



PRESS PLAY
FORT LAUDERDALE
Our City, Our Strategic Plan 2024



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 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

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



Business Development



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)