



Memorandum

Memorandum No: 20-124

Date: December 22, 2020

To: Honorable Mayor and Commissioners

From: Chris Lagerbloom, ICMA-CM, City Manager

Re: 2020 Progress Report - Press Play Fort Lauderdale 2024

I am pleased to present the first annual update to the City's Strategic Plan, *Press Play Fort Lauderdale 2024*. The City Commission adopted *Press Play Fort Lauderdale 2024* on October 15, 2019. The purpose of the annual report is to update the City Commission and the community regarding progress made towards achieving the goals outlined in the Strategic Plan.

The progress report is organized around the Strategic Plan's six focus areas - Infrastructure, Public Places, Neighborhood Enhancement, Business Development, Public Safety, and Internal Support. Each section of the progress report outlines the goals, objectives, 2020 Commission Priorities associated with the focus area, and provides a summary of key activities and accomplishments.

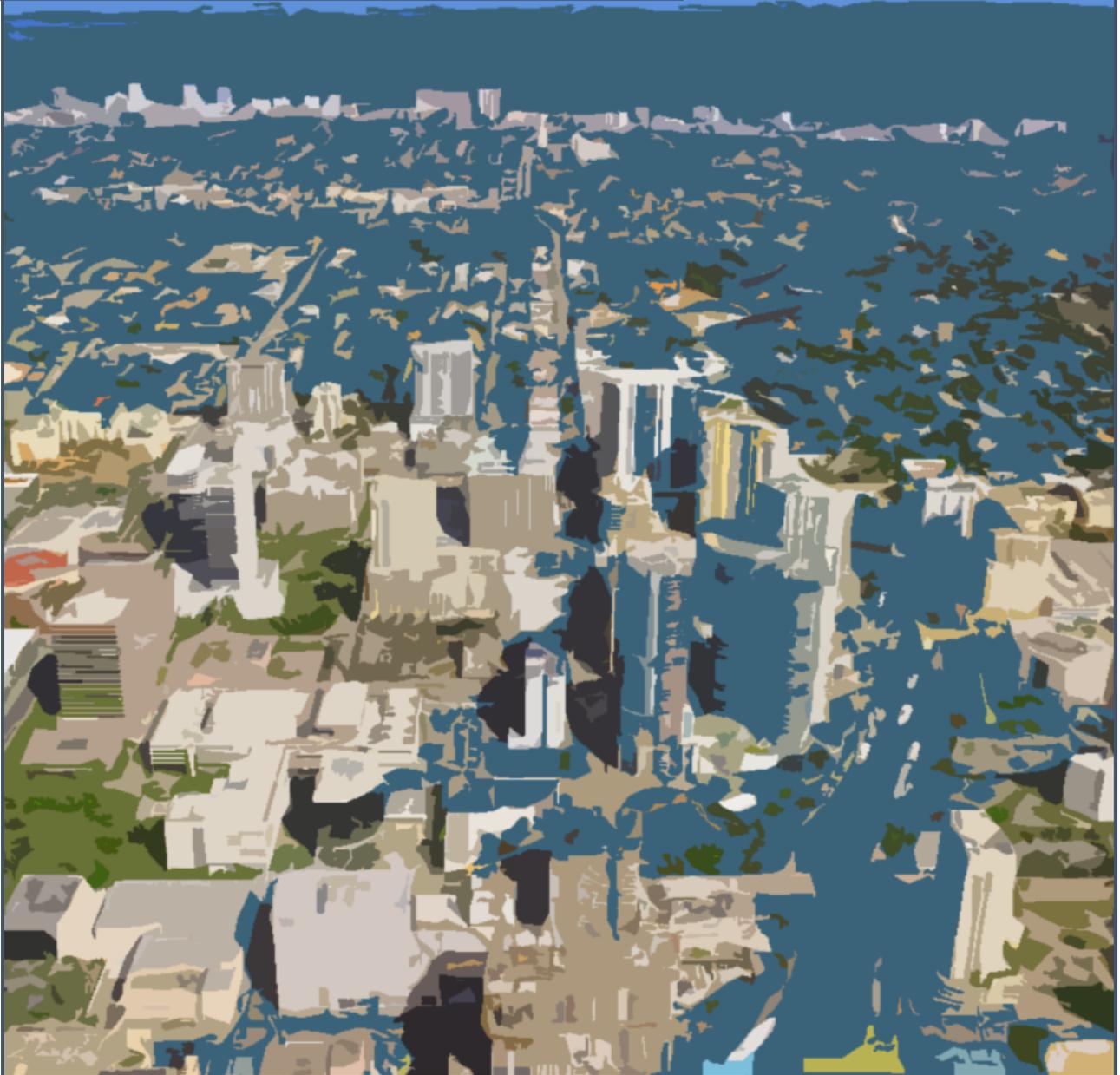
I am pleased with the progress we have made and will continue to make toward achieving the City's strategic goals. Please contact me for any further information regarding our progress.

Attachment:

Exhibit 1 – Press Play Fort Lauderdale 2024 Strategic Plan, 2020 Annual Progress Report

c: Tarlesha W. Smith, Assistant City Manager
Greg Chavarria, Assistant City Manager
Alain E. Boileau, City Attorney
Jeffrey A. Modarelli, City Clerk
John C. Herbst, City Auditor
Department Directors
CMO Managers

2020 Progress Report



PRESS PLAY
FORT LAUDERDALE
Our City, Our Strategic Plan 2024



Fort Lauderdale City Commission



Dean J. Trantalis
Mayor

Steven Glassman
Vice Mayor
District II

Heather Moraitis
Commissioner
District I

**Robert L.
McKinzie**
Commissioner
District III

Ben Sorensen
Commissioner
District IV

Pictured from left to right: Ben Sorensen, Steven Glassman, Dean J. Trantalis, Robert L. McKinzie, Heather Moraitis

The City Commission adopted Press Play Fort Lauderdale 2024 on October 15, 2019 by Resolution No. 19-207.

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Message from the City Manager



I am pleased to present the first annual progress report for *Press Play Fort Lauderdale 2024*, our City's five-year strategic plan. Over this past year, our City has made substantial progress in achieving the five-year goals defined by the Strategic Plan which was unanimously adopted by the City Commission in October 2019. We have initiated several projects in support of the Strategic Plan and are continually monitoring our performance to ensure we are on track toward our 2024 goals. As you review this progress report, we will share the progress and successes of the projects that we undertook and the value that they bring to our community.

Each goal of the Strategic Plan is also supported by the 2020 Commission Priorities which were identified in January 2020. Throughout this report the six Top Priority and six Priority projects that were identified by the City Commission will be referenced. A detailed progress update on each of the Top Priorities can be found in the monthly LauderTrac newsletters, while Priority updates are shared with the City Commission on a quarterly basis.

The City remains committed to its mission, "we build community," by providing the highest quality of public services. I am proud of the work we have completed in the past year and am eager to build on this momentum for the next four years as we realize our goals. I encourage you to review the steps we have taken toward our goals and our shared community vision.

Sincerely,

Chris Lagerbloom, ICMA-CM

City Manager

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.

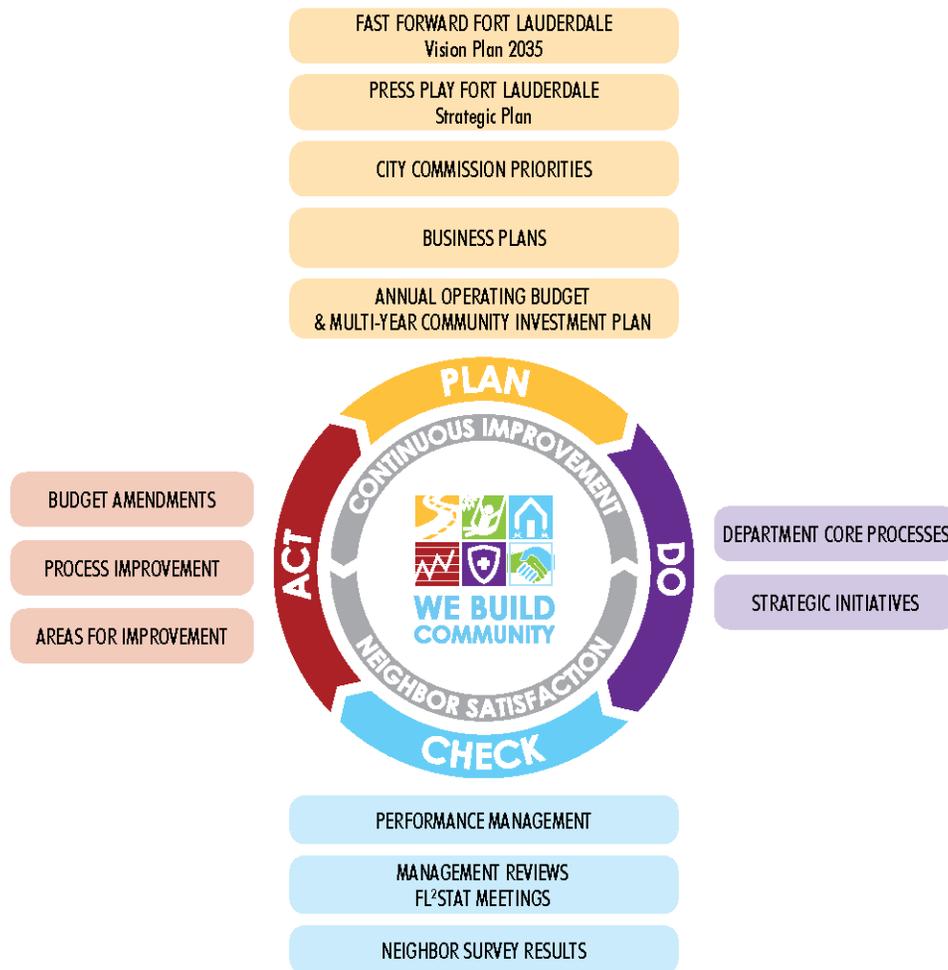
We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

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

Strategic Management

Under Press Play Fort Lauderdale, 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 connects planning, budgeting, measuring, and continuous improvement, linking the City's 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 by 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.



Press Play Fort Lauderdale 2024, Focus Areas and Goals



Infrastructure

Goal 1: Build a sustainable and resilient community.

Goal 2: Build a multi-modal and pedestrian friendly community.



Public Places

Goal 3: Build a healthy and engaging community.



Neighborhood Enhancement

Goal 4: Build a thriving and inclusive community of neighborhoods.



Business Development

Goal 5: Build an attractive global and local economic community marketplace.



Public Safety

Goal 6: Build a safe and well-prepared community.



Internal Support

Goal 7: Build a values-based organization dedicated to developing and retaining qualified employees.

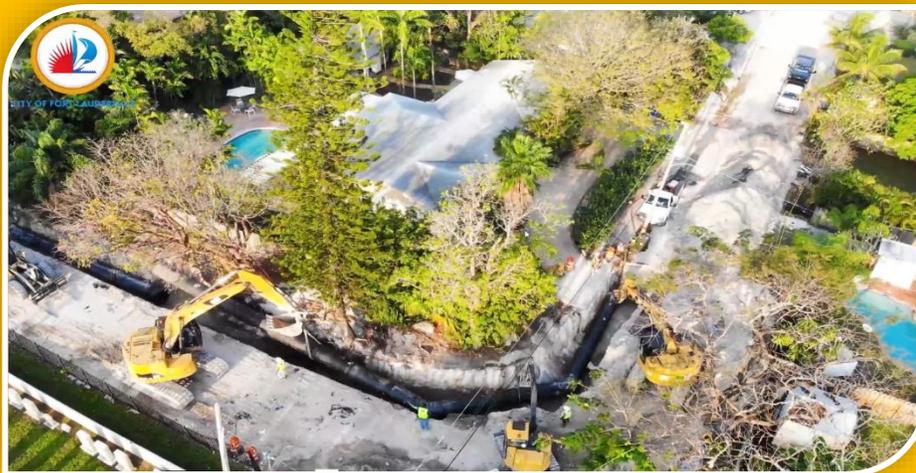
Goal 8: Build a leading government organization that manages all resources wisely

Infrastructure

Goal 1: Build a sustainable and resilient community

Objectives:

- Proactively maintain our water, wastewater, stormwater, road, and bridge infrastructure
- Secure our community's water supply and support water conservation measures
- Effectively manage solid waste
- Ensure climate change resiliency and implement local and regional strategies to reduce our carbon footprint
- Reduce flooding and adapt to sea level rise
- Actively monitor beach resiliency and support nourishment efforts
- Grow and enhance the urban forest
- Promote energy efficiency and the expansion of renewable energy sources

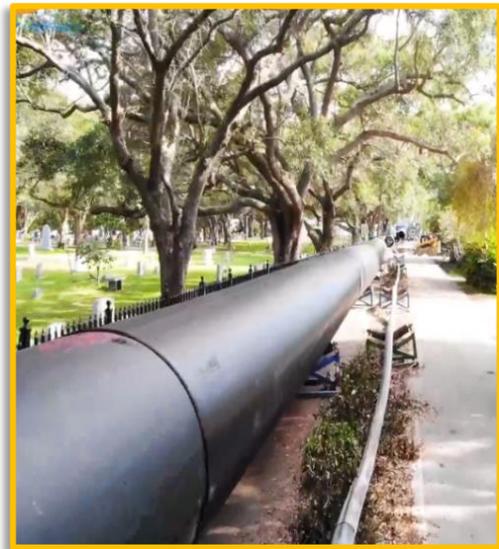


2020 Commission Priorities:

- Infrastructure
- Comprehensive Plan and Downtown Master Plan Implementation
- Resiliency

This past year our City faced many challenges to our City's infrastructure and residents indicated in the 2019 Neighbor Survey, that the maintenance of streets, sidewalks and infrastructure should receive the most emphasis from City leaders, ranking second only to the overall flow of traffic. Likewise, the City Commission identified Infrastructure as a Top Priority for 2020.

A focus on our City's water distribution and wastewater collection systems has been one of the main focuses this past year toward building a sustainable and resilient community. The City has begun work on a \$65 million redundant force main project that will construct a new 7.5-mile wastewater transmission line from the George T. Lohmeyer Wastewater Treatment plant to a wastewater lift station located near Bayview Drive and NE 37 Street. To date, approximately 65% of the work has been completed and a 1.5-mile section from the New River to SE 17th Street has been activated and placed into service.



The City has also begun implementing an asset management system that creates a framework for tracking its water, wastewater, and stormwater infrastructure. The system will allow the City to proactively plan and allocate funding and resources for future infrastructure maintenance and improvements.



In addition to its work on water, wastewater, and stormwater infrastructure, the City is focusing on resiliency. In 2020, the City Commission adopted the Southeast Florida Regional Climate Change Compact's 2019 Unified Regional Sea Level Rise Projections. The updated projections provided will enable staff to make informed decisions regarding infrastructure improvements and guide strategies to adapt to sea level rise and strengthen community resilience. In addition to sea level rise, the City also analyses areas of repetitive flooding to develop mitigation strategies to minimize vulnerabilities.



Our urban forest is another component of our resilient community that has seen growth over the past several years; in fact, our tree canopy has increased by 12.6% since we started tracking this measurement in 2015. The City is actively working to create a robust tree canopy and is seeing improvements through Tree Giveaway events, the Adopt-a-Tree program, and a proposed Landscape and Tree Preservation Ordinance that will strengthen tree protection requirements.

Goal 2: Build a multi-modal and pedestrian friendly community

Objectives:

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



2020 Commission Priorities:

- Transportation and Traffic

As a growing community with destinations attractive to those locally, nationally, and internationally, the City is focused on building a community accessible by a variety of transportation options. As such, the City remains focused on collaborating with external agency partners to promote a multi-modal and pedestrian friendly community while also improving the overall flow of vehicular traffic.





The Penny for Transportation surtax, passed by Broward County voters in November 2018, created an opportunity for transportation improvements in the City. This past summer the Broward County Commission approved funding for the first cycle of municipal-request projects; Fort Lauderdale is scheduled to receive nearly \$10.6 million for projects and our Community Shuttle program. To receive this funding and to improve operations, the

City restructured the Community Shuttle by designating bus stops and updating the vehicle fleet.

The City began construction on the first Fort Lauderdale Mobility Hub to improve mobility and connect people to various transportation options such as the Brightline, Broward County regional express and local bus service, Tri-Rail shuttle service, and the Community Shuttle. Infrastructure improvements include wide sidewalks, shade trees, pedestrian lighting, dedicated bicycle facilities, and crosswalks.

The City also initiated the planning process for the LauderTrail project, a continuous and comprehensive network with seven miles of connected urban trail facilities for practical and recreational use. The trail is expected to connect 17 neighborhoods, 26 parks, seven entertainment districts, 11 K-12 schools, three higher education centers, 14 government services, over 30 cultural centers, 30% of City jobs, and 30% of City neighbors.



Progress on other notable projects include securing funding and completing a design of the Henry E. Kinney Tunnel Pedestrian Plaza in collaboration with the Florida Department of Transportation. The proposed project will create a 117-foot extension of the tunnel top on the north side of Las Olas Boulevard for a new pedestrian plaza. The City also began the design on the Breakers Avenue Streetscape project to create an iconic corridor that provides both mobility and a safe, attractive,



Proposed design of the Henry E. Kinney Tunnel Pedestrian Plaza

climate-resilient public space for neighbors and visitors in Fort Lauderdale Beach. Construction on the North Beach Restaurants and Shoppes parking lot commenced and is expected to be complete in January 2021. This project will enhance beautification of the area and improve walkability.

The City is also made progress toward building a multi-modal community by amending the City's Code of Ordinances to develop a framework for micromobility devices, such as electric scooters and bicycles, to operate within the City while ensuring public safety.



Public Places

Goal 3: Build a healthy and engaging community

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



2020 Commission Priorities:

- Waterway Quality
- Streetscape and Tree Enhancements

The City of Fort Lauderdale is known for its beautiful beaches, tropical climate, and miles of waterways. To ensure our beaches, waterways, and parks continue to support recreational programming and attract visitors and residents, the City will be investing \$200 million of voter approved park bond dollars into our parks, public spaces, and natural environment. The new soccer stadium for Inter Miami C.F. is one of the newest successes toward this goal. While the COVID-19 pandemic has limited the attendance of events, our City has a renewed sense of community toward this entertainment asset.



As a part of improving our sense of place and community, the City completed a project to place “Welcome to the City of Fort Lauderdale” signs at 17 critical entry points into our City. We are proud of our community and want others to know when they have arrived. Other streetscape projects include the completion of the Las Olas Corridor Improvements along the barrier island to increase green space, add a tree-lined promenade, enhance landscapes and streetscapes, add two waterfront parks, and add a parking facility with over 660 spaces.

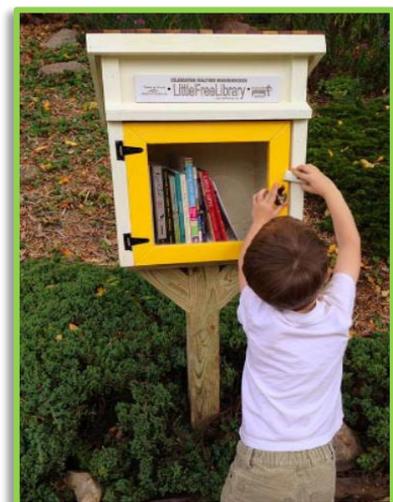


While man-made elements such as stadiums and playgrounds enhance our public places, our natural assets are some of the grandest and most unique community features. It is critical that we maintain their beauty and health for future enjoyment. As such, the City has placed a focus on the quality of our waterways. The City revised its ordinance regarding its standards for Florida-friendly fertilizer use on landscapes. The application and use of fertilizer is prohibited during the months of June – September, our rainy season, to protect our environment, reduce the potential of algal blooms, and improve the quality of our waterways.



Additionally, the City recently committed to a water quality monitoring service agreement with Miami Waterkeeper, a south Florida-based non-profit and leader in clean water advocacy. The agreement will require Miami Waterkeeper to perform weekly water quality testing across key waterway recreational areas over a 12-month period. Weekly results will be posted online and on Miami Waterkeeper’s mobile device application.

In addition to recreation, education is key to a healthy and engaging community. The City offers educational classes to those looking for supplemental learning opportunities such as cooking and art classes. The City is also focusing on youth education and has helped residents place 92 Little Libraries throughout our community. Literacy and reading comprehension are the building blocks for continued education; the Little Libraries offer free opportunities for students to enhance these skills and find a lifelong enjoyment of reading.



Neighborhood Enhancement

Goal 4: Build a thriving and inclusive community of neighborhoods

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



2020 Commission Priorities:

- Homelessness and Housing Opportunities
- Smart Growth

Fort Lauderdale is a community of neighborhoods. As a City we pride ourselves on our neighbor-centric model of service. While COVID-19 changed how many in our community worked and challenged many Neighbors personally, the City quickly adapted to serve the greatest needs of our community. In April 2020, the City developed the Division of Caring to research solutions for COVID-19 needs, provide outreach to residents, and support COVID-19 weekly food distribution events. The City also administered a Homeless Hotel Voucher and Meals Program to temporarily provide safe shelter and food for individuals who were faced with homelessness during the COVID-19 pandemic. As of November 2020, the program served 114 households. This was the only hotel voucher program to take place in Broward County demonstrating our commitment to innovation and rapid-response service offerings to serve the present needs of our community. The City also launched a variety of programs to help with rent, mortgage, and utility payments to eligible residents whose work hours were reduced due to COVID-19. As of November 2020, these programs prevented homelessness for over 440 households.



The Community Court program saw success in 2020 and despite a temporary suspension of services due to social distancing, the program supported hearings for 37 individuals. This program is a collaborative effort of the City, 17th Judicial Circuit Court of Florida, Broward County, Clerk of Courts, Office of the Public Defender, State Attorney's Office, and various social service providers to handle certain low-level misdemeanor crimes and violations of municipal ordinances. The program is focused on engaging the community, helping offenders, and assisting individuals in need of services. Other ongoing activities include the Rapid Rehousing Program and Housing Opportunities with Persons with AIDS (HOPWA) programs.



This past year the City also made strides in providing additional affordable housing options for its current and future residents. The City's Development Review Committee (DRC) processed four projects that will increase affordable workforce housing by 331 units. Additionally, construction has been completed for 12 affordable homes in the northwest neighborhood of River Garden/Sweeting Estates. Other efforts to improve affordable workforce housing include the approval of an ordinance amending the City of Fort Lauderdale Unified Land Development Regulations (ULDR) to establish new zoning districts for Uptown. As a part of this amendment, development incentives, including a density bonus for affordable housing units, were created for property owners seeking to rezone to the "Uptown Urban Village" zoning district.

The City is also developing an affordable housing policy aimed at encouraging the inclusion of affordable housing in residential and mixed-use development projects by way of providing development incentives such as additional height and density as well as through the allocation of residential flex units. Since the initiatives inception, City staff has conducted significant research, met with the City's Affordable Housing Advisory Committee (AHAC), presented ideas and received feedback during City Commission workshops and conference meetings, and engaged community stakeholders. A draft policy has been developed that provides a path to add affordable housing units within the City's Unified Flex Zone, Regional Activity Centers (RACs), and Transit Oriented Development (TOD) corridors to those whose household incomes is between 60% and 120% of the median family income for Broward County. Currently staff is presenting the draft policy to various stakeholders and intends to bring the policy before the Planning and Zoning Board and the City Commission in 2021.

Business Development

Goal 5: Build an attractive global and local economic community marketplace

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

2020 Commission Priorities:

- Uptown Master Plan *Focusing on Uptown South
- Aviation and Aerospace Training Program
- Community Redevelopment Agency (CRA) Build-Outs

The City's work this past year toward this goal has been focused on supporting existing businesses, as the fortitude of businesses were challenged by COVID-19. Stay-at-home orders required many businesses to temporarily close, reduce hours, and change business models; yet, others were required to close business permanently. However, the City remains committed to our business community. In response to the challenges that businesses faced, the City created an Emergency Business Investment program. This program is targeted toward the Northwest Progresso Flagler Heights and Central City Community Redevelopment Areas (CRAs) and included \$840,000 between the two CRAs that could be used for rent or mortgage payments, employee payroll, or utilities. As of December 1, 16 business loans have been awarded totaling \$155,000.

The Business Engagement Assistance & Mentorships (BEAMs) Business Academy continues to support small businesses at all life cycles. This program serves our business community by providing the knowledge and resources needed to create and maintain successful businesses. The Business Academy offers three series: Solid Foundation, Build on Success, and Global Commerce. In the past year, the Solid Foundation series saw 122 graduates, which is a significant increase since the BEAMs inaugural year.





The City has also focused on improving educational pathways, specifically in the area of aviation. Work has begun toward an Aviation and Aerospace Training Program, in partnership with the strong aviation industry, to serve our community and the greater Fort Lauderdale area by providing opportunities for workforce development. While this program is still in development, it will position the City as a training hub for high demand aviation, aerospace, and technology careers.

As a result of the Commission Goal Setting and Prioritization Workshop, the City initiated a project to develop the industrial area east of Lockhart Stadium, Uptown South. Based on its location and nearby amenities, such as the Fort Lauderdale Executive Airport and Lockhart Stadium Inter Miami, this area is suited to benefit from further redevelopment. The City is currently developing an analysis report for the area consisting of existing character and context, identifying challenges and opportunities, and developing recommendations to potentially incorporate additional retail, restaurants, and commercial space into the Uptown South Area.

LauderBuild, the City's land management system, launched this past year allowing the public to submit permits and applications online. Neighbors can initiate and manage a variety of tasks such as apply for building permits, renew business tax licenses, apply for special event permits, and make online payments. In addition, an electronic plan review option is currently forthcoming. This option will allow applicants to submit plans and make corrections electronically. This is another way the City is working to meet residents where they are, no waiting in line required.



Public Safety

Goal 6: Build a safe and well-prepared community

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



2020 Commission Priorities:

- Safety

Safety is essential to our quality of life and has been a focus of 2020 as we look to invest in facilities and prevent the spread of COVID-19. In 2020, the City made progress toward the design of a new state-of-the-art police station. The new police station is funded by a \$100 million bond that was approved by voters in 2019. The City has also begun work toward a new Fire Rescue Station 88 in the Southeast area of the City to provide better response times to areas both North and South of the Henry E. Kinney Tunnel. To date, the City has acquired property at 507 SE 11th Court for the station.

To combat gun violence and improve safety, the Police Department implemented ShotSpotter technology which identifies and determines the exact location of a gunshot. The technology also provides immediate and real-time alerts to officers of the incident to provide a more accurate and rapid response. Four square miles have been identified within the City to benefit from this technology.

54.7

per 1,000 neighbors
The City's overall crime rate trended to its lowest level since 1972.

The City also joined the Human Trafficking Task Force, working with the Broward County State Attorney's Office and FBI, to eliminate all types of Human Trafficking within Broward County. One of the functions of this group includes educating stakeholders such as business owners on how to identify signs of human trafficking and alert the proper authorities.

Along with providing our emergency responders with real-time information, the City is committed to keeping our neighbors informed of emergencies. Neighbors can register with Alert FLT, powered by Everbridge, to receive mass notifications and stay informed in the case of an emergency incident. This communication solution comes at no cost to neighbors and can deliver notifications by phone, email, or text.



In addition to the emergency response our Police and Fire Rescue teams provide, street lighting is a primary concern affecting the safety of our neighbors and visitors. For Fiscal Year (FY) 2021, our City has allocated \$1 million toward improving lighting in our community. A consultant will be used to create a lighting master plan which will set lighting standards and a plan for improving lighting throughout the City. The lighting study is expected to begin in January. Additionally, Smart Node technology will be used to automatically and immediately alert staff of street light outages for quicker response and repair.

Internal Support

Goal 7: Build a values-based organization dedicated to developing and retaining qualified employees

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

The City's ability to retain and attract the best talent directly impacts the quality of service that neighbors receive from the City. As such, our City works to provide engaging employment through our organizational values – integrity, compassion, accountability, respect, and excellence.



In 2018, the City completed a classification and compensation study. Results of this study continued to be implemented throughout this past year. The City has diligently been working to update job descriptions to better describe the work and expectations of City employees and to attract potential new employees who are passionate about public service. Another portion of this study was the development of career ladders to guide employees to a fulfilling career with the City.

The City also launched a process improvement training program this past year to further develop employees. This training, based on the Lean methodology, teaches employees to identify and reduce waste, such as time spent waiting or excessive processing, to streamline and enhance City services for our neighbors.

74%

According to the 2019 Neighbor Survey, 74% of neighbors who contacted the 24-hour Customer Service Center rated their experience as "excellent" or "good."

This past year, much focus was put on improving employee safety and wellness which was especially critical due to global health concerns from COVID-19. The City continued to provide quality services to neighbors; however, many changes were put in place to protect both our community and employees. City Hall was temporarily closed for several months as we addressed the pandemic, and many services were shifted online to continue meeting our neighbors' needs despite stay at home orders and social distancing recommendations. The City also implemented protocols that are updated as new information is available from the Center for Disease Control (CDC). These protocols include quarantine and return-to-work guidelines as well as a system

of contract tracing and employee tracking that allows management to have up to date information to provide safety precautions to employees.

The City also saw a significant reduction in on the job injuries, a 16.6% reduction from 2019. As the City identifies its exposures and liabilities, it can implement preventive measures to protect employees and ensure their safety.

In 2020, the City received a perfect score of 100, for the second consecutive year, on the Human Rights Campaign (HRC) Foundation's 2019 Municipal Equality Index (MEI). The MEI assesses lesbian, gay, bisexual, transgender, and queer (LGBTQ) inclusion in municipal laws, policies, and services nationwide. Fort Lauderdale is the only city in Florida to receive full credit in all five rating categories: non-discrimination laws, municipality as employer, municipal services, law enforcement, and leadership on LGBTQ equality.

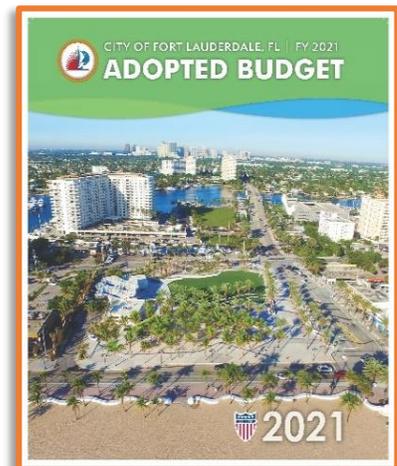
Goal 8: Build a leading government organization that manages all resources wisely and sustainably

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

Managing resources wisely means that the City will maintain its financial integrity, procure goods for the best value, and continue to provide well-maintained and efficient facilities and capital assets. The City is also committed to integrating sustainability principles into our planning and operations.

The FY 2020 and FY 2021 Operating Budgets were both structurally balanced, with the FY 2021 Operating Budget and Community Investment Plan unanimously approved and adopted by the City Commission. Additionally, the FY 2021 Budget enabled the City to maintain a low millage rate of 4.1193 for the 14th consecutive year.



AAA

Over the past year, Standard & Poor's (S&P) assigned a 'AAA' rating to both the City's special obligation refunding bonds and General Obligation (GO) bonds. S&P attributed the City's ratings to a very strong economy, budgetary flexibility, management, and liquidity. In a similar move, Moody's Investors Service assigned 'Aa2' ratings and a positive outlook to the City's 2020 special obligation refunding bonds. Moody's also affirmed the 'Aa1' rating on the City's outstanding general obligation unlimited tax (GOULT) debt. High bond ratings enable the City to borrow and repay money at much lower interest rates which translates into millions of dollars in savings for taxpayers and rate payers. Our fiscal discipline and vigilance have been instrumental in building a strong financial foundation and positioning the City for a bright future.

The City is also focused on improving procurement services and this past year completed a study to determine if disparities exist between the utilization and availability of minority and women-owned businesses in the City's relevant marketplace. Updates to the City's Procurement Manual

and processes are underway to address many of the recommendations provided as a result of the study.

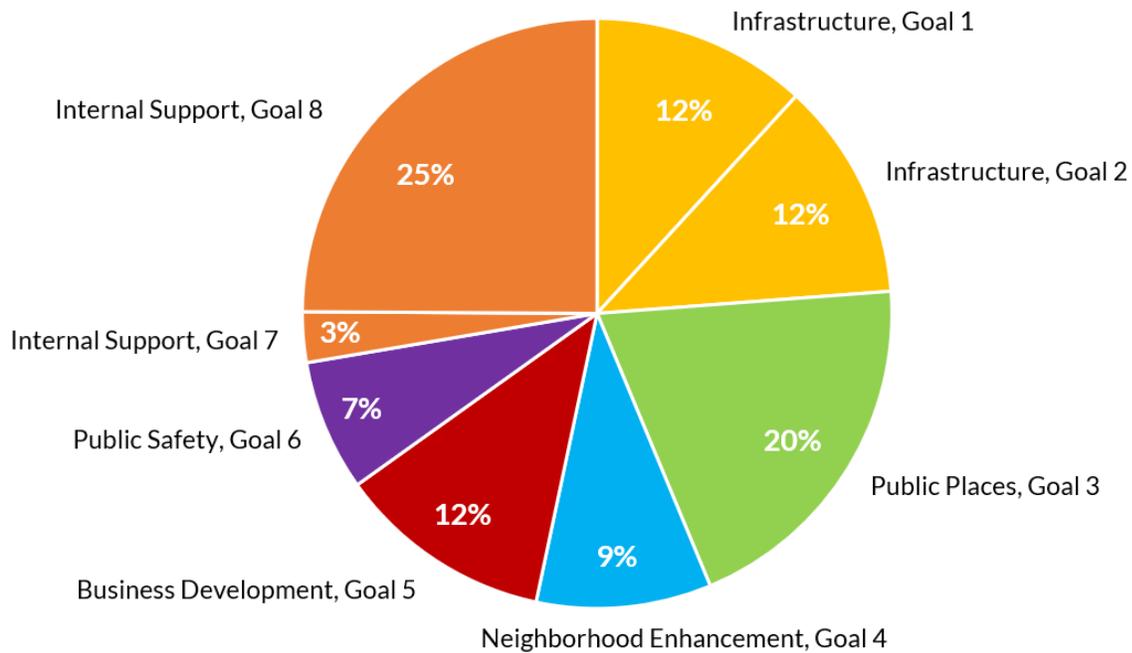
Sustainable improvements have been implemented to further reduce the City's carbon footprint, increase energy efficiency, and realize cost savings. Over the course of the last year, 11 programmable thermostats were installed in City Hall, bringing the total to 75 across City facilities, with an estimated annual savings of \$30,000 at City Hall alone. Additionally, a *Design and Construction Manual* was completed which provides a set of guidelines and principles for the development of a sustainable, resilient, and cohesive public realm.

Awards

- Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- GFOA Certificate of Achievement for Excellence in Financial Reporting
- GFOA Outstanding Achievement in Popular Annual Financial Reporting (PAFR)
- International City/County Management Association (ICMA) Certificate in Performance Management
- National Purchasing Institute Award of Excellence in Procurement

Connections to the Strategic Plan

Throughout the year, the City brings various items before the City Commission for direction and approval furthering the Vision Plan, Strategic Plan, and Commission Priorities. This process is a key opportunity to illustrate how the City is accomplishing strategic priorities and to familiarize staff with the connection of their work to the overall organizational goals. Each item brought before the Commission is accompanied by a Commission Agenda Memorandum (CAM) which includes its connection to the Vision Plan, Strategic Plan and Commission Priorities as applicable. This chart illustrates the 543 CAMs and corresponding connections made since the adoption of the 2024 Press Play Fort Lauderdale Strategic Plan on October 15, 2019.



Performance Measures

Strategic planning is a dynamic, future-oriented process of assessment, goal-setting, decision-making, and reassessment that maps the path between the present and the goals and vision of the City. The City uses performance measures to assess the successes of the City’s programs and to ensure that we stay agile when implementing new initiatives that support and advance the multi-year view of the City’s goals and vision. Below are the key performance measures used to evaluate the progress of the Strategic Plan.

GOAL 1 Build a sustainable and resilient community.	2018 BASELINE	2020 ACTUAL	2024 TARGET
CIP funds spent	\$89,404,212 28.1%	\$ 115,461,452 16.0%	25%
Utilities maintenance budget as a percent of overall utilities asset value	**	**	**
Percent of citywide tree canopy coverage on public and private property	25.9%	25.1%	27.4%
Percent of households participating in waste diversion programs	**	81%	75%
Aerial square footage of dune system	**	363,437	370,822
Percent of catch basins proactively inspected	100%	100%	100%
GOAL 2 Build a multi modal and pedestrian friendly community.	2018 BASELINE	2020 ACTUAL	2024 TARGET
Satisfaction with the overall flow of traffic	18%	17%	47%
Percent of neighbors that drive to work alone	78%*	78%*	Decrease
Percent of neighbors that use public transportation to commute	3.3%*	3.2%*	Increase
Installed linear feet of bicycle lanes, sidewalks, and shared use paths	206,135	245,264	456,135

* Data reported for the prior year as data for the current period was not available at the time of publication.

** New performance measure, no data available

GOAL 3 Build a healthy and engaging community.	2018 BASELINE	2020 ACTUAL	2024 TARGET
Percent of neighbors that live within a 10-minute walk of a park	89%	92%	90%
Percent of neighbors that perceive the overall appearance of the City as excellent or good	59%	55%	69%
Satisfaction with the quality of Parks and Recreation programs and facilities	71%	66%	75%
Percent of 3 rd grade students meeting or exceeding English Language Arts (ELA) grade level proficiency	47.6%	48.0%*	Increase
GOAL 4 Build a thriving and inclusive community of neighborhoods.	2018 BASELINE	2020 ACTUAL	2024 TARGET
Number of homeless	459	383	250
Percent of households spending 30% or more of income on housing	44%*	42%*	Decrease
Percent of students entering kindergarten "kindergarten ready"	43%	42%*	Increase
Students enrolled in public schools	19,329	19,669	Increase

* Data reported for the prior year as data for the current period was not available at the time of publication.

** New performance measure, no data available

GOAL 5 Build an attractive global and local economic community marketplace.	2018 BASELINE	2020 ACTUAL	2024 TARGET
Unemployment rate	3.4%	2.8%*	3.4%
Percent of Broward County tourism tax generated by Fort Lauderdale	45.4%	46.0%*	50%
Number of jobs committed by contract created through Qualified Target Industries (QTI) projects	180	N/A ¹	500
Number of active retail properties (retail/restaurant)	925*	975*	1,000
Percent of neighbors aged 18-44 with an associate degree or higher	38.4%*	41.5%*	Increase
GOAL 6 Build a safe and well prepared community.	2018 BASELINE	2020 ACTUAL	2024 TARGET
Crime rate per 1,000 neighbors	55.0	54.6*	53.3
Emergency Medical Services (EMS) total time for first unit arrival (minutes)	7:50	8:05*	6:00
Percent of City employees trained in National Incident Management System (NIMS) certification requirements	44%	62%	95%

* Data reported for the prior year as data for the current period was not available at the time of publication.

** New performance measure, no data available

¹The State of Florida QTI Program expired on June 30, 2020, as such no data was collected for this reporting period.

GOAL 7 Build a values based organization dedicated to developing and retaining qualified employees.	2018 BASELINE	2020 ACTUAL	2024 TARGET
Employee turnover rate	6%	7%	5%
Average hours of training per employee	29	19	36
Overall employee engagement	**	**	Increase
Neighbor satisfaction with the quality of customer service from City employees	57%	51%	61%
GOAL 8 Build a leading government organization that manages all resources wisely and sustainably.	2018 BASELINE	2020 ACTUAL	2024 TARGET
Property values, \$ billion	\$33.8	\$39.1	\$44.1
Bond rating evaluation by Standard & Poor's national bond rating agency: general obligation	AA	AAA	AAA
Bond rating evaluation by Standard & Poor's national bond rating agency: revenue	AA	AA	AA
Percent of general fund balance available for use at or above requirements	22.8%	24.7% ²	25.0%
Total fleet fuel consumption, gallons	1,320,885	1,289,335	10% Reduction

* Data reported for the prior year as data for the current period was not available at the time of publication.

** New performance measure, no data available

²Reported value is an estimate; FY 2020 year-end financial data is currently being finalized as a part of the year-end audit process.

Looking Forward

2021

While we “paused” to celebrate the accomplishments of the past year, we will again “press play” and continue progress toward our goals over the next four years. We will continue to improve our infrastructure, support our businesses, and foster a safe, healthy, and inclusive community.

2022

2023

Some of the initiatives to look forward to over the course of the new year include work toward our new Police Station, implementation of the Parks Bond, improvements to our wastewater collection system, implementation of a waterway quality monitoring program, and completion of projects that will address flooding within the City.

2024