Recommendation
It is recommended that the City Commission accept the FY 2020 Commission Annual Action Plan.

Background
I am pleased to present the eighth Commission Annual Action Plan (CAAP), our organization’s highest priority strategic initiatives for Fiscal Year 2020. The steps, guiding documents, and information leading into the City Commission workshop included:

- **Fast Forward Fort Lauderdale, Our City Our Vision 2035**;
- **Press Play Fort Lauderdale, Our City, Our Strategic Plan 2018**;
- The Special Neighbor Survey, conducted in October 2017;
- The results of the City’s Annual Neighbor Survey, conducted in November and December 2017;
- Department Business Plans, developed by each Department and their staff; highlighting the current and upcoming strategic initiatives, accomplishments, challenges, and one and five-year outlooks; and
- Department input based on operational plans, highlighting current and upcoming strategic initiatives, accomplishments, and on-going work.

At this time, we are developing Strategic Initiatives Teams to identify the scopes, resources, and milestones of the priorities. These teams will consist of subject matter experts and may include volunteer representatives from departments and Neighbors. CAAP initiative progress will be reported at monthly FL²STAT meetings. Quarterly progress reports of the CAAP will be provided to the City Commission. Please note that while these are the top focus for the coming fiscal year, the projects are generally complex and multi-year.

The CAAP is an important step in the planning component of FL²STAT Quality Management System, adopted by the City Commission on September 17, 2013 by Resolution 13-178.
The following priorities were established by the City Commission at the January 17 and 18, 2019 workshops:

<table>
<thead>
<tr>
<th>FY 2020 Commission Annual Action Plan</th>
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<tbody>
<tr>
<td><strong>Top Priority</strong></td>
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<tr>
<td>Homelessness Response and Action Plan *</td>
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<tr>
<td>Stormwater Management Master Plan: Implementation*</td>
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<tr>
<td>Affordable Housing: Incentives*</td>
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<tr>
<td>Critical City Infrastructure: Utilities</td>
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<tr>
<td>Sidewalk Policy: Review</td>
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<tr>
<td>Waterway Quality &amp; Algae Bloom Improvements</td>
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<tr>
<td><strong>High Priority</strong></td>
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<tr>
<td>Breakers-Birch Streetscape Project*</td>
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<td>LauderTrail Development*</td>
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<td>Joint Government Complex*</td>
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<tr>
<td>Las Olas Corridor Mobility Working Group*</td>
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<tr>
<td>Streetscape &amp; Tree Enhancements</td>
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* These initiatives are related to initiatives in the FY 2019 Commission Annual Action Plan.

I would like to thank the Commission for their leadership and thoughtful discussion in providing direction for these items, and to staff for their professionalism and hard work as we continue this strategic process. I look forward to the progress we will continue to make.

**Resource Impact**

There is no fiscal impact associated with accepting the FY 2020 Commission Annual Action Plan.

**Strategic Connections**

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

- Goal 11: Be a well-trained, innovative, and neighbor-centric workforce that builds community.
- Objective 3: Continuously improve and innovate communications and service delivery.
Attachments
Exhibit 1 – Commission Annual Action Plan FY 2020 Final Report
Exhibit 2 – Leader’s Guide FY 2020 Final Report

Prepared By: Aricka Johnson, Structural Innovation Manager

Department Director: Chris Lagerbloom, ICMA-CM, City Manager
Mayor – City Commission Vision
Fort Lauderdale’s Future
Guiding Principles

D-R-I-V-E-N for our Future:

**DYNAMIC**
community working in partnership for a better Fort Lauderdale community – today and tomorrow

**RESILIENT**
regional leadership and partnership to address climate and sea level rise

**INCLUSIVE**
all welcome and opportunities for engagement and ownership

**VIBRANT**
sense of place

**EXCITING**
fun venues and activities for all

**NIMBLE**
ability to anticipate and adjust City plans, programs and services to enhance value to the community

***Agreed by the Mayor-City Commission at Leadership and Strategic Planning Workshop on January 18, 2019.***
Fast Forward Fort Lauderdale
Our City, Our Vision 2035

VISION STATEMENT

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.
Press Play Fort Lauderdale: Our City, Our Strategic Plan 2024

Definitions:

Goal = focus areas for five years

Objectives = desired outcomes in five years

Commission Initiatives FY 2020 = Commission priority with one-year deliverables

Management Initiatives FY 2020 = Management actions/activities with one deliverable, likely to require Commission decision(s)

Partner Initiative FY 2020 = Action with partner responsibility for the actions and completion

Management in Progress FY 2020 = Direction set, actions/activities underway with completion or significant progress during the next year

Future – On the Horizon FY 2021 – FY 2024 = Not a priority for FY 2020, may be addressed in FY 2021 to FY 2024
Goals for 2024
City of Fort Lauderdale

The “10” Goals

1. Be a pedestrian friendly, multi-modal city
2. Be a sustainable and resilient community
3. Be a community that finds opportunities and leverages partnerships to create unique, inviting, and connected gathering places that highlight our beaches, waterways, urban areas and parks
4. Be a healthy community with fun and stimulating recreational activities for our neighbors
5. Be an inclusive community of strong, beautiful, distinct yet complementary, and diverse neighborhoods
6. Be a well-positioned city within the global economic and tourism markets of the South Florida region, leveraging our airports, seaport, and rail connections
7. Be known for educational excellence
8. Be the safest urban coastal city in South Florida through preventative and responsive police and fire protection, and able to recover from all hazards
9. Be a well-trained, innovative, and neighbor-centric workforce that builds community
10. Be a leading government organization, managing resources wisely and sustainably
CAAP FY 2020
Initial Priorities and Mayor – City Commission Expectations

TOP PRIORITY

Affordable Housing: Incentives
Water Quality & Algae Bloom Improvements
Homelessness Response & Action Plan
Critical City Infrastructure: Utilities
Stormwater Management Master Plan: Implementation
Sidewalk Policy: Review

HIGH PRIORITY

Joint Government Complex
LauderTrail Development
Las Olas Corridor Mobility Working Group
Streetscape & Tree Enhancements
Breakers – Birch Streetscape Project
OTHER COMMISSION PRIORITIES

The Arts/Community Beautification

Historic Preservation: Next Steps

Traffic Center

Parks Plan Bond

Police Station of the 21st Century
MANAGEMENT INITIATIVES FY 2020
MAYOR – CITY COMMISSION

ROI Implementation
Education Quality Strategy: Review
County Funding for City Roads
Building Permit Process: Review
War Memorial Auditorium: Re-purposing
17th Street Mobility Plan: Implementation
Five Year Vision Zero Plan: Implementation
Lockhart Stadium
Fire Stations
Beach/CRA Las Olas Projects
Wastewater Treatment Plant: Upgrade
Internships/Youth Engagement Program Expansion
Resiliency Strategy
$200 Million Water & Sewer Bond Projects: Completion
Special Events Policy & Manual
LEADER’S GUIDE
FY 2020

FINAL REPORT

Mayor and City Commission

Fort Lauderdale, Florida
January 2019
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section 1</strong></td>
<td>Strategic Planning Model for City of Fort Lauderdale</td>
<td>1</td>
</tr>
<tr>
<td><strong>Section 2</strong></td>
<td>Performance Report FY 2018</td>
<td>5</td>
</tr>
<tr>
<td><strong>Section 3</strong></td>
<td>Looking to Fort Lauderdale’s Future</td>
<td>15</td>
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<tr>
<td><strong>Section 4</strong></td>
<td>Mayor – City Commission Vision Fort Lauderdale</td>
<td>21</td>
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<tr>
<td><strong>Section 5</strong></td>
<td>CAAP FY 2020: Initial Priorities and Expectations</td>
<td>24</td>
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</tbody>
</table>
SECTION 1

STRATEGIC PLANNING MODEL FOR CITY OF FORT LAUDERDALE


STRATEGIC PLANNING MODEL

**VISION**
- Value-based principles that describe the preferred future in 15 years
- Destination “You Have Arrived”

**PLAN**
- Strategic goals that focus outcome-based objectives and potential actions for 5 years
- Map “The Right Route”

**EXECUTION**
- Focus for one year – a work program: policy agenda for Mayor and City Commission, Annual Action Plan, management agenda for staff; major projects
- Itinerary “The Right Direction”

**MISSION**
- Principles that define the responsibility of City government and frame the primary services – core service businesses
- Vehicle “The Right Bus”

**CORE BELIEFS**
- Personal values that define performance standards and expectations for employees
- Fuel “The Right People”
City: Service Responsibilities

Community
“Add On’s”

3rd Floor
Quality of Life

2nd Floor
Core Business
“Choice”

1st Floor
Core Business
“No Choice”

Financial Resources | Human Resources | Infrastructure | Facility | Equipment | Technology

FOUNDATION
City Service Hierarchy House Model

FOUNDATION
"INVISIBLE" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF CITY SERVICES

1st FLOOR - NO CHOICE
SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR - CHOICE FOR DAILY LIFE
SERVICES NECESSARY FOR LIVING IN A MODERN COMMUNITY

3rd FLOOR - QUALITY OF LIVING
SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF - COMMUNITY ADD ON
SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES
SECTION 2

PERFORMANCE REPORT FY 2019
Fast Forward Fort Lauderdale
Our City, Our Vision 2035

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CAAP FY 2019
City of Fort Lauderdale

TOP PRIORITY

★→ Homelessness Eradication Action Plan
★→ New Transportation Technologies Direction
 √→ Traffic Signal Synchronization
 √→ Stormwater Management Master Plan and Rate Methodology
 √→ Incentive Tools for Affordable Housing: Direction
★→ One Stop Shop: Direction

HIGH PRIORITY

★→ Education Quality Strategy and City Actions
 √→ Breakers-Birch Streetscape Project
★→ Parks Master Plan: Bond Package
★→ Police Station of the 21st Century: Bond Package
★→ City Hall/Civic Campus with Broward County: Direction
★★→ LauderTrail Development
★→ Las Olas Corridor Mobility Working Group
★→ Building Permit Process: Review

★= Completed or Achieved Milestones √= Significant Progress →= Continue to 2020
OTHER COMMISSION INITIATIVES

√ → Comprehensive Infrastructure Report and Direction
   √ → War Memorial Auditorium
   √ → 17th Street Mobility Plan: Implementation
   ★ Community Policing: Re-Evaluation and Commitment
   ★→ Historic Preservation Policy and Programs: Direction
   √ → City Beautification Plan
   √ → ULDR: Codification of Master Plans

★ = Completed or Achieved Milestones  √ = Significant Progress  → = Continue to 2020
Management Initiatives FY 2019
City of Fort Lauderdale

TOP PRIORITY

City Asset Management
Nighttime Economy Plan: Implementation
Annual Residential Rental Property Inspection Program
ERP Implementation
Organization Development: Training Program Expansion
NCIP Maintenance

HIGH PRIORITY

Sidewalk Policy
Five Year Vision Zero Plan
Special Events Policy Manual and Guidelines
EMS Only Stations
City Organization Values: Implementation
OTHER MANAGEMENT INITIATIVES

Beach Mobility Master Plan
Parking Improvements
Bike Amenities Development
Transit Oriented Development (TOD) Ordinance
Sea Level Rise Action Plan
Fiveash and Peele-Dixie Water Treatment Plants
Landscape Beautification Maintenance Program
Water Park Development
Design and Construction Manual for Sustainable and Resilient Community
Comprehensive Plan Elements: Phase 2
Code Civil Citation Policy and Process
Fort Lauderdale as a Destination for International Business Development
Airport Outparcels Lease
School Security/SRO
Fire Stations
Police Body Cameras
Civil Citation Program: Adult
Public Cameras in High Crime Areas
City Attorney: Hiring
Classification and Compensation Study and Implementation
Citywide Electronic Document Management System: Finance
Flexible Working Arrangements (9/80)
New Non-Ad Valorem Special Assessments: Undergrounding Utilities
eSports Arena
Partner Initiatives
FY 2019

Tunnel Pedestrian Plaza and Intersection Improvements

Improve Bus and Mass Transit Amenities Improvement: Design and Development

Broward Boulevard Gateway Project

Downtown Mobility Hub Agreement

Traffic Management System Improvement Project

Flooding Study [Army Corps of Engineers]

Sister Cities Program

Business F1rst Program

Partner with Community Agencies to Address Mental Health, Elderly, Neglect and Homelessness Issues

Energy Management Plan
City Successes for 2019
Mayor and City Commission Perspective
City of Fort Lauderdale

1. Homeless: Encampment by Library Removed, Housing Options, Partnership Broward County, Businesses and City, Community Court

2. WAVE Project Stopped: Completed

3. New City Manager: Completed

4. New City Attorney: Completed

5. Bond Referendum for Parks and Police Headquarters: Direction

6. LauderTrail Project: Task Force and Momentum

7. Broward County Transportation Options: Initiated

8. Las Olas Mobility Working Group: Initiated and Making Progress

9. Plastic Straw Ban: Adopted

10. Charter Changes: 4 year Terms, Election 2020

11. Community Engagement: Expanded

12. Return on Investment (ROI) Phase out: Complete Activities

13. Crime Reduction: Safer Community

14. Fire Station 8: Progress
15. LGBTQ Inclusion in City Contracts: Completed

16. “Light up the Galt” Event: Successful 1st Year

17. Support for the Arts: Progress

18. Lockhart Stadium: Working with Neighbors

19. Affordable Housing Project: Approval

20. Scooter Rules and Regulations: Approved

21. Go Big, Go Fast Projects: On Track

22. Positive Energy in the Community

23. Holiday Park – War Memorial Discussion and Direction: Progress

24. Marina Garage: Near Completion

25. Beach/CRA Las Olas Project: Progress

26. One Stop Shop: Progress

27. North Beach Shops: Progress

28. Joint Government Center: Moving Forward

29. Quality Education: Hiring “Chief Education Officer”
SECTION 3

LOOKING TO FORT LAUDERDALE’S FUTURE
# My Vision – Preferred Future for Fort Lauderdale in 10 – 15 Years: Individual Perspective

## Heather Moraitis: District 1
1. Redeveloped Uptown with Mixed Use Development
2. Super Park
3. Lockhart Stadium
4. Great Schools

## Steven Glassman: District 2
1. Traffic Mobility without Congestion
2. Open, Green Spaces throughout Fort Lauderdale
4. Addressing Sea Level Rise

## Ben Sorensen: Vice Mayor
1. Leader in Addressing Homeless
2. Leader in Affordable Housing
3. Beacon of Inclusiveness – Welcome All

## Robert McKinzie: District 3
1. District III Developed
2. Large Parcels Developed
3. Regional Activity Center (RAC) Rezoned for Smart Growth
Dean Trantalis: Mayor

1. Homelessness: Integrated Services, Programs and a Continuum of Care
2. Regional Resiliency Strategy and Actions to Address Sea Level Rise and Contamination of Water
3. New Developments Integrated in Older Neighborhoods
4. New Developments with Housing and Amenities [grocery store, drug store, etc.]
5. Walkable City and Neighborhoods
6. Integrated Transportation System: Pedestrians, Bikes, Auto, Rail and Transit
7. Florid East Coast (FEC) Railway Tunnel Initiative
9. International City: Tourist Destination and Global Economy
10. Commercial Recycling: Businesses and Restaurants
11. Beautiful Streetscapes
# My Legacy for Fort Lauderdale

## Heather Moraitis: District 1
1. Great Parks
2. Quality Education, including an Aviation High School
3. Recreation Spaces for Families

## Steven Glassman: District 2
1. Sense of Place: Special and Unique
2. Quality Education
3. Economic Opportunities for Younger Population

## Ben Sorensen: Vice Mayor
1. Vibrant Downtown: Beautiful, Economically Active, and Attracting People
2. Safeguarded Neighborhoods
3. Leader in Service, Place to Raise a Family, Modern Living

## Robert McKinzie: District 3
1. Encouraging residents to stay in Fort Lauderdale
2. Best Schools Broward County
3. Safe Community and Places
4. Improve the City as a Whole
Dean Trantalis: Mayor

1. Quality of Life Experience
2. Residents/Businesses Love Our City
3. Clean and Safe Community
4. Sustainable Economy: Tourism, Marine, Real Estate, Aviation
5. Industries with New Ideas
6. Positive Climate for Business Development and Investment
7. Affordable Housing Opportunities
8. Quality Education
Action Ideas for 2019 – 2020
Mayor – City Commissioners

1. Streetscape Design Standards [ROW]: Review, Refinement and Funding Mechanism
2. Historic Building Designations: Report and Future Direction
3. ULDR: Affordable Housing in RAC [Inclusionary Zoning]
4. Water Infrastructure: Next Steps
5. King Tides: Report and Direction
6. Tree Policy: Inventory, Report with Options and Direction
7. Aquatic Center: Construction
8. Smart City Plan: Development
9. App Development linking all Transportation Systems
10. Transportation Center [MPO]: Direction
11. Master Plans: Codification
12. 17th Street Bypass: Location and Construction
13. Brightline Quiet Zone: Completion [MPO]
15. Quality Education: Next Steps
16. Building Permits: Further Process Improvements - Software Implementation; Electronic Plan Review; Commission Presentation
17. Engineering Interpretations: Assessment, Report and Direction
18. Fire Workforce Diversification
19. Impact Fee Study
20. Stormwater and Water Rates Study
21. City Procurement Policy and Process Improvement: Data Analysis, Report and Direction
22. Intern/Youth Engagement Program: Summer
23. Next $200 Million Projects: Direction
24. Bond Direction: Parks and Police
25. Sidewalk Repairs: Definition of Responsibility, Direction, City Actions and Funding
SECTION 4

MAYOR – CITY COMMISSION VISION
FORT LAUDERDALE
VISION FRAMEWORK

1. Principles: provide framework for defining the preferred future for the City of Fort Lauderdale

2. Criteria: of Effective Principles
   Simple
   Concise
   Brief Definition
   Easy to Understand and use
   Guide for Decisions and Actions

3. Use – Application of Principle to:
   • Policy Development
   • Major Development
   • Master Plan Development
   • Land Use Planning
   • Development Regulations
   • Capitol Project Planning
   • New Initiatives
Mayor – City Commission
Vision for Fort Lauderdale’s Future

DYNAMIC
community working in partnership for a better Fort Lauderdale community – today and tomorrow

RESILIENT
regional leadership and partnership to address climate and sea level rise

INCLUSIVE
all welcome and opportunities for engagement and ownership

VIBRANT
sense of place

EXCITING
fun venues and activities for all

NIMBLE
ability to anticipate and adjust City plans, programs and services to enhance value to the community
SECTION 5

CAAP FY 2020:
MAYOR – COMMISSION INITIAL PRIORITIES AND INITIATIVES
CAAP FY 2020
Mayor – City Commission Priorities

TOP PRIORITY

Affordable Housing: Incentives
Water Quality & Algae Bloom Improvements
Homelessness Response & Action Plan
Critical City Infrastructure: Utilities
Stormwater Management Master Plan: Implementation
Sidewalk Policy: Review

HIGH PRIORITY

Joint Government Complex
LauderTrail Development
Las Olas Corridor Mobility Working Group
Streetscape & Tree Enhancements
Breakers – Birch Streetscape Project
OTHER COMMISSION PRIORITIES

The Arts/Community Beautification

Historic Preservation: Next Steps

Traffic Center

Parks Plan Bond

Police Station of the 21st Century
## Targets for Action

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>TOP</th>
<th>HIGH</th>
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<tbody>
<tr>
<td>1. Affordable Housing: Incentives</td>
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<tr>
<td>2. Water Quality &amp; Algae Bloom Improvements</td>
<td>Top 5</td>
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<tr>
<td>3. Homelessness Response &amp; Action Plan</td>
<td>Top 4</td>
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<tr>
<td>4. Critical City Infrastructure: Utilities</td>
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<td>5. Stormwater Management Master Plan: Implementation</td>
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<td>6. Sidewalks Policy: Review</td>
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<td>7. Joint Government Complex</td>
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<td>8. LauderTrail Development</td>
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<td>9. Las Olas Corridor Mobility Working Group</td>
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<td>10. Streetscape and Tree Enhancements</td>
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<td>12. The Arts/Community Beautification</td>
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<td>13. Historic Preservation: Next Step</td>
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<tr>
<td>14. Traffic Center</td>
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<tr>
<td>15. Parks Plan Bond</td>
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<tr>
<td>16. Police Station of the 21st Century</td>
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CAAP FY 2020
Action Outlines
ACTION: AFFordable Housing: Incentives

Key Issues

- Mayor – City Commission re-committed to affordable housing in Fort Lauderdale
- City should explore ways to incentivize affordable housing

Activities/Milestones

1. ULDR Inclusionary Zoning (RAC)
   a. City staff complete revision of ULDR zoning for RAC to include affordable housing
   b. Mayor – City Commission decides on ULDR zoning amendments

2. Property Owner Discussion
   a. City staff identify key property owners and initiate discussion about potential affordable housing
   b. The Mayor – City Commission determines direction and any follow up City actions

3. Housing Authority
   a. City staff initiate discussion with the Housing Authority on: current affordable housing project, future plans, future affordable housing opportunities, and areas for future collaboration on affordable housing

(Continued on next page)
ACTION: AFFORDABLE HOUSING: INCENTIVES

Key Issues
- The Mayor – City Commission re-committed to affordable housing in Fort Lauderdale
- The City should explore ways to incentivizing affordable housing

Activities/Milestones

4. Affordable Housing: City Incentives
   a. City staff prepare report on affordable housing incentives, including desired outcomes, opportunities in Fort Lauderdale, best practices, options with recommendations and funding mechanism (if necessary)
   b. Mayor – City Council decides on policy changes and City actions for the future

5. Land Trust/Other Community Organizations Involved in Affordable Housing Programs (CRA, HOME/SHIP/HOPWA)
   a. City staff initiate discussion with the Land Trust/Other Community Organizations on: current affordable housing project, future plans, future affordable housing opportunities, and areas for future collaboration on affordable housing

(Continued on next page)
**ACTION:** AFFORDABLE HOUSING: INCENTIVES

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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<tbody>
<tr>
<td>The Mayor – City Commission re-committed to affordable housing in Fort Lauderdale</td>
<td>b. City staff reports to Mayor – City Commission the results of the discussion and seeks direction on next steps</td>
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<tr>
<td>The City should explore ways to incentivizing affordable housing</td>
<td>6. City Owned Surplus Land</td>
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<tr>
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<td>a. City staff reviews current City owned parcels (large or small) for potential use and prepare report with options and recommendations</td>
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<td>b. Mayor – City Commission decides on direction</td>
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Responsibility: Linda Short, City Manager’s Office; Anthony Fajardo, Sustainable Development
**ACTION:** WATER QUALITY & ALGAE BLOOM IMPROVEMENTS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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<tbody>
<tr>
<td>• Mayor – City Commission focused on water quality</td>
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<tr>
<td>• City should analyze problems, focus on sources, identify regulations and actions for City, and analyze gaps, develop recommendations for a plan of action</td>
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<tr>
<td>• City should focus locally – local problems and potential local actions</td>
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Responsibility: Nancy Gassman, Public Works
## ACTION: HOMELESSNESS RESPONSE & ACTION PLAN

### Key Issues
- Homelessness continues to exist throughout the community
- Day Rest Housing with Partners: Salvation Army and Hope South Florida – define goals, logistics, costs and services
- Modular units $100,000 each with electricity and plumbing
- Identify potential areas for future encampments: Historic District and SW 2nd – need for planning by the City
- United Way: $250,000 for day rest centers

### Activities/Milestones
1. Business Council reconvene dialog on homelessness
2. Day Rest Centers follow up with United Way, Salvation Army and Hope South Florida
3. Prepare an action plan for future homeless encampments

Responsibility: Rick Maglione, Police Chief
### ACTION: CRITICAL CITY INFRASTRUCTURE – UTILITIES

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
</tr>
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<tbody>
<tr>
<td>• City Manager shared that City is meeting the deadlines contained in the consent order</td>
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<tr>
<td>• Mayor – City Commission express desire to address the study: the impacts of sea level rise on water supply; review of the City of Miami Beach policies, plans, programs and the service life</td>
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</tr>
<tr>
<td>• City Manager brought up the issue of color, pointing out that the two water treatment plants use two different treatment processes resulting in “yellowish” water in some areas of the City</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Joe Kenney, Public Works

### ACTION: STORMWATER MANAGEMENT

**MASTER PLAN:** IMPLEMENTATION

<table>
<thead>
<tr>
<th>FY 2019 / FY 2020</th>
<th>CAAP Top Priority</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Rate structure/methodology</td>
<td>1. Study Completion</td>
</tr>
<tr>
<td></td>
<td>2. Mayor – City Commission decision on methodology direction</td>
</tr>
</tbody>
</table>

Responsibility: Nancy Gassman and Joe Kenney, Public Works
### ACTION: SIDEWALK POLICY: REVIEW

**Key Issues**
- Mayor – City Commission expressed concern about the conditions and connectivity of sidewalks
- Need to define/clarify responsibility for sidewalks
- If the City takes responsibility of all sidewalks, the City will need to fund improvements

**Activities/Milestones**

| Responsibility: Anthony Fajardo, Sustainable Development; Paul Berg, Public Works |

### ACTION: JOINT GOVERNMENT COMPLEX

**Key Issues**
- Mayor – City Commission strongly supports the development of a Joint Government Center
- The potential use of a Public-Private Partnership (P3) needs to be evaluated including topics of costs/cost savings and ownership by government

**Activities/Milestones**

| Responsibility: Chris Lagerbloom, City Manager |
### ACTION: LAUDERTRAIL DEVELOPMENT

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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</thead>
<tbody>
<tr>
<td>• Key issues that need to be addressed are: + Definition: What is LauderTrail? + What is the route/location? + What is the trail? + What are key destination points? + What are potential funding mechanisms? • Mayor – City Commission suggested to the committee + Be open to futuristic idea – elevated trail + Present a real plan that can begin implementation during FY 2020 + Focus on existing community and City assets • Mayor – City Commission desired to have direction set, determine funding and to define first steps</td>
<td>1. Prepare report with recommendations and funding mechanism 2. Commission Decision</td>
</tr>
</tbody>
</table>

Responsibility: Phil Thornburg, Parks and Recreation
**ACTION: LAS OLAS CORRIDOR MOBILITY WORKING GROUP**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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</thead>
<tbody>
<tr>
<td>- Working Group has been formed and began regular meetings</td>
<td></td>
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<tr>
<td>- City is preparing a RFP for engineering services working with the Working Group and neighbors</td>
<td></td>
</tr>
<tr>
<td>- Las Olas corridor is defined “Andrews” to the “Beach”</td>
<td></td>
</tr>
<tr>
<td>- Las Olas corridor consistent of at least four distinctive neighborhoods/areas, each with its own unique “personality”</td>
<td></td>
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</tbody>
</table>

Responsibility: Ben Rogers, Transportation and Mobility

**ACTION: STREETSCAPE & TREE ENHANCEMENTS**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
</tr>
</thead>
</table>

Responsibility: Phil Thornburg, Parks and Recreation
### ACTION: BREAKERS – BIRCH STREETSCAPE PROJECT

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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</table>

Responsibility: Ben Rogers, Transportation and Mobility

### ACTION: THE ARTS/COMMUNITY BEAUTIFICATION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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</table>

- Mayor – City Commission expressed the need to address the following issues:
  - a. Entrance/Gateways Beautification Plan
  - b. Median Standards and Maintenance
  - c. Setback – ULDR
  - d. Las Olas Corridor Beautification
  - e. Broward Corridor Beautification
  - f. Reposition: Fort Lauderdale Sculpture

- Beautification is creating a “sense of place”
- Guests/Neighbors expect a “tropical” setting

Responsibility: Phil Thornburg, Parks and Recreation
### ACTION: HISTORIC PRESERVATION: NEXT STEPS

**Key Issues**
- Mayor – City Commission expressed the need for additional activities, beyond the Historic Preservation Ordinance

**Responsibility:** Anthony Fajardo, Sustainable Development

### ACTION: TRAFFIC CENTER

**Key Issues**
- City should work with the Metropolitan Planning Organization (MPO)
- City should pursue use of the Traffic Center for Fort Lauderdale traffic signals

**Responsibility:** Ben Rogers, Transportation and Mobility

### ACTION: PARKS PLAN BOND

**Responsibility:** Phil Thornburg
<table>
<thead>
<tr>
<th>ACTION:</th>
<th>POLICE STATION OF THE 21ST CENTURY</th>
<th>FY 2019 / FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>CAAP Other Priority</td>
</tr>
</tbody>
</table>

**Key Issues**

**Activities/Milestones**

Responsibility: Rick Maglione, Police Chief
MANAGEMENT INITIATIVES FY 2020
MAYOR – CITY COMMISSION

MANAGEMENT INITIATIVES

ROI Implementation
Education Quality Strategy: Review
County Funding for City Roads
Building Permit Process: Review
War Memorial Auditorium: Re-purposing
17th Street Mobility Plan: Implementation
Five Year Vision Zero Plan: Implementation
Lockhart Stadium
Fire Stations
Beach/CRA Las Olas Projects
Wastewater Treatment Plant: Upgrade
Internships/Youth Engagement Program Expansion
Resiliency Strategy
$200 Million Water & Sewer Bond Projects: Completion
Special Events Policy & Manual
## INITIATIVE: ROI IMPLEMENTATION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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</thead>
</table>
| • Mayor – City Commission reaffirmed the direction to phase out ROI  
• Implementation of ROI phase out to be initiated in FY 2020 budget | 1. City Staff develop a 3-year plan with recommendations for Mayor – City Commission consideration, review and direction  
2. The Mayor – City Commission direction is to be reflected in budget FY 2020 recommendations  
3. Mayor – City Commission makes implementing decisions in FY 2020 budget |

Responsibility: Laura Reece, Budget/CIP and Grants
### INITIATIVE: EDUCATION QUALITY STRATEGY: REVIEW

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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</thead>
<tbody>
<tr>
<td>• Mayor – City Commission expressed concerns about school security and safety, including the adequacy of School Resource Officers (SRO)</td>
<td>FY 2019 / FY 2020</td>
</tr>
<tr>
<td>• Some interest to investigate Charter Schools</td>
<td>Mgmt Initiative</td>
</tr>
<tr>
<td>• City completes hiring a “Chief Education Officer”</td>
<td></td>
</tr>
<tr>
<td>• Mayor – City Commission requested an update report on school security, including SROs</td>
<td></td>
</tr>
<tr>
<td>• Education Advisory Board develop a report that addresses the topics</td>
<td></td>
</tr>
<tr>
<td>1. Educational gaps</td>
<td></td>
</tr>
<tr>
<td>2. Perception of schools and education</td>
<td></td>
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</tbody>
</table>

Responsibility: Hal Barnes, Neighbor Support
**ACTIONS:** COUNTY FUNDING FOR CITY ROADS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>The transportation sales tax in Broward County passed</td>
<td>1. City finalize list of projects</td>
</tr>
<tr>
<td>Fort Lauderdale needs to aggressively pursue the City’s fair share of funding for transportation needs</td>
<td>2. Sun Trolley: re-evaluate and prepare report on options</td>
</tr>
<tr>
<td>City to have projects ready once funding becomes available</td>
<td>3. Develop pilot proposals – free ride, on demand or other innovative options to include vehicle traffic</td>
</tr>
<tr>
<td>County to have $300 million available</td>
<td></td>
</tr>
<tr>
<td>Phase 1: $120 million for 31 cities</td>
<td></td>
</tr>
<tr>
<td>Long term projects may include FEC tunnel through City</td>
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<tr>
<td>Short term projects may include:</td>
<td></td>
</tr>
<tr>
<td>(a) revising/modifying Sun Trolley, including new vehicles, reused routes and timing of routes; (b) development of on demand transportation system; and (c) free ridership</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Ben Rogers, Transportation and Mobility
INITIATIVE: BUILDING PERMIT PROCESS: REVIEW

Key Issues	Activities/Milestones

1. Complete Accela implementation
2. Complete e-Permitting/Billing implementation

Responsibility: Anthony Fajardo, Sustainable Development

INITIATIVE: WAR MEMORIAL AUDITORIUM: RE-PURPOSING

Key Issues	Activities/Milestones

Responsibility: Phil Thornburg, Parks and Recreation
### INITIATIVE: 17th STREET MOBILITY PLAN: IMPLEMENTATION

<table>
<thead>
<tr>
<th><strong>Key Issues</strong></th>
<th><strong>Activities/Milestones</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Need to capture economic impacts with Broward County and Port</td>
<td></td>
</tr>
<tr>
<td>• Two lane entrance to I-595 going south</td>
<td></td>
</tr>
<tr>
<td>• Need for Port bypass road</td>
<td></td>
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</tbody>
</table>

Responsibility: Ben Rogers, Transportation and Mobility

### INITIATIVE: FIVE YEAR VISION ZERO PLAN: IMPLEMENTATION

<table>
<thead>
<tr>
<th><strong>Key Issues</strong></th>
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</table>

Responsibility: Ben Rogers, Transportation and Mobility
### INITIATIVE: LOCKHART STADIUM

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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</thead>
<tbody>
<tr>
<td>• The Lockhart Stadium improvements are linked to the Parks Bond Referendum passage</td>
<td></td>
</tr>
<tr>
<td>• The City should initiate discussion with private sector on re-purposing and potential public–private partnership</td>
<td></td>
</tr>
<tr>
<td>• The City should reach out to the Broward County School to discuss potential school uses</td>
<td></td>
</tr>
</tbody>
</table>

**Responsibility:** Luisa Agathon, City Manager’s Office
## INITIATIVE: FIRE STATIONS

### Key Issues
- Mayor – City Commission reaffirmed the direction for Fire Stations and EMS Substation
- Mayor – City Commission prefer Fire Station 13 at Birch State Park to be located on the Intracoastal Waterway

### Activities/Milestones

<table>
<thead>
<tr>
<th>FY 2020</th>
<th>Mgmt Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Fire Station 8: Complete design.</td>
<td></td>
</tr>
<tr>
<td>2. Fire Station 13 [Birch State Park]</td>
<td></td>
</tr>
<tr>
<td>a. The City should re-initiate discussion with the State of Florida</td>
<td></td>
</tr>
<tr>
<td>b. Obtain State response</td>
<td></td>
</tr>
<tr>
<td>c. City staff present report with options and recommendations</td>
<td></td>
</tr>
<tr>
<td>d. Mayor – City Commission decide on direction</td>
<td></td>
</tr>
<tr>
<td>3. EMS Substation</td>
<td></td>
</tr>
<tr>
<td>a. The Fire Department completes “Standards of Coverage” report</td>
<td></td>
</tr>
<tr>
<td>b. The Mayor – City Commission decides on direction for EMS Substation</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Jeff Lucas, Interim Fire Chief
## INITIATIVE: BEACH/CRA LAS OLAS PROJECTS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Marina expansion is underway</td>
<td></td>
</tr>
<tr>
<td>• Mayor – City Commission expressed concerns about restaurants location Development Review Committee is under final comments</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Don Morris, Community Redevelopment Agency

## INITIATIVE: WASTEWATER TREATMENT PLANT: UPGRADE

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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<tbody>
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Responsibility: Paul Berg, Public Works
### INITIATIVE: INTERNSHIPS/YOUTH ENGAGEMENT PROGRAM

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
</tr>
</thead>
</table>

**Responsibility:** Tarlesha Smith, Human Resources

### INITIATIVE: RESILIENCY STRATEGY

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
</tr>
</thead>
</table>

**Responsibility:** Paul Berg, Public Works
### INITIATIVE: $200 MILLION WATER & SEWER BOND PROJECTS: COMPLETION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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</table>

Responsibility: Paul Berg, Public Works

### INITIATIVE: SPECIAL EVENTS POLICY & MANUAL

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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<tbody>
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</tbody>
</table>

Responsibility: Sarah Spurlock, City Manager’s Office
CAAP FY 2019: Additions
Mayor – City Commission
Fort Lauderdale

- Scooter Regulations and Operations Guidelines
- Budget FY 2020: Balancing Revenues and Services
- Fort Lauderdale Aquatic Center
- ULDR: Threshold for City Commission Review and Level of Development
- City Owned Land and Purposes
- Temporary Venues/Events Policy
- Marina Garage
- North Beach Shops
### INITIATIVE: SCOOTER REGULATIONS AND OPERATIONAL GUIDELINES

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Florida law prohibits riding scooters on streets</td>
<td>1. Mayor – City Commission suggest having City staff meet with vendor to discuss problems, to explore possible situations, and to define/clarify rules and responsibilities</td>
</tr>
<tr>
<td>Rider driving behavior is a major problem: speed, cutting across streets</td>
<td>2. Mayor – City Commission requested that the City Manager prepare a report that addresses the following topics:</td>
</tr>
<tr>
<td>Lack of observance of traffic laws</td>
<td>a. Defines the issues and problems</td>
</tr>
<tr>
<td>There is a need to clarify who enforces: firms hire police or have own enforcement team</td>
<td>b. Evaluates current experiences</td>
</tr>
<tr>
<td>There is a need for revised scooter regulations to be in place by spring break</td>
<td>c. Identifies “best practices” by other cities and learning points for the City of Fort Lauderdale</td>
</tr>
<tr>
<td>The City should address scooter parking</td>
<td>d. Review legal research on scooters</td>
</tr>
<tr>
<td>The scooters should have a speed limit of 15 mph</td>
<td>e. Evaluates methods for cost recovery for the City</td>
</tr>
<tr>
<td>Mayor – City Commission expressed direction that the City should not enforce, but the vendors should be responsible</td>
<td>f. Prepare specific recommendations</td>
</tr>
<tr>
<td>Mayor and individual City Commissioners are encouraged to contact the City Manager to share their issues, concerns and experiences</td>
<td>3. This report will be discussed on February 5, 2019</td>
</tr>
</tbody>
</table>

Responsibility: Ben Rogers, Transportation and Mobility
### INITIATIVE:  BUDGET FY 2020: BALANCING REVENUES AND SERVICES

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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Responsibility: Laura Reece, Budget/CIP and Grants

### INITIATIVE:  FORT LAUDERDALE AQUATIC CENTER

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<tr>
<th>Key Issues</th>
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Responsibility: Phil Thornburg, Parks and Recreation
### INITIATIVE: ULDR: THRESHOLD FOR CITY COMMISSION REVIEW AND LEVEL OF DEVELOPMENT

<table>
<thead>
<tr>
<th>FY 2019</th>
<th>CAAP</th>
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</thead>
</table>

**Key Issues**

**Activities/Milestones**

Responsibility: Anthony Fajardo, Sustainable Development

### INITIATIVE: CITY OWNED LAND AND PURPOSES

<table>
<thead>
<tr>
<th>FY 2019</th>
<th>CAAP</th>
</tr>
</thead>
</table>

**Key Issues**

**Activities/Milestones**

Responsibility: Luisa Agathon, City Manager’s Office
### INITIATIVE: TEMPORARY VENUES/EVENTS POLICY

<table>
<thead>
<tr>
<th>FY 2019</th>
<th>CAAP</th>
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</thead>
</table>

#### Key Issues

#### Activities/Milestones

Responsibility: Sarah Spurlock, Nighttime Economy

### INITIATIVE: MARINA GARAGE

<table>
<thead>
<tr>
<th>FY 2019</th>
<th>CAAP</th>
</tr>
</thead>
</table>

#### Key Issues

#### Activities/Milestones

1. The Marina Garage is open
2. The Marina Garage LED “skin” will be completed 3/19

Responsibility: Don Morris, Community Redevelopment Agency
## INITIATIVE: NORTH BEACH SHOPS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. City Manager will provide to Mayor – City Commission an update</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Phil Thornburg, Parks and Recreation
CAAP FY 2019
Follow Up Activities

► Charter Referendum
  1. City develop community information materials

► Plastic Straw Ban: Implementation
  1. The City develops community information campaign
  2. The City works with businesses to implement the “ban” and to develop a compliance/enforcement process

► “Light up the Galt” Event
  1. The City should develop plans to enhance the event for FY 2020 which may include expanding partner and possible City funds in FY 2020 budget