

City of Fort Lauderdale

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



Meeting Minutes

Tuesday, October 15, 2019

1:30 PM

**OR AS SOON THEREAFTER AS POSSIBLE
City Commission Conference Room**

City Commission Conference Meeting

FORT LAUDERDALE CITY COMMISSION

***DEAN J. TRANTALIS Mayor
ROBERT L. McKINZIE Vice Mayor - Commissioner - District III
HEATHER MORAITIS Commissioner - District I
STEVEN GLASSMAN Commissioner - District II
BEN SORENSEN Commissioner - District IV***

***CHRIS LAGERBLOOM, City Manager
JOHN HERBST, City Auditor
JEFFREY A. MODARELLI, City Clerk
ALAIN E. BOILEAU, City Attorney***

CALL TO ORDER

Mayor Trantalis called the meeting to order at 2:28 p.m.

QUORUM ESTABLISHED

Commission Members Present: Commissioner Heather Moraitis, Commissioner Steven Glassman, Vice Mayor Robert L. McKinzie, Commissioner Ben Sorensen, and Mayor Dean J. Trantalis

Also Present: City Manager Chris Lagerbloom, City Clerk Jeffrey A. Modarelli, City Attorney Alain E. Boileau, City Auditor John Herbst, and Sergeant Keven Dupree

CITY COMMISSION REPORTS

Mayor Trantalis explained the reason for the Conference Meeting delay. The City of Fort Lauderdale Commission and Broward County Commission participated in the Unified Direct Procurement Authority (UDPA) Meeting held at the Broward County Government Center for presentation and ranking for a Request for Qualifications (RFQ) No. PNC2119087R1, Consultant Services for Joint Government Center Campus. He noted a consensus on decisions regarding this topic.

Commissioner Moraitis recommended foregoing Commission Reports to allow sufficient time for Conference Agenda items. There was a consensus on this recommendation.

[19-1032](#)

Communications to the City Commission - (Commission Districts 1, 2, 3 and 4)

***Cemetery System Board Of Trustees (CSBT)
Thursday, September 12, 2019***

A copy of this communication is attached to these minutes.

City Manager Chris Lagerbloom explained the genesis of this request for a joint meeting with the Commission to discuss the vision for the CSBT. The CSBT board is new and the former vendor no longer manages the City's cemeteries. There was consensus to hold a joint meeting. City Manager Lagerbloom confirmed Staff would coordinate.

OLD/NEW BUSINESS

BUS-1 [19-1024](#)

Dockless Mobility Ordinance Update - (Commission Districts 1, 2, 3 and 4)

City Manager Lagerbloom gave a brief overview of this item. There are four permits for dockless mobility vendors that will expire soon, which includes a bicycle vendor. Based upon Commission input and direction, Staff is working to bring forward an Ordinance to temporarily extend these permits on a month-to-month basis until the amended Ordinance is brought forward. Discussion ensued on Ordinance details to be addressed.

Commissioner Glassman recommended having a corralling area on the east or west side of barrier island bridges at Las Olas Bridge and Oakland Park Bridge. There was consensus on this recommendation. Commissioner Sorensen recommended also restricting scooter usage along Las Olas Way.

Mayor Trantalis recommended a minimum of three dockless mobility vendors to not create a monopoly. The proposed permit fee would be \$100,000 annual per permit. Discussion ensued. City Manager Lagerbloom confirmed three vendors are manageable. Currently, 1,500 scooters are available for use by three providers. Commissioner Moraitis recommended maintaining what exists.

Mayor Trantalis recognized Ben Rogers, Interim Director - Transportation and Mobility Department. Mr. Rogers narrated the Dockless Mobility Ordinance Update presentation. He discussed Florida Statute language and related changes, confirming Staff's efforts to align a City Ordinance with Florida Statutes and ensure the ability to adapt to the industry's evolving technology. The presentation included discussion of geofencing, key recommendations, draft Ordinance recommendations, an overview of permits and permit application recommendations.

A copy of Mr. Rogers' presentation is attached to these minutes.

Mr. Rogers requested direction and input regarding areas where scooters would not be permitted to operate due to pedestrian traffic and associated implementation, i.e., via geofencing restrictions made at the direction of the City Manager or hard restrictions contained in the Ordinance. There was consensus that the following areas would not allow scooters and would be governed by hard restrictions in the Ordinance: the barrier island (including The Galt Mile), the commercial

sector of Las Olas Boulevard between SE 17th Avenue and Andrews Avenue, and the entire Riverwalk brick paver walkway along the water. Other scooter use restricted areas would be addressed with geofencing at the discretion of the City Manager.

City Attorney Alain Boileau noted the need for proper public notice for the City Manager's discretionary geofencing areas, explaining criteria that allow the City Manager to act, similar to what is in place for high impact events. Mayor Trantalis requested City Attorney Boileau promulgate those criteria. Discussion ensued on the non-commercial area of Las Olas Boulevard where scooter usage would be permitted.

In response to Commissioner Sorensen's question regarding the use of non-commercial scooters, City Attorney Boileau commented on enforcement concerns, suggesting the Ordinance apply to both commercial and non-commercial scooter usage.

Vice Mayor McKinzie commented on his perspective and the use of non-motorized vehicles currently on the barrier island. Mayor Trantalis noted his perspective to give priority to pedestrians. Further comment and discussion ensued on this topic.

Commissioner Sorensen noted the need to allow scooters on streets parallel to scooter-restricted areas of Las Olas Boulevard to allow access to Las Olas Boulevard at Sospino Canal while heading east to the barrier island. Comment and discussion ensued.

Vice Mayor McKinzie commented on having mandatory helmet use while operating a scooter. Further comment and discussion ensued on this topic and enforcement.

In response to City Attorney Boileau's question regarding allowing scooters on sidewalks, it was confirmed that in areas where there are no bike lanes, scooters would be allowed on sidewalks with the exception of the restricted areas discussed earlier.

In response to Mayor Trantalis, Mr. Rogers explained how Staff determined permit fee recommendations, expounding on specific details, including the calculation of the per-unit cost and enforcement costs. During the first permit round of funding, a Staff vehicle would be purchased for scooter impounding. Approximately \$40,000 worth of Staff time would be budgeted for enforcement and monitoring.

In response to Commission Sorensen, Mr. Rogers explained details

regarding permit applications, described in the presentation.

Commissioner Glassman explained how the City of Indianapolis, Indiana, has modified its policy, including charging a \$1.00 fee per-day, per-device fee. They also charge a \$25.00 fine for improper parking. Further comment and discussion ensued on this topic.

City Auditor John Herbst requested Staff provide his office with supporting documentation.

In response to Vice Mayor McKinzie's question regarding enforcement, Mr. Rogers said enforcement would not be handled by the Police Department. Staff would address corrective actions including scooters left in front yards and scooters blocking sidewalks.

Commissioner Glassman commented on the importance of addressing the corralling of scooters and possibly identifying plazas or supermarkets in heavy usage areas, similar to bicycle racks. Vice Mayor McKinzie noted vendor efforts to gather and recharge scooters.

Commissioner Glassman discussed the topic of scooter speed, noting the current speed of 15 miles per hour (mph) is high and recommending a speed limit of 12-13 mph. Mr. Rogers said the threshold speed is 11 mph. Commissioner Sorensen requested feedback from scooter vendors on this topic. There was a consensus for the speed limit to remain at 15 mph.

Commissioner Glassman commented on resident input regarding the inability to see scooters during nighttime and scooter lighting. City Manager Lagerbloom confirmed currently scooters are used 24 hours per day. City Attorney Boileau commented that vehicle lighting is regulated by Florida Statute. Mayor Trantalis said this recommendation should be communicated to vendors.

Commissioner Moraitis commented on concerns regarding limiting scooter usage at nighttime due to ridership for transportation to and from work. Vice Mayor McKinzie concurred with Commissioner Moraitis, recommending not restricting hours of scooter operation.

Vice Mayor McKinzie commented on the need to address a blind spot caused by a tree at the intersection of Las Olas Boulevard and Isles of Capri.

BUS-2 [19-0893](#)

Interlocal Agreement with Broward Metropolitan Planning
Organization for Transportation Planning Services Update -

(Commission Districts 1, 2, 3 and 4)

Mayor Trantalis recognized Ben Rogers, Interim Director - Transportation and Mobility (TAM) Department. Mr. Rogers outlined details related to the TAM Department, which consists of four (4) divisions. The City's Transportation and Planning Services Interlocal Agreement (ILA) with the Broward County Metropolitan Planning Organization (MPO) will impact the planning aspect of the TAM Transportation Division.

Mr. Rogers introduced William Cross, Deputy Executive Director of the MPO. Mr. Cross updated the Commission on the ILA with the MPO. Mr. Cross provided a background on the MPO and its scope of services. The MPO is federally mandated for transportation planning in the Broward County Metropolitan Area, managing \$1,300,000,000 in transportation funds and working with municipal partners to prioritize, fund and build transportation projects consistent with Broward County's community goals. The MPO Board consists of two elected City officials, elected officials from other Broward County municipalities, the Broward County Commission, and two non-voting representatives, one from the Florida Department of Transportation and one from the South Florida Regional Transportation Authority (SFRTA) Tri-Rail.

Mr. Rogers explained details of the five-year ILA between the City and the MPO.

A copy of the MPO ILA presentation is attached to these minutes.

Initial services will include a four-month period when Staff will work with MPO to define and understand the workflow process, information technology infrastructure, communication expectations and other pertinent details. This would be followed by the transition of core services, the annual deliverable.

In response to Commissioner Glassman's question regarding MPO District Planners, Mr. Rogers confirmed the vacant MPO positions listed in the presentation would be posted and hired by the MPO. The MPO District Planners would report to Mr. Cross. Karen Warfel would be the contact for the City and in contact with Mr. Cross or a lead planner for the Districts. Further comment and discussion ensued on this topic.

Vice Mayor McKinzie commented on his understanding of the transition process, noting the goal to balance the City's budget.

In response to City Manager Lagerbloom's question, Mr. Rogers confirmed the two City Staff vacant positions would be restaffed.

In response to Commissioner Sorensen's questions regarding conversations with TAM Staff regarding their future roles, Mr. Rogers confirmed an upcoming meeting with TAM Staff and the four-month transition program to address in-depth details regarding processes and workflows. Mr. Rogers said people would be not displaced without an opportunity for a future role, explaining related information.

City Manager Lagerbloom explained details related to this model and project management, noting the ability to bill back services to individual projects as they are worked on rather than being subsidized from the General Fund.

In response to Commissioner Glassman's question regarding correspondence dated September 24, 2019 from the Council of Fort Lauderdale of Civic Associations (CFLCA) and its suggestions to continue current TAM responsibilities, City Manager Lagerbloom confirmed receipt and review of that correspondence. As part of the ILA, a regional planning component is being added. There will be a MPO Planner for each District. City Manager Lagerbloom confirmed resident engagement for local planning at the neighborhood level would continue, expounding on details regarding TAM staffing.

In response to Commissioner Sorensen's question, City Manager Lagerbloom confirmed the District Planners would be physically located at the MPO office. Vice Mayor McKinzie commented on his perspective. Further comment and discussion ensued.

Mayor Trantalis commented on the strategic importance of having a regional component addressing City transportation needs.

BUS-3 [19-1050](#)

Community Center at the Site of the Former Lockhart and Fort Lauderdale Stadiums - (Commission District 1)

City Manager Lagerbloom gave an overview of Staff efforts to date regarding the Community Center on the City's portion of the former Lockhart Stadium Site (Site), requesting Commission input and direction. Miami Beckham United, LLC ("Inter Miami"), is developing the soccer side of the Site. It is well underway and scheduled for opening in March 2020.

City Manager Lagerbloom noted the extensive District I neighbor feedback received by Commissioner Moraitis for a Community Center with a gymnasium, multi-purpose rooms and other amenities.

Commissioner Moraitis reviewed discussions with City Manager Lagerbloom, noting the need for a Project Manager for this project and City-wide outreach. She emphasized serving the needs of all families and residents, citing examples and noting the importance of park amenities to be well designed and planned. Further comment and discussion ensued. Mayor Trantalis confirmed the need to address programming for the City's portion of the Site.

Commissioner Moraitis discussed the coordination of plans and programming options for the park Community Center located adjacent to the proposed education aviation training space at Fort Lauderdale International Airport (FXE). She confirmed an upcoming meeting with Broward County School Superintendent Robert W. Runcie regarding the FXE aviation training facility.

Commissioner Moraitis commented on programming options for a 20,000 square foot Community Center facility, including e-gaming, Science, Technology and Engineering and Math (STEM) components, a restaurant and multi-purpose and passive spaces. She discussed the potential for additional programming should the Commission so desire. Commissioner Moraitis recommended collective Commission community outreach to determine future needs as the City grows into the future. She discussed the option of bringing in a partner to assist in managing programs for this City-wide destination.

City Manager Lagerbloom confirmed the need for collective Commission input regarding moving forward and the next steps in the process.

In response to Commissioner Sorensen, City Manager Lagerbloom confirmed funding would come from the Parks Bond and is estimated to cost approximately \$350-\$400 per square foot or \$10,000,000. Vice Mayor McKinzie commented on his perspective in support of Commissioner Moraitis' efforts, noting his concern regarding maintaining the facility.

Commissioner Moraitis confirmed backup for this item was updated due to the expansion of the building and replacing the pool with a splash pad. Further comment and discussion ensued on having an entertainment venue on the north side.

Mayor Trantalis commented on coordinating and interfacing with the Inter Miami area of the Site. City Attorney Alain Boileau confirmed the Inter Miami area adjacent to the City's portion of the Site is passive space, expounding on details.

Commissioner Sorensen discussed his perspective that this project falls within the Parks Bond funding allocation for District I, recommending Commissioner Moraitis move forward. He commented on his concerns regarding operating a restaurant at the Community Center, suggesting community input.

Mayor Trantalis noted the importance of the Community Center's operations, making sure it is not underutilized and ensuring it is a destination. He commended Commissioner Moraitis' efforts, confirming the merit of having this type of facility at this location. Commissioner Moraitis reiterated the need for input from the entire community for a unique park.

Vice Mayor McKinzie noted the importance of keeping the Commission informed as the Community Center design evolves.

Mayor Trantalis commented on the similarity of Community Center components with the Sistrunk Boulevard YMCA plans and his support of using a successful model. Further comment and discussion ensued.

Commissioner Moraitis confirmed moving forward with a Project Manager and receiving additional community input. Staff would become more involved, her involvement would be reduced, and Commission input would continue.

Further comment and discussion ensued on the involvement of private partners to activate programming and educational opportunities. City Attorney Boileau noted the need to be cognizant and adhere to the requirements of Parks Bond funding.

BUS-4 [19-1036](#)

Presentation of Press Play Fort Lauderdale: Our City, Our Strategic Plan 2024 - (Commission Districts 1, 2, 3 and 4)

City Manager Lagerbloom gave an overview of this item, explaining this presentation is an update of the Strategic Plan. The Strategic Plan would be before the Commission at tonight's Commission Regular Meeting for adoption by Resolution.

In response to Commissioner Glassman's question regarding having continued input from a citizen oversight committee, City Manager Lagerbloom explained citizen input. Citizen feedback is received from the Council of Fort Lauderdale Civic Associations (CFLCA) that provides input from a cross-section of the community. Commissioner Glassman confirmed the need for ongoing CFLCA input on the Strategic

Plan. City Manager Lagerbloom confirmed the CFLCA would continue to be the source of public input.

Mayor Trantalis recognized Aricka Johnson, Manager - Structural Innovation Division, and Ingrid Kindbom, Assistant Manager - Structural Innovation Division. Ms. Johnson and Ms. Kindbom narrated the presentation entitled *Press Play Fort Lauderdale: Our City, Our Strategic Plan 2024*.

A copy of this presentation is attached to these minutes.

Mayor Trantalis commented on the need to address conservation, reducing carbon footprints and preserving natural resources, i.e., water conservation and possible solar-based electricity incentives. Ms. Johnson discussed how individual Departments could address evolving initiatives through business plans that would become goals. Mayor Trantalis expounded on his perspective. City Manager Lagerbloom suggested adding a resilience objective to the Strategic Plan, describing related details. There was consensus on this point. Ms. Johnson confirmed Staff would include a resilience objective to the Strategic Plan before tonight's vote on this item.

CITY MANAGER REPORTS

City Manager Chris Lagerbloom requested clarification regarding delegating him the authority to negotiate with the vendor selected for design services at the Unified Direct Procurement Authority (UDPA) Meeting between the City of Fort Lauderdale Commission and Broward County Commission (Broward County). Comment and discussion ensued. City Attorney Boileau noted his perception that a Broward County elected official would not negotiate on behalf of the County. Mayor Trantalis confirmed City Manager Lagerbloom would negotiate on behalf of the City. Should Broward County designate an elected official to negotiate with the selected vendor, City Manager Lagerbloom confirmed he would return to the Commission.

ADJOURNMENT

Mayor Trantalis adjourned the meeting at 4:11 p.m.

Dockless Mobility Program

A presentation focused on ordinance and permit recommendations

Commission Conference Meeting

October 15, 2019



Objectives

- Ensure municipal code aligns with Florida Statute
- Draft the ordinance to adapt with industry changes
- Limit the number of operators and fleet sizes
- Redefine the permit process & evaluation criteria
- Generate revenue to offset the program cost
- Allow the City to enact geofences to address concerns

Recent Efforts

- Review other municipal ordinances for best practices
- Review of the Florida Statute changes
- Integration of National Association of City Transportation Officials (NACTO) principals for shared micromobility devices
- Creation of a permit application process
- Creation of permit evaluation criteria
- Defining the permit cost recovery model

What is a Geofence?

- Geofencing - the use of a Global Positioning System (GPS) or similar technology to create a virtual geographic boundary, enabling software to trigger a response when a mobile device enters or leaves a particular area.
- Geofences - used to define areas where micromobility devices may be balanced or rebalanced, micromobility devices can begin or end, may be prohibited from operation, are capable of receiving specialized speed limits, or other uses as determined by the Department.

Key Recommendations

- Micromobility devices are authorized to be utilized on sidewalks or sidewalk areas in compliance with Florida Statutes Section 316.008(7)(a), as may be amended or revised. The Department reserves the right to restrict riding on certain sidewalks where use by Dockless Scooters may be considered a hazard to pedestrians.
- Operators shall have the technology available to timely prohibit the micromobility device from operating in a geofenced area, as determined by the Department including:
 - Shall or shall not be parked by Users, including Parking Corrals;
 - Shall or shall not be balanced or rebalanced by Operators; and,
 - Shall have specialized speed limits, including no ride areas;
 - Other uses as determined by the Department

Key Recommendations

- The city manager, at their discretion, reserves the right to cap the total number of micromobility devices permitted to operate within city limits.
- At the discretion of the city manager , or the city manager's designee, designated parking zones may be established in certain areas where micromobility devices shall be parked.
- Micromobility devices that are inoperable,damaged, or do not comply with other subsections of this code must be removed from circulation within 30 minutes upon receipt of a complaint.
- Micromobility devices utilized under this program shall be restricted to a top motor-powered speed of fifteen (15) miles per hour.

Key Recommendations

- Users of micromobility devices must be at least 18 years of age. Operators must require valid photo identification be provided through the Operator's smartphone application before allowing a User to unlock a micromobility device and shall review this identification information for accuracy.
- The operator's smartphone application and website must inform users of how to safely and legally ride a dockless mobility unit as defined by F.S. Chapter § 316, including the rights and duties associated with riding in streets or on sidewalks, as applicable
- The operator's smartphone application must inform users of helmet laws and encourage the use of helmets for all users

Draft Recommendations

- Use of public sidewalks for parking micromobility devices shall not:
 - i. Adversely affect the streets or sidewalks
 - ii. Inhibit pedestrian movement
 - iii. Inhibit the ingress and egress to or from vehicles parked on- or off-street
 - iv. Create conditions which are a threat to public safety and security
 - v. Prevent a minimum four (4) foot pedestrian clear path
 - vi. Be parked on private property without the consent of property owners
 - vii. Be parked in a manner that in any way violates Americans with Disability Act (ADA) accessibility requirements including, but not limited to, parking zones or other facilities specifically designated for ADA accessibility
 - viii. Be parked within travel lanes, on- or off-street parking spaces, loading zones, bicycle lanes or related facilities, shoulders, driveways, or other facilities
 - ix. Be parked in a manner that blocks access to fire hydrants, street furniture or existing docked bikeshare stations or not upright

Permit Overview

- Two permits (500 each) for Dockless Scooters
- One permit (200 each) for Dockless eBikes
- Effective for 12 months
- Permits may be extended for three one-year periods
- Permit Fee based on a cost recovery model
 - Permit Cost per Device is \$210.50
 - Each Scooter Permit is \$105,200 per year
 - Each eBike Permit is \$42,100 per year

Program Administration:	\$90,000
Enforcement/Compliance:	\$72,500
Data Analysis/Software:	\$15,000
Infrastructure Improvement:	\$60,000
Public Education/Outreach:	\$15,000
Total	\$252,500

Permit Application Recommendation

- Award based on evaluative criteria
- Online Permit Application Process
 - Company Background
 - Specific Operating Questions
 - Acknowledgement of Ordinance and Requirements
 - Supporting Documentation
- Evaluation Committee Structure:
 - Neighbor representative
 - Business representative
 - Transportation and Mobility representative
 - Sustainable Development representative
 - Neighbor Support representative



A wide-angle photograph of a city street lined with palm trees and modern, multi-story buildings. The street is filled with cars, and the sun is visible in the distance, creating a bright glow. The word "Questions?" is overlaid in the center of the image.

Questions?

Transportation Planning Services

An Interlocal Agreement with the Broward Metropolitan Planning Organization

Commission Conference Meeting
October 15, 2019



Transportation & Mobility Background

- Transportation & Mobility consists of four divisions:
 - Airport – The Fort Lauderdale Executive Airport (FXE)
 - Business Center Operations
 - Parking Services
 - Transportation
- 126 Full-Time Equivalent positions
- 3 Major Operating Funds: Airport, Parking, General
- The Interlocal Agreement will transition select services from the Transportation Division to the Broward MPO

Broward MPO Background

- 33 Full-Time Employees
- \$12 Million Operating Budget & \$1.3 Billion Pass Through Annually
- The Broward MPO is a federally-mandated agency that is responsible for making policy on local transportation issues and deciding how to spend federal money on transportation projects within Broward County.
- 37 Board members with 2 City of Fort Lauderdale representatives: Mayor Trantalis, Vice-Mayor McKinzie

Agreement Overview

- Five-year agreement
- Three service segments
 - Initial Services
 - November 2019 – February 2020
 - Core Services
 - Annual routine services & deliverables
 - Optional Services
 - Special items requested by the City



Alignment of City Resources



MPO Expertise



MPO Regional Integration



MPO Structure



Fiscal Savings

Transportation Service Delivery

- Service Delivery will be divided into three groups:
 - Transportation Operations, Project Management, and Planning

TRANSPORTATION OPERATIONS

Transportation & Mobility

City staff focused on:

- Maintenance of Traffic
- Traffic Engineering
- Traffic Operations
- Developmental Review
- Parking Requirements

PROJECT MANAGEMENT

Public Works

City staff focused on:

- Implementing all infrastructure projects city wide
- Transportation projects will be added to the Public Works workflow structure

TRANSPORTATION PLANNING

Transportation & Mobility / MPO

City staff focused on:

- Managing MPO agreement
- Prioritizing projects & Scope
- Neighborhood Liaison

Broward MPO staff focused on:

- Planning project delivery
- Integration into Regional Plans

WORKFLOW PROCESS

City Staff

MPO Staff

Neighbor

Clerk (Q-Alert)
Mitxi Sanchez

(954) 828 – 4826
transportation@fortlauderdale.gov

Mayor & City Commissioners

City Manager's Office

TAM Director

MPO Executive Director

Transportation & Mobility
Transportation Manager

Lisa Marie Glover

Public Works
Project Management Fund
Christine Fanchi

Transportation & Mobility
Planning Manager
Karen Warfel

DRC Project Mgr
Benjamin Restrepo

MOT Project Mgr
Heslop Daley

MOT Project Mgr
Kristin Thompson

Transit Project Mgr
Vacant

Traffic Engineer
Vacant

MOT Intern
Vacant

MOT Compliance
Vacant **NEW**

MOT Intern
Vacant **NEW**

District 1 Planner
Vacant

District 2 Planner
Vacant

District 3 Planner
Vacant

District 4 Planner
Vacant

Other MPO Staff
Available as Needed

MPO Manager
Bill Cross

Transportation Division Staff Impact

- Of the budgeted Transportation Division positions:
 - 8 current vacancies would be eliminated
 - 7 staff members would remain in the Transportation Division
 - 1 Administrative Assistant would report to Parking Services
 - 1 Engineering Design Manager would report to Public Works

Position	Employee	Focus Area	Future Department
T113 – Project Manager I	Kristin Thompson	Maintenance of Traffic	Transportation Division
T144 – Program Manager	Karen Warfel	Planning	Transportation Division
T146 – Engineering Design Mgr.	Christine Fanchi	Project Management	Public Works
T147 – Transportation Manager	Lisa Marie Glover	Administration	Transportation Division
T190 – Senior Administrative Assistant	Susan Akrivos-Capdeville	Administrative Support	Parking Services
T191 – Project Manager II	Heslop Daley	Maintenance of Traffic	Transportation Division
T193 – Planner II	Vacant as of 10/18/2019	Transit	Transportation Division
T207 – Project Manager II	Vacant as of 10/18/2019	Traffic Engineer	Transportation Division
T223 – Project Manager II	Benjamin Restrepo	Development Review	Transportation Division

Transportation Division Focus

- What will the Transportation Division do in-house?
 - Maintenance of Traffic
 - Traffic Operations
 - Transit – Sun Trolley Community Bus
 - Dockless Mobility Management
 - Transportation DRC & Parking Mitigation oversight
 - Prioritize planning projects
 - Neighborhood Liaison
 - Coordinate with Public Works Project Managers
 - Oversee MPO agreement

Overview of MPO ILA Requirements

- The Interlocal Agreement outlines nine fundamental tasks:
 - Task 1: Transportation Planning
 - Task 2: Project Management
 - Task 3: Public Outreach & Education
 - Task 4: Data Collection, GIS, and Mapping
 - Task 5: Transportation Priority Plan
 - Task 6: Grants
 - Task 7: Transit
 - Task 8: Other Transportation Planning
 - Task 9: Environmental Justice

MPO ILA Financial Impact – Full Year

Full Year Projected Financial Impact

General Fund Savings:	\$945,000
Annual MPO Expense:	(\$550,000)
MOT Compliance Position (1):	(\$70,000)
MOT Intern Position (1):	(\$25,000)
Projected Annual Savings:	<u>\$300,000</u>

Year One Notes:

Prorated Annual Amount (March 1 – September 30):	(\$321,000)
One-Time transitional cost paid to the MPO:	(\$225,000)
New Vehicle for MOT Compliance position:	(\$25,000)

Next Steps

- September 12, 2019 MPO Board Review (Approved 24-5)
- October 15, 2019 City Commission Conference Presentation
- November 5, 2019 City Commission Regular Agenda
- November 12, 2019 Weekly Transition Meetings Begin
- February 4, 2020 MPO Pre-transition Commission Update
- March 1, 2020 Core Service Transition to MPO
- June 2, 2020 MPO Post-transition Commission Update

Transition Plan

- Identify & prioritize project needs
- Assign staff for large projects
- Transportation / MPO weekly meetings:
 - Standard Operating Procedures
 - Information Technology integrations
 - Customer Service Processes
 - Project knowledge transfer

A photograph of a city street lined with palm trees and modern buildings. The sun is low in the sky, creating a warm, hazy atmosphere. The word "Questions?" is overlaid in the center of the image.

Questions?



**CEMETERY SYSTEM BOARD OF TRUSTEES
CITY OF FORT LAUDERDALE
CITY HALL 8TH FLOOR CONFERENCE ROOM
THURSDAY, SEPTEMBER 12, 2019
3:30 P.M.**

Members	Attendance	Cumulative Attendance 2/2019 through 2/2020	
		Present	Absent
Dennis Ulmer, Chair	P	3	0
Fred Nesbitt, Vice Chair	P	3	0
Richard Kurtz	A	2	1
Patricia Zeiler	P	3	0
Michael Watson	P	2	0
John Lilli	P	1	2
Lawrence Wechsler	P	1	0

City Staff

Stacy Spates, Liaison/Recording Minutes
D'Wayne Spence, City Attorney's Office
Diana McDowell, TAM
Lucretia Penrow, Parks & Recreation
Devin Carter, Finance
Trevor Jackson, Parks and Recreation

Guests

Kim Krause, SunTrust
Mark Hall, SunTrust
Mark Van Rees, City Resident

Communication to the City Commission:

Motion made by Ms. Zeiler, seconded by Mr. Watson, to conduct a joint workshop with the City Commission to discuss the vision of the Municipal Cemetery System. In a voice vote, the motion passed unanimously.



PRESS PLAY

FORT LAUDERDALE

Our City, Our Strategic Plan 2024



CAM 10-1036
Exhibit 1

Fort Lauderdale City Commission



Left to right: Sorensen, Glassman, Trantalis, McKinzie, and Moraitis

Dean J. Trantalis
Mayor

Heather Moraitis
*Commissioner,
District I*

Steven Glassman
*Commissioner,
District II*

Robert L. McKinzie
*Commissioner,
District III*

Ben Sorensen
*Commissioner,
District IV*

Chris Lagerbloom,
ICMA-CM
City Manager

John Herbst, CPA
City Auditor

Alain E. Boileau
City Attorney

Jeffrey A. Modarelli
City Clerk

Table of Contents

	Letter from the City Manager	1
	Introduction to Strategic Management	2-4
	Fast Forward Fort Lauderdale: Vision 2035	5-9
	Our Values Matter	10
	Infrastructure	11-12
	Public Places	13
	Neighborhood Enhancement	14
	Business Development	15
	Public Safety	16
	Internal Support	17-18
	Performance Measures	19-21
	Glossary	22-24

Letter from the City Manager



I am pleased to present *Press Play Fort Lauderdale 2024*, the City of Fort Lauderdale's second five-year strategic plan. In April 2013, the City Commission unanimously adopted *Fast Forward Fort Lauderdale*, our City's Vision Plan for 2035. Later that year, the City Commission again unanimously adopted *Press Play Fort Lauderdale 2018*, the City's first five-year strategic plan to achieve our City's Vision, "We are Fort Lauderdale, a community of choice. We are the City you never want to leave."

We made great strides in the last five years through our strategic plan, and it is time to once again define the City's five-year strategy towards meeting our 2035 Vision. Under the guidance of this plan, the City reaffirms its commitment to achieve the goals and objectives of the last plan in new capacities, while building on the successes of the past five years. *Press Play Fort Lauderdale 2024* is a tool that outlines the City's priorities for the next five years.

As we look toward 2024, the City will continue its mission, "We build community," by providing the highest quality of public services to neighbors through our newly introduced set of organizational values – Integrity, Compassion, Accountability, Respect, and Excellence. Developed by City employees, these values emphasize important qualities that define success in our daily work. We embody these values throughout our organization and affirm our commitment to building community in all aspects of our professional life.

I want to thank the City's staff at all levels of the organization for your hard work and commitment to the City of Fort Lauderdale. Your dedication ensures *Press Play Fort Lauderdale 2024* is a living document and a roadmap that will guide the City forward, helping us achieve our community Vision.

I am excited for the growth and positive change the City, our neighbors, visitors, and employees will experience over the next five years. With the passion of our dynamic community, we will work together to build community through innovative approaches and strategic progress toward our long-term goals. I look forward to seeing us continue to create a place where we choose to live, work, and play in "the City you never want to leave."

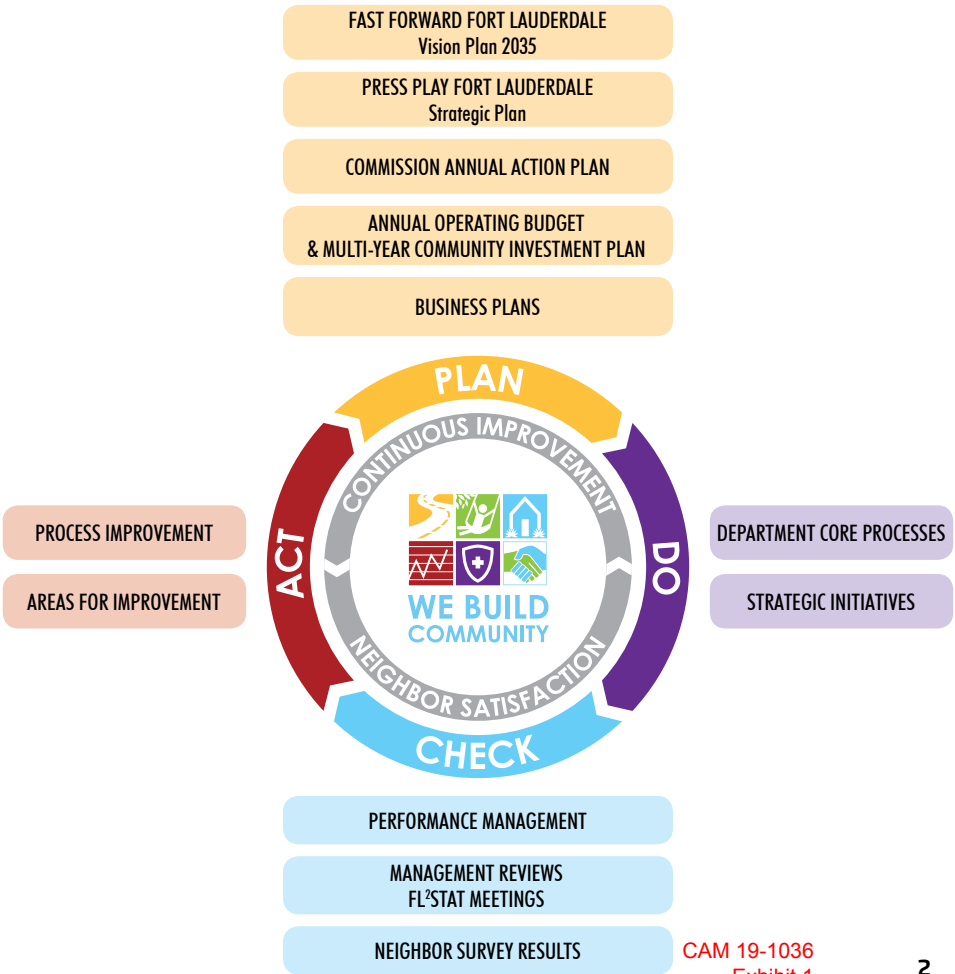
A handwritten signature in blue ink, appearing to read "Chris Lagerbloom".

Chris Lagerbloom, ICMA-CM
City Manager

Introduction to Strategic Management

In 2013, the City of Fort Lauderdale launched its first strategic plan, *Press Play Fort Lauderdale 2018*. This plan was created as the vehicle to arriving at our shared community Vision for our City, *Fast Forward Fort Lauderdale 2035*. Under this five-year strategic plan, the City outlined a results-focused and neighbor-centric government culture by creating FL²STAT, the City’s quality management system. This robust quality and strategy management system, championed by the Structural Innovation Division of the City Manager’s Office, connects planning, budgeting, measuring, and continuous improvement, linking the long-term Vision Plan to day-to-day operations. This approach is illustrated in the model below.

Using the Plan - Do - Check - Act process model as a guide, the City continually plans for the future, tracking and monitoring performance, evaluating progress toward our goals, demonstrating our commitment to providing the highest quality of services and continuously improving service delivery for our neighbors.



Introduction to Strategic Management

Our new strategic plan, *Press Play Fort Lauderdale 2024*, continues the City's positive momentum. It emphasizes cross-departmental collaborations and is organized under six Focus Areas: Infrastructure, Public Places, Neighborhood Enhancement, Business Development, Public Safety, and Internal Support.

Five Year Strategic Plan and Annual Departmental Business Plans

Press Play Fort Lauderdale 2024 contains eight goals, 34 objectives, and relevant performance measures, providing the fundamental work plan for the next five years to reach the City's Vision in 2035.

In addition to the five-year strategic plan, City departments will develop strategic initiatives that support the strategic plan in the annual Departmental Business Plans. Moving the strategic initiatives into the business plans provides an opportunity for the City to be more flexible and agile in prioritizing, planning, and executing projects that support the strategic plan, allowing staff to be actively involved in aligning the City's daily activities with medium and long-term goals, objectives, and successes. The departmental strategic initiatives will be tied to Citywide goals, objectives, and performance measures in the Strategic Plan and the Vision plan. The annual Business Plans will be completed prior to the budget process to allow upcoming projects to be considered as a part of departmental budgets.

Neighbor Survey

The City is committed to providing high quality services. We conduct an annual Neighbor Survey to evaluate overall satisfaction and focus improvements in areas that are of highest importance to neighbors. Since 2012, City leadership has used the results of the Neighbor Survey to guide our priorities, allocate resources, and validate strategies for improvement. The statistically valid survey provides an opportunity for neighbors to provide their feedback on City actions and performance to achieve our 2035 Vision.

Introduction to Strategic Management

Budgeting

The Annual Operating Budget is the City's opportunity to prioritize its resources. Funding is allocated in alignment with the Vision Plan, Strategic Plan, Commission Annual Action Plan, and annual Departmental Business Plans. While we may not be able to fund all priorities in a single fiscal year, we strategically invest in our future. We work to stretch our financial resources and maximize results by leveraging partnerships and seizing grants. Performance measures and targets are key to our budget process, ensuring allocated resources achieve anticipated results.

The five-year Community Investment Plan (CIP) includes ongoing and new capital improvement projects that ensure our infrastructure and facilities are appropriate and adequate to serve the needs of our neighbors. These projects are carefully assessed and prioritized by objective criteria and weighting. The CIP includes a plan for future projects based on expected revenues, bond issuance, and other financing mechanisms.

Continual Improvement and Innovation

The City of Fort Lauderdale uses FL²STAT to measure, analyze, improve, and progress towards our strategic goals. Core Processes have been identified to describe the core functionality and responsibilities of each department, and performance measures have been developed to track the performance of each Core Process. Progress is monitored and challenges are addressed in a timely manner through regular meetings with top management. Areas identified as underperforming are evaluated for changes in resources and/or analyzed to identify efficiencies using LEAN methodology.

Continual improvement relies on support from the City's leadership as well as the innovative mindset and collaboration of our staff members — their ideas, engagement, and passion to improve services propels the City forward on our path to deliver high quality services more efficiently and effectively.

Fast Forward Fort Lauderdale: Vision 2035

Executive Summary

We cannot predict what the next 15 years will bring to our families, our work life, our City, or our world. However, we can shape our own destiny through collective action. Through more than 1,500 ideas gathered from the City of Fort Lauderdale's community Visioning process, we will realize the importance of our collective passion, insight, and ability.

The concepts and ideas that form the foundation of our Vision Plan were gathered during a massive community outreach effort in 2012 that utilized a variety of mechanisms, including personal interviews, an interactive website, Meetings-In-A-Box, Telephone Town Hall Meetings, a Big Ideas event, and a Neighbor Summit. A statistically valid Neighbor Survey was conducted as well, which provided community-wide opinions about the quality of life in Fort Lauderdale. The Visioning Committee and City Staff Team listened and, through this plan, we painted the picture of our collective aspirations. The 2035 Vision Plan is a remarkable compilation of big ideas that will guide our decision-making for many years to come. We have identified our future realities, hopes, dreams, and ambitions for this place we call home. We have articulated our 2035 Vision for the City of Fort Lauderdale.



Fast Forward Fort Lauderdale: Vision 2035

FAST FORWARD FORT LAUDERDALE

Our City, Our Vision 2035



Let the Vision Plan be our fast forward button; let's not wait until 2035 to implement our big ideas. Our Vision imagines an exciting and bright future. It imagines our City realizing its true potential through thoughtful attention to its unique assets. There was not an overwhelming call for one singular Vision, but rather, a balance between many. Most importantly, however, our Vision is a plan. While some of the input and feedback reflect national trends, the sense of place, core beliefs, and big ideas expressed in our Vision are uniquely Fort Lauderdale. The focus on implementation makes it a living plan, an action plan.

IN 2035, WE ARE CONNECTED. We move seamlessly and easily through a safe transportation system where the pedestrian is first.

Visioning feedback called for a connected City, easy and safe to move through by walking, biking, and public transportation. Great cities have great streets, and great streets are "Complete Streets" that prioritize the safety and experience of its people first. Complete Streets are a pleasure to stroll along; they are shaded, visually interesting, and connected to efficient modes of safe public transportation. In contrast with this model, the 2012 Neighbor Survey results showed that only 43% of residents felt safe walking in the City, only 30% were satisfied with the safety of biking, and only 42% were satisfied with the availability of greenways for these modes of transportation. An integrated public transportation system would connect neighborhoods from Palm Aire Village to Edgewood; bridge our main City centers, Port Everglades, and airports; and ultimately, link our City with the surrounding region. Connected development was the third highest category of feedback generated from Meetings-In-A-Box and the category for discussion that received the second highest number of votes at the Neighbor Summit. The 2012 Neighbor Survey revealed that only 46% of residents were satisfied with public transportation options. It is exceedingly clear from the data and feedback obtained that a long-term Vision is essential to improve these results, improve our connections, and strengthen our infrastructure.

Fast Forward Fort Lauderdale: Vision 2035

IN 2035, WE ARE READY. We are a resilient and safe coastal community.

We are surrounded by water, and this poses challenges and opportunities now and in 2035. In the 2012 Neighbor Survey, 70% of residents observed coastal water level increases and 68% observed increases in flooding. Infrastructure was the top-voted category for discussion at the Neighbor Summit. The more resilient we make our beaches, drainage systems, bridges, roads, and homes, the less damage inclement weather and high tides will inflict on our City. We will reduce our risk and avoid debilitating costs from disaster response and infrastructure rebuilding. As we make wise, calculated decisions about our infrastructure, we will be able to effectively manage increased water supply demands by reducing our per capita use and reuse. In addition, improved drainage of water and wastewater will ensure a cleaner water supply for our neighbors and visitors. Our investments in foundational infrastructure will continue to pay dividends by enhancing quality of life now and for future generations.

IN 2035, WE ARE COMMUNITY. We are a neighborhood of neighborhoods.

Our diverse neighborhoods are the most important places in our community because that is where our homes are, and in 2035, Fort Lauderdale expects to be home to more than 25% additional residents. From downtown condominiums to historic neighborhoods, all of our housing options will be aesthetically pleasing, clean, and safe. In 2035, we will walk and bike more. This increase in physical activity along with ample community gardens will be beneficial to our personal health and well-being. At the Visioning Open Houses and Meetings-In-A-Box, participants expressed concerns about reasonably priced housing, affordable child care, elderly care, health care, and homelessness. A more supportive network of community services is needed for residents in 2035 in order to protect, preserve and enhance our quality of life.

IN 2035, WE ARE HERE. We are an urban center and a vacationland in the heart of South Florida.

We are a destination of choice known for our beautiful and accessible beaches, navigable waterways, outstanding parks, and distinct neighborhoods. Our City will continue to celebrate its impressive assets, and our community image will be strengthened through signature gateways and iconic landmarks. In the 2012 Neighbor Survey, 85% of residents favorably rated Fort Lauderdale as a place for play and leisure, an impressive statistic relating to our climate, amenities, and events. There is something for everyone in Fort Lauderdale. Our beaches are internationally known, and in 2035, our New River will be a polished gem. In spite of our urban fabric and feel, Fort Lauderdale will be green, shaded, and cool thanks to our outstanding public places and parks. Our arts and culture will be woven throughout the City, emanating from our world-renowned Performing Arts Center, art institutions, museums, galleries, festivals, public art, and events. We have developed destination neighborhoods that attract distinctive lifestyles and tourists. These assets are key drivers of our prosperity.

Fast Forward Fort Lauderdale: Vision 2035

IN 2035, WE ARE PROSPEROUS. We are a subtropical City, an urban laboratory for education and business.

In 2035, Fort Lauderdale will be known as a subtropical urban laboratory. The City will work with partners to retain our businesses and attract entrepreneurs, emerging industries, and global companies. Fort Lauderdale's planning and regulatory agencies will be skilled at balancing business needs and providing a stable environment for development and investment. We will remain the Yachting Capital of the World, tourism will expand throughout the City, and we will experience exponential returns from our connections with neighboring transportation hubs. In 2012, our community had concerns about the education systems. Visioning will bring renewed attention to education as the springboard of a prosperous economy. We will reverse engineer the talent, skills, and connections needed to build a leading-edge diverse workforce.

IN 2035, WE ARE UNITED. We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

Our City will become increasingly multi-national and evolve into a vibrant kaleidoscope of multi-generational cultures and ethnicities whose philosophies, languages, music, and art will enrich the tapestry of our inclusive and close-knit community. Fort Lauderdale will become a leader in providing services to accommodate the changing face of our community. The increasing diversity will foster tremendous innovation and usher in a new era of cooperation and adaptation to meet the changing needs of our society. As entities work together, we will see results, and ultimately, solve problems we could not solve on our own. Fort Lauderdale is committed to increasing transparency and accountability, to serve as a model of fiscal and operational efficiency, while meeting the needs of its flourishing population.

IN 2035, WE ARE FORT LAUDERDALE, a community of choice.

We are the City you never want to leave. We have all the ingredients to be great; and we have the recipe. It is our responsibility and opportunity to make it happen. Our children and their children will experience the benefits of this 2035 Vision Plan. The year 2035 seems quite far away, and even as this document is reflective of community aspirations documented in 2012, we acknowledge that the world, our City, and our people will change in ways we cannot anticipate or even imagine today. As we implement this Vision and move toward 2035, it should be revisited, renewed, or even rewritten to reflect the reality of the changing times. This is the charge for residents of the future. We invite you to embrace it. We encourage you to support it. And we trust you will respect it.

Fast Forward Fort Lauderdale!

Fast Forward Fort Lauderdale: Vision 2035

VISION STATEMENT



Our City, Our 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 a 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 of multi-generational cultures, ethnicities, and community partners.

**We are Fort Lauderdale, a community of choice.
We are the City you never want to leave.**

Our Values Matter

The mission of the City of Fort Lauderdale is “We build community.” Our values provide guidance and set expectations for how we build community. Values encourage behavior that is representative of our collective goals and the principles and beliefs of the City.

Our values were developed and created by employees for employees. Every employee was able to provide their feedback through a values-based survey. Additionally, focus groups were held for a sample of employees representing every demographic within our organization.



Below are the values that were developed by our employees:

INTEGRITY

Do What's Right

We support a workplace built on honesty where we do what we say we will do.

COMPASSION

Be Considerate

We seek to understand others and consistently behave with grace, kindness, acceptance, and concern.

ACCOUNTABILITY

Take Responsibility

We own our work, accept the outcomes of our actions, and hold each other responsible for their words and actions.

RESPECT

Appreciate Others

We value one another for our unique ideas and perspectives and remain committed to each other's well-being.

EXCELLENCE

Continuously Improve

We work together to build the best community and seek to improve every day.



Infrastructure



GOAL 1

Build a sustainable and resilient community.

The City will continue our focus on improving our roadways and bridges, water and wastewater systems, and drainage infrastructure over the next five years. We will focus on improvements that make our City increasingly resilient to inclement weather, high-tides, future water demands, and a growing population.

The City will continue our priority of building a sustainable and resilient infrastructure. Sound investments, focused on both short-term and long-term economic and environmental viability, highlight our goal of increasing overall quality of life. Initiatives will be carried out to protect our water and natural resources that sustain our community.

OBJECTIVES

- › Proactively maintain our water, wastewater, stormwater, road, and bridge infrastructure
- › Secure our community's water supply
- › Effectively manage solid waste
- › Ensure climate change resiliency and implement mitigation strategies, incorporating partnership actions and cross-jurisdictional plans
- › Reduce flooding and adapt to sea level rise
- › Actively monitor beach resiliency and support nourishment efforts
- › Grow and enhance the urban forest

PERFORMANCE MEASURES

- › Percent of budgeted project funds committed
- › Utilities maintenance budget as a percent of overall utilities asset value
- › Percent of citywide tree canopy coverage on public and private property
- › Percent of households participating in waste diversion programs
- › Aerial square footage of dune system
- › Percent of catch basins proactively inspected



GOAL 2

Build a multi-modal and pedestrian friendly community.

The City recognizes the need for transportation options reflective of a growingly diverse, thriving community. Our transportation and pedestrian infrastructure will be adaptive, well-designed, and focused on reducing traffic congestion, while enhancing the pedestrian experience. Focus will be placed on completing projects with co-benefits for all modes of travel that result in a more connected Fort Lauderdale. Neighbors will have more connected mobility options, including well-maintained sidewalks and greenways, bicycle amenities, and public transportation options that are safe, reliable, and accessible. The City desires to be a multi-modal city; a city that is easy to move through, with seamless connections to regional mass transit, such as Virgin Trains USA, Tri-Rail, and regional airports. We will implement new emerging technologies, where possible, that provide solutions to our mobility challenges.

OBJECTIVES

- › Improve transportation options and reduce congestion by working with partners
- › Improve roads, sidewalks, and trails to prioritize a safer, more walkable and bikeable community

PERFORMANCE MEASURES

- › Satisfaction with the overall flow of traffic
- › Percent of neighbors that drive to work alone
- › Percent of neighbors that use public transportation to commute
- › Installed linear feet of bicycle lanes, sidewalks, and shared use paths



Public Places



GOAL 3

Build a healthy and engaging community.

In the next five years, Fort Lauderdale is focused on increasing the health and engagement of our community. Recreational and educational programming provides neighbors and visitors engagement opportunities within the community, improving overall health and wellness in a fun and inviting environment. It is essential that the programming we offer represent the needs and desires of the community we serve.

We will focus on the physical infrastructure that supports this programming. With the passing of a \$200 million park bond, Fort Lauderdale will invest in our parks, public spaces, and natural environment. Our public areas will continue to welcome and attract visitors, while creating a sense of place for neighbors. We will also ensure the maintenance of our current facilities, parks, green spaces, and landscapes.

OBJECTIVES

- › Improve access to and enjoyment of our beach, waterways, parks, and open spaces for everyone
- › Improve water quality and our natural environment
- › Enhance the City's identity through public art, well-maintained green spaces, and streetscapes
- › Offer a diverse range of recreational and educational programming

PERFORMANCE MEASURES

- › Percent of neighbors that live within a 10-minute walk of a park
- › Percent of neighbors that perceive the overall appearance of the City as excellent or good
- › Satisfaction with the quality of Parks and Recreation programs and facilities
- › Percent of 3rd grade students meeting or exceeding English Language Arts (ELA) grade level proficiency



GOAL 4

Build a thriving and inclusive community of neighborhoods.

The City of Fort Lauderdale has a strong fabric of neighborhood associations and civic activity. We pride ourselves on our neighbor-centric model of service and commitment to finding innovative ways to further strengthen our community.

A part of this commitment is our continued focus on ensuring balanced growth. According to the Broward County Planning and Environmental Regulation Division, the population of Fort Lauderdale is projected to increase 27% – to 232,419 – by the time our community’s Vision is realized in 2035. Such an increase requires progressive plans that consider a range of available housing options throughout the City. These plans will further encourage new businesses and stimulate a broad base of economic investment in Fort Lauderdale.

OBJECTIVES

- › Work with partners to reduce homelessness by promoting independence and self-worth through advocacy, housing, and comprehensive services
- › Ensure a range of affordable housing options
- › Create a continuum of education services and support

PERFORMANCE MEASURES

- › Number of chronic homeless
- › Percent of households spending 30% or more of income on housing
- › Percent of students entering kindergarten “kindergarten ready”
- › Students enrolled in public schools



GOAL 5

Build an attractive global and local economic community marketplace.

The City of Fort Lauderdale is in an advantageous position to attract regional and global businesses due to its natural aesthetics, coastal assets, and national and international transportation hubs. The City recognizes its role in expanding and retaining successful businesses in our community.

A strong economic sector is dependent on available talent to supply businesses and industries. To maintain this supply, pathways will be developed from education to workforce development for all industry sectors.

OBJECTIVES

- › Create a responsive and proactive business climate to attract emerging industries
- › Nurture and support existing local businesses
- › Create educational pathways and partnerships for workforce development
- › Provide best-in-class regional general aviation airport amenities and services

PERFORMANCE MEASURES

- › Unemployment rate
- › Percent of tourism tax generated by Fort Lauderdale
- › Number of jobs committed by contract created through Qualified Target Industries (QTI) projects
- › Number of active retail properties (retail/restaurants)
- › Percent of neighbors aged 18-44 with an associate's degree or higher



GOAL 6

Build a safe and well-prepared community.

Safety is essential to our rapidly growing community's quality of life, and we are focusing on the broad spectrum of prevention, intervention, enforcement, and support. The City will leverage technologies, invest in critical infrastructure, engage in educational programs, and utilize data analytics to build a safe and well-prepared community. Hazard risks and recovery will be minimized through collaborative partnerships, active community involvement, advanced planning, prevention efforts, and infrastructure improvements. The City of Fort Lauderdale is committed to saving life, property, and our environment through rapid, effective, and specialized response.

OBJECTIVES

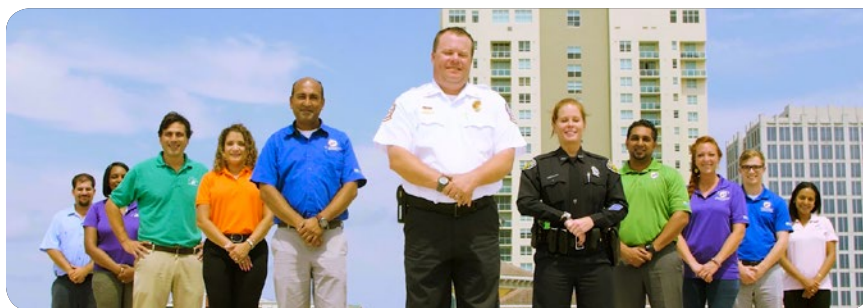
- › Prevent and solve crime in all neighborhoods
- › Provide quick and exceptional fire, medical, and emergency response
- › Be the leading model in domestic preparedness
- › Educate stakeholders on community risk reduction, homeland security, and domestic preparedness

PERFORMANCE MEASURES

- › Crime rate per 1,000 neighbors
- › Emergency Medical Services (EMS) total time for first unit arrival (minutes)
- › Percent of City employees in compliance with National Incident Management System (NIMS) certification requirements



Internal Support



GOAL 7

Build a values-based organization dedicated to developing and retaining qualified employees.

Since 2013, the City has embraced its Vision and Mission. In 2019, the City included a set of organizational values that will guide us through the next five-year strategic plan — integrity, compassion, accountability, respect, and excellence. To ensure successful adoption and integration of the values in our organizational culture, the City will provide tools, education, and resources to our employees so that they may deliver the best and highest quality services to our neighbors.

One of the strongest predictors to our City's progress and vitality is our ability to retain and attract the best talent. The City is committed to engaging employees at all levels and creating opportunities for professional development and growth. In return, we expect high-quality services and seek to continuously improve in all aspects of our organization. By capitalizing on the added value that safety, wellness, professional development, strategic performance management, and process improvement programs offer, the City will be well-positioned to continually enhance service delivery and develop innovative ways to serve our neighbors.

OBJECTIVES

- › Establish an organizational culture that fosters rewarding, professional careers
- › Improve employee safety and wellness
- › Provide effective internal communication and encourage employee feedback
- › Continuously improve service delivery to achieve excellence through innovation
- › Be a diverse and inclusive organization

PERFORMANCE MEASURES

- › Employee turnover rate
- › Average hours of training per employee
- › Overall employee engagement
- › Neighbor satisfaction with the quality of customer service from City employees



GOAL 8

Build a leading government organization that manages all resources wisely and sustainably.

The City understands our need to economically, efficiently, and equitably manage our resources. We strongly believe in sound fiscal management, procuring goods and services for the best value, and integrating sustainability principles into daily operations and planning. The City will leverage technological advancements across all sectors and implement best practices to be a leading organization. We achieve this goal by ensuring a structurally sound budget aligns resources with our Vision Plan, Strategic Plan, Commission Annual Action Plan, and sound fiscal management strategies.

OBJECTIVES

- › Maintain financial integrity through sound budgeting practices, prudent fiscal management, cost effective operations, and long-term financial planning
- › Achieve excellent procurement services through technological advancements, improved procedures, and outreach programs
- › Provide a reliable and progressive technology infrastructure
- › Provide safe, well-maintained, and efficient facilities and capital assets
- › Integrate sustainability and resiliency into daily operations

PERFORMANCE MEASURES

- › Property values
- › Bond rating evaluation by national bond rating agency: general obligation
- › Bond rating evaluation by national bond rating agency: revenue
- › Percent of general fund balance available for use at or above requirements
- › Total fleet fuel consumption (gallons)

Performance Measures

INFRASTRUCTURE

GOAL 1 Build a sustainable and resilient community.	2018 BASELINE	2024 TARGET
Percent of budgeted project funds committed	37%	70%
Utilities maintenance budget as a percent of overall utilities asset value	1%	3%
» Percent of citywide tree canopy coverage on public and private property	25.9%	27.4%
Percent of households participating in waste diversion programs	**	75%
Aerial square footage of dune system	**	370,822
Percent of catch basins proactively inspected	100%	100%

GOAL 2 Build a multi-modal and pedestrian friendly community.	2018 BASELINE	2024 TARGET
» Satisfaction with the overall flow of traffic	18%	47%
» Percent of neighbors that drive to work alone	78%*	Decrease
Percent of neighbors that use public transportation to commute	3.3%*	Increase
Installed linear feet of bicycle lanes, sidewalks, and shared use paths	206,135	456,135

PUBLIC PLACES

GOAL 3 Build a healthy and engaging community	2018 BASELINE	2024 TARGET
» Percent of neighbors that live within a 10-minute walk of a park	89%	90%
Percent of neighbors that perceive the overall appearance of the City as excellent or good	59%	69%
» Satisfaction with the quality of Parks and Recreation programs and facilities	71%	75%
Percent of 3rd grade students meeting or exceeding English Language Arts (ELA) grade level proficiency	47%	Increase

» Indicates an idea from the Vision Plan

* Data reported from 2017 as 2018 data was not available at the time of publication

** New performance measure, no baseline data available

Performance Measures

NEIGHBORHOOD ENHANCEMENT

GOAL 4 Build a thriving and inclusive community of neighborhoods.	2018 BASELINE	2024 TARGET
» Number of chronic homeless	459	250
» Percent of households spending 30% or more of income on housing	44%*	Decrease
Percent of students entering kindergarten "kindergarten ready"	44%	Increase
Students enrolled in public schools	19,329	Increase

BUSINESS DEVELOPMENT

GOAL 5 Build an attractive global and local economic community marketplace.	2018 BASELINE	2024 TARGET
» Unemployment rate	3.4%	3.4%
» Percent of tourism tax generated by Fort Lauderdale	45%	50%
Number of jobs committed by contract created through Qualified Target Industries (QTI) projects	180	500
Number of active retail properties (retail/restaurants)	925*	1,000
» Percent of neighbors aged 18-44 with an associate's degree or higher	38%	Increase

PUBLIC SAFETY

GOAL 6 Build a safe and well-prepared community.	2018 BASELINE	2024 TARGET
» Crime rate per 1,000 neighbors	55.0	53.3
Emergency Medical Services (EMS) total time for first unit arrival (minutes)	7:50	6:00
Percent of City employees in compliance with National Incident Management System (NIMS) certification requirements	44%	95%

» Indicates an idea from the Vision Plan

* Data reported from 2017 as 2018 data was not available at the time of publication

** New performance measure, no baseline data available

Performance Measures

INTERNAL SUPPORT

GOAL 7 Build a values-based organization dedicated to developing and retaining qualified employees.	2018 BASELINE	2024 TARGET
Employee turnover rate	6%	5%
Average hours of training per employee	29	30
Overall employee engagement	**	Increase
Neighbor satisfaction with the quality of customer service from City employees	57%	61%

GOAL 8 Build a leading government organization that manages all resources wisely and sustainably.	2018 BASELINE	2024 TARGET
» Property values	\$34.3 billion	\$39.1 billion
Bond rating evaluation by national bond rating agency: general obligation	AA	AA
Bond rating evaluation by national bond rating agency: revenue	AA	AA
Percent of general fund balance available for use at or above requirements	24.6%	25%
Total fleet fuel consumption	1,320,885 gallons	10% reduction

» Indicates an idea from the Vision Plan

* Data reported from 2017 as 2018 data was not available at the time of publication

** New performance measure, no baseline data available

For more information, visit www.fortlauderdale.gov.

Glossary

Community Investment Plan (CIP) – A planning document that identifies the City’s capital improvements to ensure that the City’s infrastructure and facilities are appropriate and adequate to serve the needs of the neighbors of Fort Lauderdale, such as the municipal water works and amenities. The CIP is a multi-year funding plan which includes Capital Improvement Projects and Capital Maintenance Projects.

Commission Annual Action Plan (CAAP) – Annual plan developed through collaboration and prioritization by the City Commission, the City Manager, and departments. CAAPs are initiatives of significant importance to the City Commission for the fiscal year, ensuring the organization is agile and prompt in response to an ever-changing environment.

Fast Forward Fort Lauderdale – The City of Fort Lauderdale’s Vision Plan for 2035.

FL²STAT – The City’s Quality Management System connects planning, budgeting, measuring, and continuous improvement. It links the Vision plan to day-to-day operations.

Multi-Modal Transportation System – A multi-modal transportation system is a system that combines two or more modes of movement of people or goods. The goal of the system is to facilitate the use of multiple modes of transportation, leading to a reduction in automobile use and vehicle miles traveled.

Neighbor Survey – A statistically valid survey conducted annually to gauge Neighbor satisfaction with City services. This survey has been conducted since 2012 and is an integral part in assessing how the City is performing and achieving its strategic goals.

Neighbors – City of Fort Lauderdale community members.

Performance Measures – Performance Measures are key indicators of performance that signify how well the City is achieving its goals and objectives. Performance measures offer quantifiable, objective insight into whether we are reaching our performance targets as well as demonstrating any trends that exist. There are five types of metrics most commonly used:

- **Input Measure** – monitor the amount of resources being used to develop, maintain or deliver a product, activity, or service. Examples include:
 - Number of full-time employees
 - Dollars spent
- **Output Measure** – monitor how much was produced or provided. Examples include:
 - Number of permits issued
 - Number of arrests made

Glossary

- **Efficiency Measure** – monitor the relationship between amount produced and resources used. Examples include:
 - Cost per lane-paved mile
 - Calls handled per hour
- **Quality Measure** – determine whether customers expectations are met. Examples include:
 - Percent of customers that rated service as good
 - Percent of applications that require rework due to errors
- **Outcome Measure** – determine the extent to which a core function, goal, activity, product, or service has impacted its intended audience. Examples include:
 - Percent of entities in compliance with requirements
 - Crime recidivism rate

Performance Target – In the context of the Strategic Plan, performance targets represent the expected results of the goals and objectives in the Strategic Plan in the next five years. The purpose of the targets is not punitive; rather, failure to meet a target represents an opportunity for further analysis, effort, and attention. There may be more than one type of target that is applicable to a performance measure. Different types of targets include:

- **Regulatory Requirements** – Requirement by statute, ordinance, or grant.
- **Industry Standard** – Standards determined by a third party professional association that recommends an established, well-researched target.
- **Benchmarking** – Comparison against internal, external, average, median, or best results. Results may be reported from a professional association such as the International City/County Management Association (ICMA) or a more focused comparison by region, and/or an agency with similar characteristics.
- **Customer Requirement** – Specific expectations for levels of service received by City residents or visitors.
- **Historical Performance** – Historical data can provide a starting point or baseline target, an average of past performance, a level of service, or the number that should be maintained or exceeded based on success from a previous time period.
- **Stretch Target** – A stretch target is a significant improvement that may be established before the method of reaching it is known. An organization must generally change its basic routines and practices to achieve a stretch target.

Press Play Fort Lauderdale – The City of Fort Lauderdale’s five-year strategic plan.

Glossary

Structurally Balanced Budget – A structurally balanced budget exists when recurring revenues are equal to recurring expenditures in the adopted budget. For a variety of reasons, true structural balance may not be possible for a government at a given time. In such a case, using reserves to balance the budget may be considered but only in the context of a plan to return to structural balance (within a designated timeframe), replenish fund balance, and ultimately remediate the negative impacts of any other short-term balancing actions that may be taken.

Values – The core principles that guide our organization and how we work with one another.

- **Integrity** – We support a workplace built on honesty where we do what we say we will do.
- **Compassion** – We seek to understand others and consistently behave with grace, kindness, acceptance, and concern.
- **Accountability** – We own our work, accept the outcomes of our actions, and hold each other responsible for their words and actions.
- **Respect** – We value one another for our unique ideas and perspectives and remain committed to each other's well-being.
- **Excellence** – We work together to build the best community and seek to improve every day.



CITY OF FORT LAUDERDALE

100 North Andrews Avenue | Fort Lauderdale, FL 33301

www.fortlauderdale.gov



WE BUILD COMMUNITY

Press Play Fort Lauderdale 2024

FIVE YEAR STRATEGIC PLAN

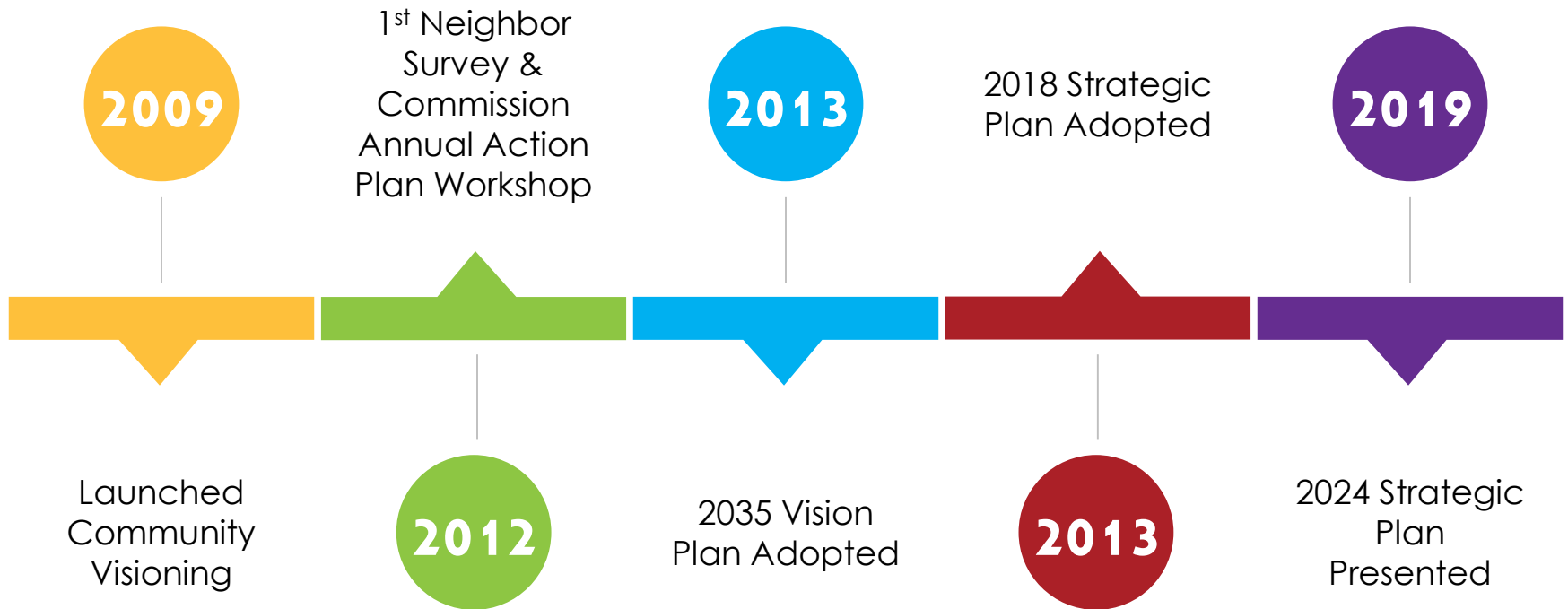


CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 1 of 25



Strategic Planning History



Organizational Alignment

Mission

We Build Community

Vision

We are Fort Lauderdale, a community of choice.

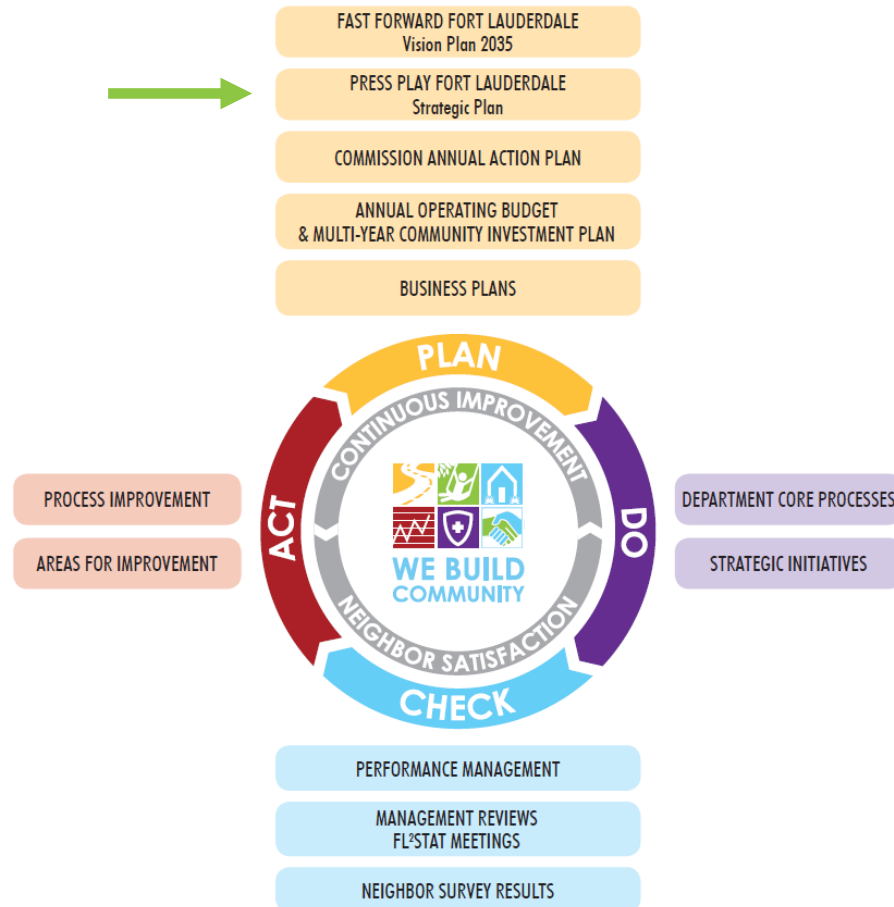
We are the City you never want to leave.

Values

Integrity, Compassion, Accountability, Respect, Excellence



Strategic Management



Strategic Plan Structure



Strategic Plan Structure



INFRASTRUCTURE



PUBLIC PLACES



**NEIGHBORHOOD
ENHANCEMENT**



**BUSINESS
DEVELOPMENT**



PUBLIC SAFETY



INTERNAL SUPPORT



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 6 of 25



Strategic Plan

Press Play 2024



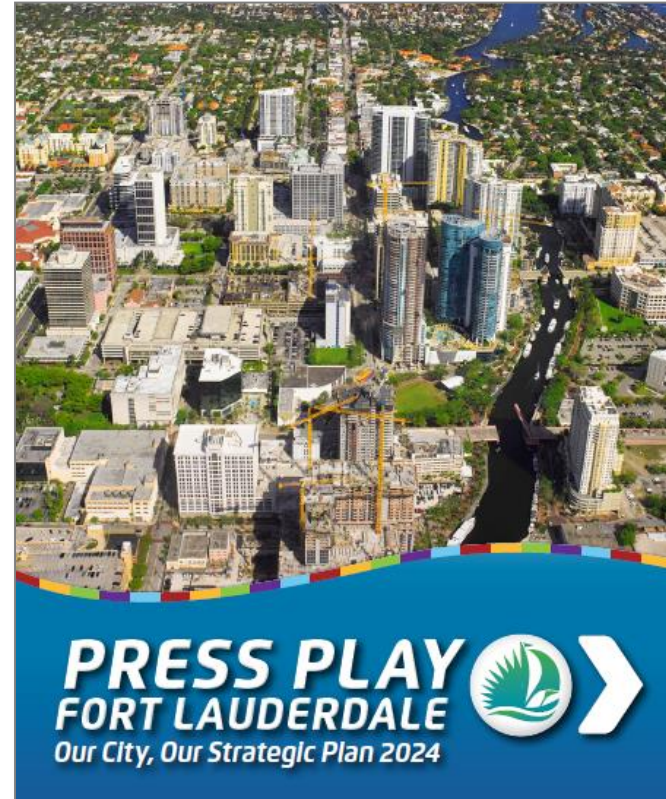
8 Goals



34 Objectives



35 Performance Measures



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 7 of 25





Infrastructure

Goal 1

Build a sustainable and resilient community



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 8 of 25





Infrastructure

Goal 1 Objectives:

- Proactively maintain our water, wastewater, stormwater, road, and bridge infrastructure
- Secure our community's water supply
- Effectively manage solid waste
- Ensure climate change resiliency and implement mitigation strategies
- Reduce flooding and adapt to sea level rise
- Actively monitor beach resiliency and support nourishment efforts
- Grow and enhance the urban forest

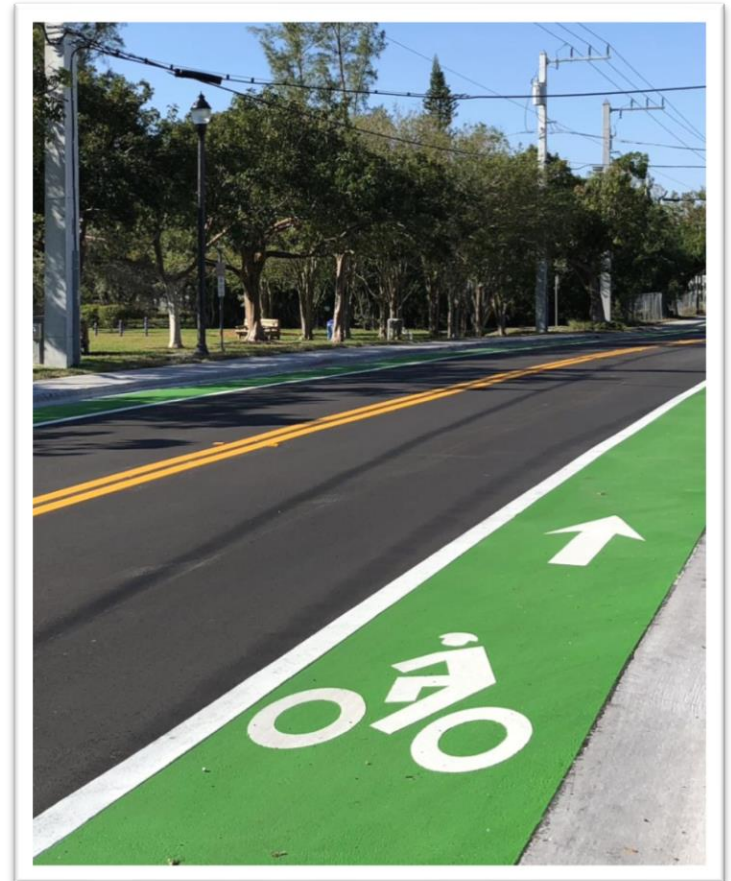




Infrastructure

Goal 2

Build a multi-modal
and pedestrian friendly
community



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 10 of 25





Infrastructure

Goal 2 Objectives:

- Improve transportation options and reduce congestion by working with agency partners
- Improve roads, sidewalks, and trails to prioritize a safer, more walkable and bikeable community





Public Places

Goal 3

Build a healthy and engaging community



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 12 of 25





Public Places

Goal 3 Objectives:

- Improve access to and enjoyment of our beach, waterways, parks, and open spaces for everyone
- Improve water quality and our natural environment
- Enhance the City's identity through public art, well-maintained green spaces, and streetscapes
- Offer a diverse range of recreational and educational programming





Neighborhood Enhancement

Goal 4

Build a thriving and inclusive community of neighborhoods



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 14 of 25





Neighborhood Enhancement

Goal 4 Objectives:

- Work with partners to reduce homelessness by promoting independence and self-worth
- Ensure a range of affordable housing options
- Create a continuum of education services and support

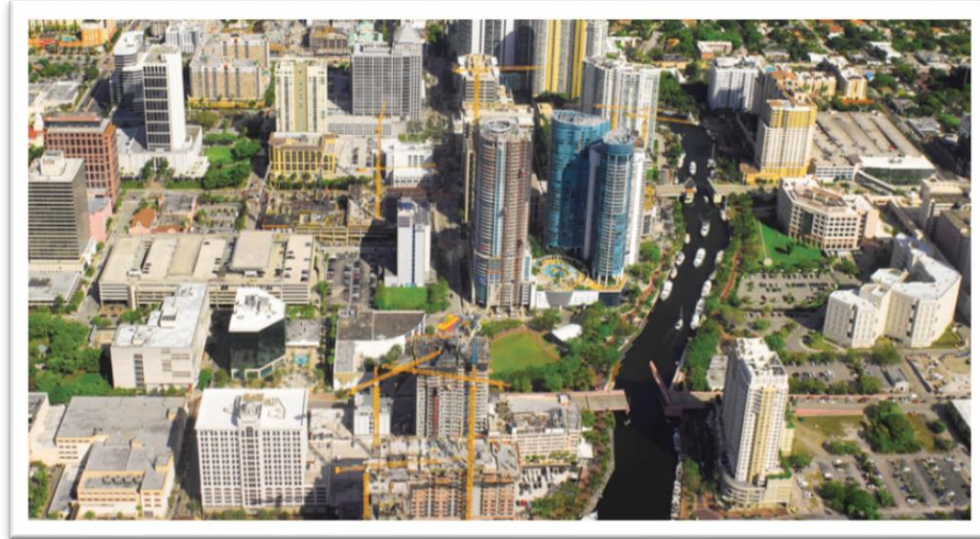




Business Development

Goal 5

Build an attractive global and local economic community marketplace



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 16 of 25





Business Development

Goal 5 Objectives:

- Create a responsive and proactive business climate to attract emerging industries
- Nurture and support existing local businesses
- Create educational pathways and partnerships for workforce development
- Provide best-in-class regional general aviation airport amenities and services





Public Safety

Goal 6

Build a safe and well-prepared community



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 18 of 25





Public Safety

Goal 6 Objectives:

- Prevent and solve crime in all neighborhoods
- Provide quick and exceptional fire, medical, and emergency response
- Be the leading model in domestic preparedness
- Educate stakeholders on community risk reduction, homeland security, and domestic preparedness





Internal Support

Goal 7

Build a values-based organization dedicated to developing and retaining qualified employees





Internal Support

Goal 7 Objectives:

- Establish an organizational culture that fosters rewarding, professional careers
- Improve employee safety and wellness
- Provide effective internal communication and encourage employee feedback
- Continuously improve service delivery to achieve excellence through innovation
- Be a diverse and inclusive organization

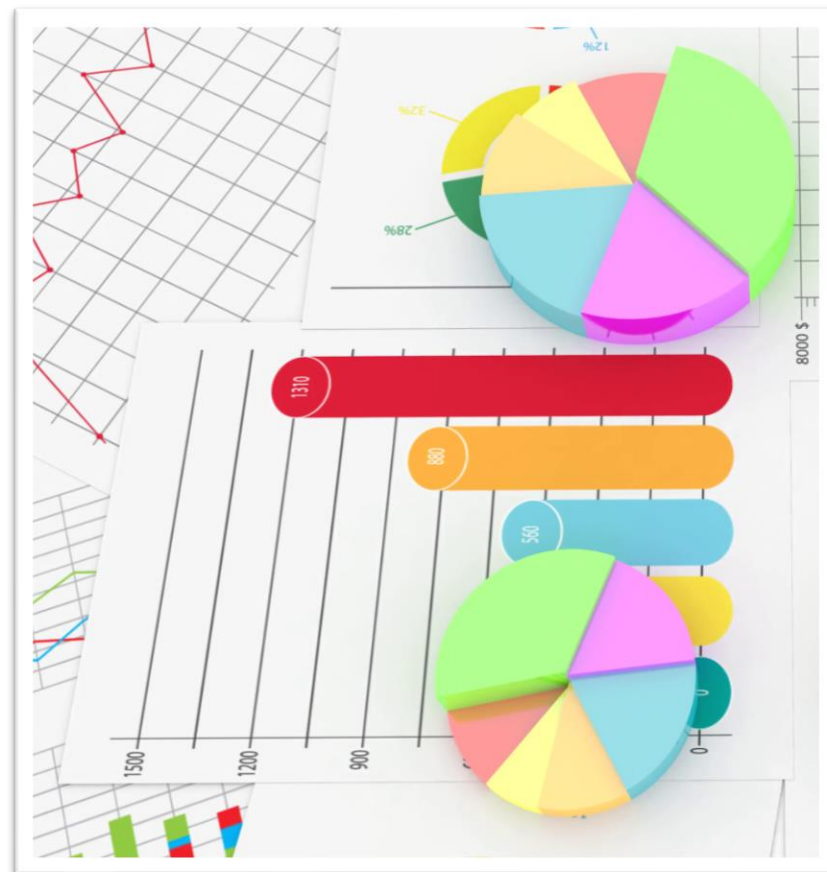




Internal Support

Goal 8

Build a leading government organization that manages all resources wisely and sustainably





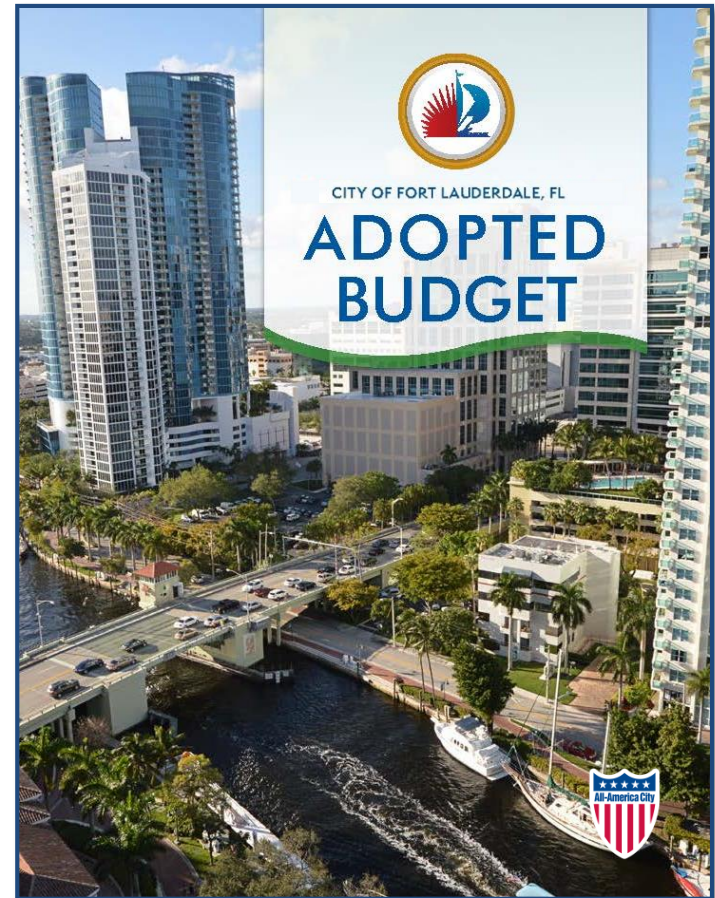
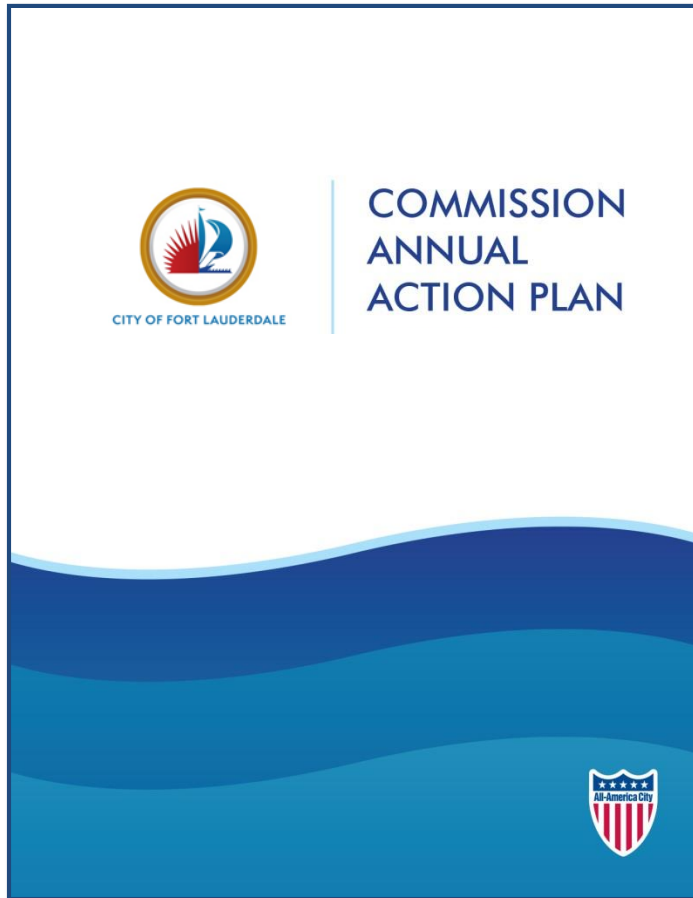
Internal Support

Goal 8 Objectives:

- Maintain financial integrity
- Achieve excellent procurement services
- Provide a reliable and progressive technology infrastructure
- Provide safe, well-maintained, and efficient facilities and capital assets
- Integrate sustainability and resiliency into daily operations



Implementation



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 24 of 25



Questions or Comments?



CITY OF FORT LAUDERDALE

CAM 19-1036
Exhibit 2
Page 25 of 25

