Activity Center		0	1
15. Bridges: Condition/Plan		0	0
16. Surveillance Cameras: Direction		0	0
17. City Training Programs		0	0
18. Classification and Compensation Study		0	0



# City of Fort Lauderdale Management in Progress 2014 – 2015

1. Complete Streets Policy: Implementation
2. Broward Boulevard Gateway Project: Implementation, Traffic Flow Analysis
3. Parklets Ordinance: Development
4. Plan for MPO Hub Network (from Live Centers to Employment Centers)
5. TOD Ordinance: Implementation
6. Storm Water Management Plan: Phase II
7. Sustainability Action Plan: Implementation
8. Utility Strategic Master Plan
  - A. Water
  - B. Wastewater
9. City Roads Re-Surfacing/Improvements Program: Needs Review, Funding Gap, Funding Mechanism – Short Term and Long Term
10. Engineering Project Management (Contract Management, Project Management, Engineering/Inspection): Responsibilities, Evaluation, Recommendations, Tool 1
11. ESMS Plan to Meet ISO 140001 Standards: Development
12. Enforcement of the Anti-Panhandling Program: Continuation
13. Pedestrian and Bike-Friendly Connections and Amenities: Enhancement
14. Park Master Plan: Update Projects: Priority, Direction Funding
15. Southside School: Direction for Other Half – Soccer Fields, Shade for Playground, Bathrooms
16. Alexander Park: Review, Direction, Water Feature
17. Process Improvement for Managing Transportation Demands During Special Events: Development
18. Adult and Senior Programming: Increase

19. Field Usage and Improve Permitting Process: Increase
20. Outreach and Participation in Swimming Lesson Programs: Increase
21. Special Events Process Improvements: Recommendations
22. Schlitterbahn Water Park Development: FAA Status, Direction, City Action
23. Annual Neighbor Support Night
24. Neighborhood Communication Toolkit: Implementation
25. NCIP/BCIP Grants Program
26. Citizen Response Management for Neighbor Requests: Implementation
27. Florida-Friendly Yards: Promotion
28. Certified Community Wildlife Habitat: Designation
29. One Solution: Implementation
30. New Florida Building Code
31. International Accreditation Service (IAS) Accreditation for the Building Services Division
32. FXE Website: Redesign
33. Electronic Permitting: Implementation
34. Digital Imaging of All Building Plans and Related Building Files
35. Neighborhood Retail Study: Hire Consultant, Complete Report
36. FXE Master Plan Update: Development
37. "Envision Uptown" Business Leaders' Vision for the Economic Development of Uptown Fort Lauderdale: Assist/Support/Actions
38. Fire Department Accreditation (through Center for Public Safety Excellence)
39. Regional 911 Dispatch: Transition
40. IBM Predictive Policing (First of a Kind) Project
41. Laptops, Stands and Other Equipment for PSA's to Participate in Field Reporting
42. Police Office Space: Ongoing Search
43. Reorganization of Major Narcotics
44. License Plate Reader for Parking Enforcement: Implementation

45. Accident Reporting to Transition from Paper-Based Process: Implementation
46. Annual Fire Inspection Billing: New Software
47. Comprehensive Emergency Management Plan (internal to City government)
48. City Comprehensive Emergency Management Plan: Update
49. County wide 9-1-1: Update Report
50. Fast Forward Fort Lauderdale 2035 Implementation: FL2 STAT Model and Community Partnership
51. City Official Website: Upgrade, Implementation
52. Lean Six Sigma Training and Projects: Expansion
53. Evaluation Process: Research and Development
54. Process Improvements and Develop Organizational Capacity
55. Process Improvements: Next Phase
56. Innovation Academy: Development
57. Outdoor Advertising and Marketing for Bus Benches: Expansion
58. Comprehensive "We Build Community" Training and Development Program
59. Employee Health and Wellness Center: Expansion
60. City and Department Safety Program: Development
61. Human Resources Website Information (to better communicate with our employees): Update
62. Human Resources Forms (to streamline processes and better communicate with our employees): Review and Revise
63. New Employee On-Boarding Process, Orientation, and Handbook (to better communicate with our employees): Creation
64. Training of Employees on Various HR Policies and Procedures (to better prepare them for transactions and process with departments): Provision
65. Strategic Partnerships with Local Educational Institutions to Develop Additional Opportunities for Our Employees: Creation
66. Exit Interviews for Key Positions and Classifications with Significant Turn-Over: Implementation

67. Wi-Fi Network at City Park: Phase 1 Implementation
68. Municipal Wi-Fi Network: Phase 1 Implementation
69. Security Issues Identified by the Network Vulnerability Assessment and Develop Security Policies
70. ArcIMS Web Applications to the ArcGIS Server: Upgrade
71. Executive Dashboard Application (to assist senior staff to monitor specially-enabled performance indicators): Implementation
72. Mapping Application (that tells the “green your routine” story of the Sustainability Division): Development
73. Implement Zetron Fire Alerting Technology at Fire Station 54 (to alert Fire Rescue personnel to calls): Implementation
74. Recruitment and Selection Processes: Improvements, Implementation
75. Comprehensive Social Media Policy: Evaluation and Direction
76. Project Management Training Program: Evaluation, Direction, Funding
77. Popular Annual Financial Report (PAFR) (linked to CAFR)
78. P-Cards: Expansion
79. Procurement and Payment Processes: Evaluation and Improvement
80. National Purchasing Institute Award of Excellence in Procurement
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91. ERP: Human Resources Module
92. New Cloud Based Benefit Enrolment System: Purchase and Implementation
93. KRONOS (Time and Attendance Automation Management Software): Implementation
94. Water and Energy Conservation and Efficiency Audits
95. Employee Car Pool System: Evaluation, Direction
96. Fleet Re-Purposing Replacement Strategy: Implementation

# City of Fort Lauderdale Major Projects 2014 – 2015

1. WAVE Streetcar Phase 1: Construction
2. ADA Accessible Transit Stops: Implement: Construction
3. FXE Pedestrian and Bike Path: Completion
4. Central Broward East-West Transit (Light Rail) Project: Planning
5. Street Resurfacing Annual Program
6. Storm Water Management Plan Phase II: Projector
7. Fiveash Water Treatment Plan Improvements
8. Waterfront Ramps and Dock Repair
9. Bahia Mar Dredging Project
10. Carter Park Lighting; Direction, Funding
11. Fort Lauderdale Aquatics Center Development and Construction
12. Mizell Center Upgrades
13. Progresso Village Enhancement Project: Design
14. NW Neighborhood Enhancement Project
15. Airfield Improvement Projects: Implementation
16. Public Observation Area at FXE: Completion
17. FXE Pedestrian and Bike Path: Completion
18. Fire Station 13 (negotiations still in progress with the State Park Department for a larger footprint): Construction
19. Advance Fire Station 8 Design and Architectural Fees and Construction
20. Fire Stations 4
21. Emergency Management Reporting and Operations Dashboard Application: Implementation