The following items are examples and not to be considered all of the activity in Six Pillars

	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	I	J	K
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
2	**Talent Supply and Education (TSE)**					High School Graduation Rate / Education Attainment - Percent of the county's 25+ Population with a Bachelor's Degree or Higher / Average Annual Wage - (Inflation-Adjusted; 2008 Dollars)	See tactics for success stories and updates				
3	Talent Supply and Education (TSE)	**Goal 1**	**FOSTER A WORKFORCE PREPARED TO ADD VALUE AND ALIGNED TO MEET OR EXCEED PROJECTED NEEDS FOR A SKILLED AND TALENTED EMPLOYEE BASE THAT MEETS THE NEEDS OF EMPLOYERS**				See tactics for success stories and updates				
4	Talent Supply and Education (TSE)	**S 1.1**	**Ensure that all PreK-12 learners are fully prepared academically to enter post-secondary education and have a marketable skill upon graduation from high school**								
5	Talent Supply and Education (TSE)	T1	Develop and support programs that encourage that every child live in a home with a responsible and caring adult who nurtures and educates him/her	Children's Services Council (CSC) Department of Children and Families/ChildNet Early Learning Coalition		School readiness Rates of child abuse and neglect Rates of child re-abuse	In FY 11/12, 97% of families participating in the CSC family strengthening programs were free from abuse and neglect 6 months after program completion.		In 2013-14, Impact Broward served 3,636 students with 202 volunteers and 119,669 hours of service through their Foster Grandparent Program and Dropout Prevention.	In FY 13/14, 96% of families participating in the CSC family strengthening programs were free from abuse and neglect 6 months after program completion. 92% of families improved family functioning. 2014 - Children's Services Council was reauthorized by the voters in Broward County.	In FY 14/15, 94% of families participating in the CSC family strengthening programs were free from abuse and neglect 12 months after program completion. 90% of families improved family functioning.
6		T1 Continued					May 2016 - The Children's Services Council of Broward County (CSC) awarded approximately $3.22 million for Healthy Youth Transitions (HYT) programs and over $800,000 for Kinship Initiatives for Supporting Services (KISS) for the 2016-17 Fiscal Year. KISS programs provide support services for children being raised by relative or non-relative caregivers when the biological parents are unable to do so. These services are designed to provide assistance and support to maintain stable kinship homes.	In FY 15/16, 93% of families participating in the CSC family strengthening programs were free from abuse and neglect 12 months after program completion.	2016 - The National Center for Families Learning (NCFL), in partnership with Toyota and Broward County Public Schools (BCPS), today unveiled a unique family learning program. This innovative, two-generation model called Toyota Family Learning is a solution to the educational challenges facing low-income and diverse families. BCPS received a three-year, $175,000 grant from Toyota and NCFL to launch the program.	2019 - A number of organizations continue to provide support through the CSC Family Strengthening program. Examples of organizations include ARC Broward, Boys & Girls Clubs, Boys Town, Kids in Distress, Children's Harbor, Children's Home Society of Florida and others.	
7	Talent Supply and Education (TSE)	T2	Provide life skills training and effective parenting classes to all Broward County residents who require them through the Adult Education program	Children's Services Council (CSC)		Rate of Well-Baby Checks completed Rate of children up to date with immunizations by age two Rate of youth transitioning out of child welfare system with basic employability skills	In FY 11/12, 95% of children enrolled in Healthy Families Broward were up to date with Well-Baby Checks by age four. Additionally, 89% of children enrolled were up to date with immunizations by age two. In FY 11/12, 88% of youth enrolled in CSC Transitional Independent Living programs demonstrated an increase in basic employability skills.	To see services offered by the Children's Services Council and to download a copy of the Council's Funded Program Directory for 2013-2014, please go to cscbroward.org.	In FY 13/14, 96% of children enrolled in Healthy Families Broward were up to date with Well-Baby Checks. 88% of target children will be up-to-date with immunizations at 6 months of age. In FY 13/14, 80% of youth enrolled in CSC Transitional Independent Living programs demonstrated an increase in basic employability skills.	In FY 14/15, 89% of children enrolled in Healthy Families Broward were up to date with Well-Baby Checks. 89% of target children will be up-to-date with immunizations at 2 years of age. In FY 14/15, 87% of youth enrolled in CSC Transitional Independent Living programs demonstrated an increase in basic employability skills.	
8		T2 Continued					In FY 15/16, 86% of children enrolled in Healthy Families Broward were up to date with Well-Baby Checks. 85% of target children will be up-to-date with immunizations at 2 years of age. In FY 15/16, 85% of youth enrolled in CSC Transitional Independent Living programs demonstrated an increase in basic employability skills.	2019 - A number of organizations continue to provide support through the CSC Family Strengthening program. Examples of organizations include Boys & Girls Clubs of Broward County, Community Based Connections, Family Central, Hispanic Unity of Florida and others.			

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
9	Talent Supply and Education (TSE)	T3	Collaborate strongly with community agencies and groups (such as the Literacy Coalition) to eradicate illiteracy in Broward County		Boys & Girls Club of Broward County	No direct measurement available/ Increase in % of youth who progress to the next grade level on time	Broward County Public Schools has entered into a collaborative partnership with Innovations for Learning (IFL), an Illinois-based nonprofit organization, to implement a new literacy program that harnesses the power of teachers, tutors, and technology to deliver classroom instruction to 120 kindergarten and first grade classrooms. The new innovative learning model will impact approximately 2,160 students beginning in August 2013. Aug 2013 Through the collaborative efforts of the Broward County Public Schools Youth Mentoring and Early Childhood departments, and the United Way of Broward County, the Reading Pals program will include 12 elementary schools and one child care center for the 2013/14 school year. This is an increase from three elementary schools and one child care center last year. More than 150 volunteer mentors have been recruited and trained to provide one-on-one reading and literacy assistance to students in first grade.	United Way of Broward County's ReadingPals initiative focuses on engaging, training and deploying volunteer "reading pals." In 2012, ReadingPals contributed 1,833 hours and impacted the lives of 167 students while helping them improve their reading skills. The number of locations with ReadingPals grew from three in 2012 to 12 in 2013.	2/5/14 In honor of national Digital Learning Day, Broward County Public Schools (BCPS) is spotlighting the BCPS collaborative partnership with the non-profit organization Innovations for Learning (IFL). Through this initiative, BCPS is implementing a digital literacy program for kindergarten and first grade students that integrates classroom instruction and community-based tutors to deliver interactive instruction at 13 BCPS Title I schools (123 classrooms). Seth Weinberger, Executive Director of IFL, said, "Broward County has quickly become one of our favorite school districts to collaborate with. Not only does the staff from top to bottom recognize the importance of early literacy, but they also have the resolve to tackle the challenges with innovative solutions. It is exciting to contemplate the amount of student progress that is possible in this environment."	The Children's Services Council of Broward County (CSC) funded Maximizing Out-of-school Time (MOST) Program has launched a new Summer Literacy and Arts Initiative! The CSC is providing children in their programs with baskets of books from an accompanying recommended "Cool Summer Reading List," providing quality literature for children to read. The book titles selected promote children's interests and enhance their reading skills. Part of the initiative includes providing a book for every child in their programs. The CSC recognized the need to provide books for children who otherwise may not have them and to deliver read-aloud times which foster the development of literacy skills. This is even more important over the summer months, when many children often lose skills or fall behind. Children are also encouraged to create artworks centered on the theme, "I Love Summer Reading." CSC will host an exhibit of the children's artworks towards the end of summer.	United Way of Broward County's ReadingPals initiative focuses on engaging, training and deploying volunteer "reading pals" to visit with and read to elementary school children who may be having trouble reading at grade level for 25 consecuitve weeks. This program provides not just reading assistance, but mentoring and general support and nurturing to young children. ReadingPals allows children to build home libraries, giving 15 books to each child. In 2014, ReadingPals' 275 volunteers worked with 310 children at 19 sites to improve literacy and feelings of self-confidence. In order to avoid Summer reading slide, ReadingPals is also providing take-home reading kits to each child, and in conjunction with the Broward County libary system, is conducting a series of reading nights for families. In FY 15-16 983 member of the Boys & Girls Club of Broward County participated in Youth Education Success. 96% of membrs progressed to the next grade level. In 2014, Broward Lawyers for Literacy launched a program where lawyers and judges visit schools to serve as guest readers and become positive role models for the love and need of literacy. Take-home books are provided to each child.
10		T3 Continued					The Children's Services Council of Broward County (CSC) partnered with local businesses, non-profit organizations and other community stakeholders to make an impact on the literacy development of nearly 40,000 of Broward's youngest residents in October 2014 with the Broward Reads Campaign. The CSC distributed 50,000 books for Broward Reads for the Record, the local effort based on the national campaign that celebrates literacy by mobilizing millions of children and adults to read the same book on the same day.	The Children's Services Council's (CSC) Broward Campaign for Grade Level Reading/Literacy Committee continues to make great strides in the community with a number of initiatives underway. The Committee is a partnership for grade level reading proficiency between the Broward Children's Services Council, Broward County Public Schools, Broward Early Learning Coalition, Broward County Library System and multiple community organizations. The goal of the Committee is to connect literacy initiatives across Broward with a focus on school readiness, summer learning, family engagement, school attendance, and third grade proficiency for all students. Co-chairs of the committee are Broward County Commissioner Beam Furr, Broward County Public Schools Chief Academic Officer Daniel Gohl, and Early Learning Coalition of Broward County CEO Renee Jaffe.	The Children's Services Council of Broward County (CSC) partnered with community stakeholders to make an impact on the literacy development of nearly 40,000 of Broward's youngest residents in October 2015 with the Broward Reads Campaign. The CSC distributed 40,000 books for Broward Reads for the Record, the local effort based on the national campaign that celebrates literacy by mobilizing millions of children and adults to read the same book on the same day. The Committee is a partnership for grade level reading proficiency between the Broward Children's Services Council, Broward County Public Schools, Broward Early Learning Coalition, Broward County Library System and multiple community organizations. The goal of the Committee is to connect literacy initiatives across Broward with a focus on school readiness, summer learning,school attendance, and third grade proficiency for all students. Co-chairs of the committee are Broward County Commissioner Beam Furr, Broward County Public Schools Chief Academic Officer Daniel Gohl, and Early Learning Coalition of Broward County CEO Renee Jaffe.	In FY 15-16 983 member of the Boys & Girls Club of Broward County participated in Youth Education Success. 96% of members progressed to the next grade level.	The Children's Services Council, together with Broward County, the School Board and the Early Learning Coalition, plays a leading role in supporting literacy through Broward Reads: Campaign for Grade Level Reading which includes four pillars: Quality Childcare, Promoting School Attendance, Preventing Summer Slide and Engaging Parents.
11	Talent Supply and Education (TSE)	T4	Strengthen pre-school programs so all children can achieve readiness for Kindergarten		Jack and Jill Children's Center	Kindergarten readiness	2013 Sunland Park Elementary School is now focussing on early childhood education by serving students in Pre-Kindergarten – 3rd grade.	KidVision VPK (KidVisionVPK.org) makes learning Florida's Early Learning and Developmental Standards for 4-year-olds lively and fun for everyone. Educational and entertaining virtual field trips establish meaningful learning opportunities that are extended into the classroom through hands-on lesson plans and student assessments.	8/17/15 Broward County Public Schools (BCPS) Minority Success Academy Early Years Program has been selected for a $200,000 grant from the W.K. Kellogg Foundation. The grant will help connect and align early childhood providers with seven BCPS elementary schools and provide for a multi-year program for early learning instruction, parent engagement and administrative leadership, within early childhood programs and the participating elementary schools.	2019 - Examples of organizations providing support or services include Children's Services Council of Broward, Early Learning Coalition and Family Central.	The Children's Services Council, together with Broward County, the School Board and the Early Learning Coalition, plays a leading role in supporting literacy through Broward Reads: Campaign for Grade Level Reading which includes four pillars: Quality Childcare, Promoting School Attendance, Preventing Summer Slide and Engaging Parents.

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Talent Supply and Education (TSE)	T5	Ensure that quality afterschool programs are funded and provided	Children's Services Council (CSC)	Firewall Centers /Sunserve	No direct measurement available	In FY 12/13, over 8,000 children were served through the Children's Services Council's Maximizing Out of School Time (MOST) program. 87% of participants demonstrated improved math skills and 91% demonstrated improved reading skills.	11/7/12 Hispanic Unity of Florida announced it has been awarded a $94,540 grant from State Farm through its Youth Advisory Board. The grant will support the agency's Unity 4Teens afterschool program at Apollo Middle School in Hollywood.	The Children's Services Council of Broward County (CSC) is partnering with Florida Atlantic University (FAU) to develop and implement STEM-related learning activities. Professors in the Colleges of Engineering, Computer Science, Education, and other disciplines will work with middle school students in the CSC's Youth FORCE programs, which serve about 1,000 at-risk middle school students across Broward County, after school and during the summer.	In FY 13/14, 80% of CSC Maximizing Out of School Time program participants demonstrated improved math skills and 92% demonstrated improved reading skills.	8/17/15 Broward County Public Schools (BCPS) Minority Success Academy Early Years Program has been selected for a $200,000 grant from the W.K. Kellogg Foundation. The grant will help connect and align early childhood providers with seven BCPS elementary schools and provide for a multi-year program for early learning instruction, parent engagement and administrative leadership, within early childhood programs and the participating elementary schools.
	T5 Continued					Dec 2015 Mayors' Chess Challenges are friendly competitions that bring together elected officials, community leaders, students, families and chess players of all ages and abilities to support and celebrate scholastic and community-based chess programs. The free events, spearheaded by Sunrise Mayor Michael J. Ryan in cooperation with Mayors from throughout Broward County, are designed to draw attention to the benefits of chess in both the academic environment and in our community. Visit http://www.sunrisefl.gov/index.aspx?page=639 to see a schedule of events.	In the 15/16 school year, Firewall Centers served 400+ students daily across Broward County, with each student receiving an average of 193 hours of holistic tutoring, mentoring, and leadership development services. 97% of students did not exceed 20 absences during the year (Broward School Board Standards); 95% of students did not receive internal/external suspensions from school; 97% of students earned an A, B, or C in Language Arts, 93% did so in Math, and 94% did so in Reading; 100% of students were promoted to the next grade level and/or graduated.	SunServe's Youth Department provides lesbian, gay, bisexual, transgender and questioning (LGBTQ) relevant services that include the Rainbow Room afterschool drop-in center, Youth Therapy, Family Therapy, Life Coaching, Intensive Case Management, Youth Groups, annual dances (LGBTIA Prom and Halloween Dance), a Paid Internship Placement Program (PIPP), and myriad support groups throughout the county.	2019 - A number of organizations continue to provide after school support through the CSC. Examples of organizations include numerous BCPS elementary schools, municipalities in Broward County, Boys & Girls Clubs of Broward County, Urban League of Broward County and others.	
Talent Supply and Education (TSE)	T6	Integrate career exposure into school curricula – offer career courses		Boys & Girls Club of Broward County	High school graduation rates	BCPS has a number of career exposure opportunities such as the Office of Equity & Academic Attainment Career Summit Series and Construction Career Days, which provides a forum for high school students to learn about careers in the highway and bridge construction industry.	In FY 15-16 17 Boys and Girls Club members received OSHA 10 and ServSafe certifications. Over 100 members have earned certifications in these areas since the program's inception in 2009.	2017 - Nearly one thousand Broward County Public Schools high school juniors participated in the inaugural Claim Your Future Showcase on February 8 at the BB&T Center in Sunrise. The students had an opportunity to explore a variety of career possibilities in Broward County and learn about the skills needed to pursue their professional goals. This was a partnership between the Greater Fort Lauderdale Alliance and the Broward County Public Schools' Career, Technical, Adult & Community Education (CTACE) program. The event brought together over fifty local companies so that students could learn about career pathways that are open to them.	2018 & 2019 - 2nd & 3rd Annual Claim Your Future Showcase events took place at the BB&T Center. Attendance has grown every year. The event continued to showcase local employers and education institutions, and gives students the opportunity to hear remarks from executives and participate in mock interviews. In 2019, an internship component was added where students could interview with employers on the spot for summer internship opportunities.	
Talent Supply and Education (TSE)	T7	Encourage students to have a marketable skill upon graduation by obtaining an industry recognized certificate in addition to a high school diploma	CareerSource Broward	Children's Services Council of Broward/ Boys & Girls Clubs of Broward County	High school graduation rates/ Certifications received from Specialized Career programs % of youth unemployment	In FY 11/12, 93% of participants in the CSC Summer Youth Employment Program demonstrated proficiency in employability and job retention skills. In FY 11/12, 83% of youth ages 16-22 with disabilities participating in the CSC Supported Training Employment Program improved job duty skills.	In FY 13/14, 94% of participants in the CSC Summer Youth Employment Program demonstrated proficiency in employability and job retention skills. In FY 13/14, 92% of youth ages 16-22 with disabilities participating in the CSC Supported Training Employment Program improved job duty skills. In FY 13/14, 80% of youth enrolled in CSC Transitional Independent Living programs demonstrated an increase in basic employability skills.	In FY 14/15, 85% of participants in the CSC Summer Youth Employment Program demonstrated proficiency in employability and job retention skills. In FY 14/15, 91% of youth ages 16-22 with disabilities participating in the CSC Supported Training Employment Program improved job duty skills. In FY 14/15, 87% of youth enrolled in CSC Transitional Independent Living programs demonstrated an increase in basic employability skills.	In FY 15-16 17 Boys and Girls Club members received OSHA 10 and ServSafe certifications. Over 100 members have earned certifications in these areas since the program's inception in 2009.	In Summer 2016, 86% of participants in the CSC Summer Youth Employment Program demonstrated proficiency in employability and job retention skills. In FY 15/16, 93% of youth ages 16-22 with disabilities participating in the CSC Supported Training Employment Program improved job duty skills. In FY 15/16, 85% of youth enrolled in CSC Transitional Independent Living programs demonstrated an increase in basic employability skills.

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16							2019 - For a third consecutive year, Broward County Public Schools' career and technical education students at Atlantic Technical College, McFatter Technical College and Sheridan Technical College are #1 in the state – earning the highest number of industry certifications for the 2017/18 school year. Students at the three Broward Technical Colleges outperformed their counterparts in the state by more than 14 percent, with 856 credentials. The achievement of Broward Technical Colleges students in earning industry certifications qualifies the District for $646,000 from the state, as part of the Florida Department of Education post-secondary Florida Career and Professional Education Act, also known as CAPE.	2018/19 - A group of 39 motivated and determined Miramar High School juniors and seniors participated in the first Aviation Technician Career Dual Enrollment program at the Emil Buehler Aviation Institute at Broward College. The program is a partnership between Broward County Public Schools and Broward College. This three-year program, tailored to 10th, 11th and 12th graders, requires students to attend their normal hours of high school classes plus two additional hours of after-school instruction at Broward College five days a week. The program will prepare them to meet future aviation industry maintenance needs.			
17	Talent Supply and Education (TSE)	T8	Identify and actively support education and career programs such as Junior Achievement of South Florida's financial literacy programs, the Community Foundation of Broward's School is Cool program and others		Firewall Centers	High school graduation rates	Junior Achievement has newly released high school programs aligned with STEM objectives, and is looking for ways to broaden and increase the outreach in the high schools. JA Career Success JA Career Success equips students with the tools and skills required to earn and keep a job in high-growth career industries.	2014 - The School Board of Broward County continues the partnership with Junior Achievement of South Florida. All 5th and 8th grade students complete an integrated unit of study followed by a culminating field trip to Junior Achievement World.	I-CON program serves over 300 students in several high schools through afterschool programs that emphasize soft skills, financial literacy and conducts job placement. JA and Handy Career Services provide program curriculum. CareerSource Broward awards the grant and 90% of junior and senior students graduate and pursue postsecondary education through this support.	United Way and the Museum of Discovery and Science have partnered to create the App-Titude Program, complimenting the museum's STEM Academy. App-Titude provides afterschool coding instruction, general computer science education, and eventual internship opportunities for high school students.	Mayors' Chess Challenges, spearheaded by Sunrise Mayor Michael Ryan, are friendly competitions that bring together elected officials, community leaders, students, families and chess players of all ages and abilities to support and celebrate scholastic and community-based chess programs. The free events are held in cooperation with Mayors from throughout Broward County, and are designed to draw attention to the benefits of chess in both the academic environment and in the community. Players of all ages, novices and experts alike, are invited to participate and instructors are on hand to help those new to the game.
18		T8 Continued					Firewall Centers' T.H.I.N.K. Leadership Program is designed to improve students' school attendance, behavior and course performance outcomes. Because Firewall provides students with practical academic help, individualized success plans, and accountability and encouragement from mentors, they begin to take ownership over their lives and schoolwork; therefore, pursuing an education beyond high school becomes a reality for them as they gain confidence in their ability to reach their goals year after year. The program's T.H.I.N.K. curriculum also equips students with life skills that build their ability to make informed decisions, prioritize their schedules, and overcome obstacles. It teaches the students resilience, perseverance, and leadership principles.				
19	Talent Supply and Education (TSE)	S 1.2	Create and maintain an inventory of all educational assets in Broward County that examines the availability of learning opportunities and assesses how well the workforce, education and training systems meet the needs of the County's targeted industries				See tactics for success stories and updates				
20	Talent Supply and Education (TSE)	T9	Establish a task force representative of all stakeholders to produce an educational asset inventory	CareerSource Broward		Inventory completed by 2014	CareerSource Broward researched several regions that have educational asset inventories to ascertain ways to create the inventory. This resulted in an education assets page located on the CareerSource website, with instructions on how to find local training providers to pursue a desired occupation. Using this inventory to help plan a job search or career change in a local targeted industry, as aligned with the Six Pillars Plan, involves a simple three-step process. For more information, visit http://www.careersourcebroward.com/CareerServices/DevelopNewSkills/EducationAssetInventory.aspx.				

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21	Talent Supply and Education (TSE)	T10	Identify potential funding sources for creating the inventory and secure a lead agency to create and maintain the inventory	CareerSource Broward		Inventory completed by 2014	CareerSource Broward researched several regions that have educational asset inventories to ascertain ways to create the inventory. This resulted in an education assets page located on the CareerSource website, with instructions on how to find local training providers to pursue a desired occupation. Using this inventory to help plan a job search or career change in a local targeted industry, as aligned with the Six Pillars Plan, involves a simple three-step process. For more information, visit http://www.careersourcebroward.com/CareerServices/DevelopNewSkills/EducationAssetInventory.aspx.				
22	Talent Supply and Education (TSE)	**S 1.3**	**Establish collaborative development of curricula to implement innovative workforce training solutions and expose students to careers**				See tactics for success stories and updates				
23	Talent Supply and Education (TSE)	T11	Provide a collaborative environment among educators and stakeholders for guiding curriculum development	University Educational Consortium		Curricula developed	3/2814 Broward College, FAU and Palm Beach State College have been awarded a $3.5 Million Florida TEAm grant to accelerate the pipeline for computer science and engineering students.	2016 - The Greater Fort Lauderdale Alliance and Broward County Public Schools partner to promote Technology, Education and Careers in South Florida. Through the TechGateway Initiative, the Alliance and BCPS have teamed up to create an even brighter future for the technology industry and local students. Through this partnership, poster-sized versions of a map showcasing the location of technology companies across our region have been distributed to all of the District's middle and high schools. BCPS Career, Technical, Adult & Community Education facilitators have been working to raise awareness at schools about the TechGateway initiative, posters and associated classroom activities. In addition, BCPS middle and high school students have participated in a TechGateway App Challenge, allowing them to use their computer science skills by designing, storyboarding and creating an app that incorporates the TechGateway map and initiative to increase awareness about technology companies doing business in South Florida. These students had lunch with industry executives at Citrix on March 2, 2017.	2018 - Miramar High School students in grades 10-12 began taking classes at Broward College this fall thanks to the College's first career dual enrollment program at the Emil Buehler Aviation Institute on the Judson A. Samuels South Campus in Pembroke Pines. Of the 39 students, a notable 30 percent of the cohort are female. The first of its kind in Broward County, the high schoolers enrolled in the Broward College Postsecondary Adult Vocational Aviation Maintenance program will complete one Federal Aviation Administration certificate, either Airframe or Powerplant, by the time they graduate Miramar High School. The participating students can then continue their education at Broward College to complete their Associate of Science degree in Aviation Maintenance Management and have the future opportunity to obtain their Bachelor of Science degree in Aerospace Science by 2024.		
24	Talent Supply and Education (TSE)	T12	Review career and technological education (CTE) as a best practice model for collaboration and share strategies	Broward County Public Schools		No direct measurement available	3/2814 Broward College, FAU and Palm Beach State College have been awarded a $3.5 Million Florida TEAm grant to accelerate the pipeline for computer science and engineering students.				
25	Talent Supply and Education (TSE)	T13	Conduct an annual survey of employers and educators to determine if current curricula is meeting the needs of employers and the changes that need to be made	Greater Fort Lauderdale Alliance		Employer satisfaction with training levels of graduates	2016 - JPMorgan Chase & Co invested $126,000 with the Greater Fort Lauderdale Alliance Foundation to develop a local market analysis and report assessing the skills gap in Greater Fort Lauderdale/Broward County. The report was developed with CareerSource Broward and other partners, and evaluated both worker skills and employer needs to develop a framework that can help accelerate training and fill high-demand jobs. The report focused on key industries including High-Tech Manufacturing, Aviation/Aerospace, Technology, Corporate Headquarters, Life Sciences, Marine Industries and Global Logistics. A report to the community was provided to business, academic, and local government leaders and the final result outlined strategic recommendations for those who are involved in preparing the present and future workforce. Those recommendations have been and continue to be implemented.				

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26	Talent Supply and Education (TSE)	T14	Integrate opportunities for industry exposure into the school curricula and update annually	Broward County Public Schools		Curricula developed	The Broward Metropolitan Planning Organization (Broward MPO) has partnered with South Florida Commuter Services (SFCS), a program of the Florida Department of Transportation, and Stranahan High School's Engineering Magnet Program to provide students with projects from the TRAC & RIDES Educational Program as well as the opportunity to participate in unique field trips this school year. The Stranahan Science/Pre-Engineering Program currently offers a state-of-the-art science and engineering facility to nearly 200 registered students, who meet high academic standards. The high school often seeks partnerships to enhance learning and offer hands-on experience that relates to the real world.	2017 - Nearly one thousand Broward County Public Schools high school juniors participated in the inaugural Claim Your Future Showcase on February 8 at the BB&T Center in Sunrise. The students had an opportunity to explore a variety of career possibilities in Broward County and learn about the skills needed to pursue their professional goals. This was a partnership between the Greater Fort Lauderdale Alliance and the Broward County Public Schools' Career, Technical, Adult & Community Education (CTACE) program. The event brought together over fifty local companies so that students could learn about career pathways that are open to them.			
27	Talent Supply and Education (TSE)	**S 1.4**	**Align Science, Technology, Engineering, Art and Mathematics (STEAM) education to meet or exceed projected state/county workforce needs**				See tactics for success stories and updates			
28	Talent Supply and Education (TSE)	T15	Provide curricula for all students which integrates science, math, reading, social studies and the arts in order to prepare students to be able to compete in the global marketplace	Broward County Public Schools		College attainment (from Florida Scorecard)	3/2814 Broward College, FAU and Palm Beach State College have been awarded a $3.5 Million Florida TEAm grant to accelerate the pipeline for computer science and engineering students.	The Children's Services Council of Broward County (CSC) is partnering with Florida Atlantic University (FAU) to develop and implement STEM-related learning activities. Professors in the Colleges of Engineering, Computer Science, Education, and other disciplines will work with middle school students in the CSC's Youth FORCE programs, which serve about 1,000 at-risk middle school students across Broward County, after school and during the summer.	Students in the Marine Magnet program at South Broward High School are starting their summer by diving into the world of Oceanography at the Ocean STEM Summer Camp. For two weeks, Marine Magnet students are attending Nova Southeastern University Oceanographic Center and learning from University professors and lecturers as they attend classes on campus, engage in hands-on activities and gain field experience. The camp began Monday, June 23, 2014, and runs through Thursday, July 3, 2014.

During the Ocean STEM Summer Camp, the students are studying climate change and how it affects the ocean, ocean thermal energy conversion, and the ocean's impact on technology, carbon footprints and coral disease. Hands-on lab activities include building and programming underwater remotely operated vehicles (ROVs) and examining deep-sea specimens. A boat trip, sponsored in part by Marine Industries Association of South Florida, provided students with field experience as they gathered data, studied sharks and used technology while at sea. | 11/12/14 Parents and students were invited to attend and learn more about magnet and Science Technology Engineering and Math (STEM) programs offered to students at Atlantic Technical, Blanche Ely, Boyd Anderson, Deerfield Beach, Dillard, Fort Lauderdale, Northeast and Pompano Beach high schools. | 1/2014, 15 BCPS Middle Schools elected to participate in a Digital Mathematics Program as part of an i3 Grant with SRI International and the University of Florida. 129 middle school mathematics teachers engaged in professional leanring on how to deliver the curriculum.

2014 - Networking for Teaching Entrepreneurship for South Florida NFTE - Nova Middle School's entrepreneurship teacher is selected as this year's recipient for Nova's implementation of NFTE's pilot program called App Inventor, a Massachusetts Institute of Technology developed coding program that allows students to build mobile apps. The program was sponsored by Verizon, which supplied the class with 25 Samsung tablets. |
| 29 | | T15 Continued | | | | | FIU Engineering Expo 2015 - Junior and senior students from four High School Engineering programs (Everglades, McArthur, Northeast and Stranahan) participated in this year's Engineering Expo on the campus of FIU's Engineering Center. They came to discover the educational and employment opportunities that await them, as they continue their education in the growing field of Engineering. Students took part in activities that highlighted many of the areas such as Robotics. | In March 2016, CSC began a two year federal Performance Partnership Pilot (P3) grant called Best Opportunities to Shine and Succeed (BOSS) to blend US Department of Labor and US Department of Education funding to serve youth in high need high schools to support high school graduation and college and career readiness. The grant will fund over 400 youth to receive tiered case management services and afterschool programs. | 2016 - For the fourth consecutive year, local students were energized with inventive lessons in math, science and the environment through Broward Center for the Performing Arts educational programs sponsored by Florida Power & Light Company (FPL). "Using the arts to spark students' creativity and deepen their interest in science, technology, engineering and math turns the STEM curriculum into STEAM, which can power kids' curiosity and deepen their connection to learning," said Broward Center President and CEO Kelley Shanley. | | |

Six Pillars Implementation Plan Recommendations/Action Step Assignments

	A	B	C	D	E	F	G	H	I	J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
30	Talent Supply and Education (TSE)	T16	Increase the number of students who matriculate into STEAM majors to meet or exceed projected workforce needs	Broward County Public Schools		Percentage increase in number of students matriculating into STEAM majors	11/14/13 BCPS' Northeast High School hosted its second annual STEAM Ideas Festival. The community event combines science, technology, engineering and math (STEM) activities with the arts (STEAM). The event is designed to promote science, math and art; bring intellectual inspiration to the community; and highlight the importance of the arts in the creativity and innovation needed for STEM and STEAM careers. 12/6/13 Broward County Public Schools (BCPS) is honoring National Computer Science Education Week (December 9-13) and the District's new partnership with the non-profit organization, Code.Org, by participating in the Hour of Code. The Hour of Code is a weeklong campaign, which aims to have 10 million students in the United States experience one hour of computer science in school. The overall goal is to increase students' interest in computer science and code writing as future career paths.	12/6/13 Broward County Public Schools (BCPS) is honoring National Computer Science Education Week (December 9-13) and the District's new partnership with the non-profit organization, Code.Org, by participating in the Hour of Code. The Hour of Code is a weeklong campaign, which aims to have 10 million students in the United States experience one hour of computer science in school. The overall goal is to increase students' interest in computer science and code writing as future career paths. 4/2013 The Urban League of Broward County Young Professionals Network, in collaboration with The On It Foundation and National Society of Black Engineers FIU chapter hosted its annual National Day of Service with a focus on introducing and promoting career paths in STEM to middle and high school students. The free one-day service initiative gave students a unique perspective into gaining success in STEM fields.	Broward County Public Schools was awarded a $12 million dollar grant for six elementary schools to launch the Sprouting STEM Museum Magnet Schools. This is a three year grant that started November 2013. 5/16/14 The Broward Metropolitan Planning Organization (Broward MPO) has partnered with South Florida Commuter Services (SFCS), a program of the Florida Department of Transportation, and Stranahan High School's Engineering Magnet Program to provide students with projects from the TRAC & RIDES Educational Program as well as the opportunity to participate in unique field trips this school year. The Stranahan Science/Pre-Engineering Program currently offers a state-of-the-art science and engineering facility to nearly 200 registered students, who meet high academic standards. The high school often seeks partnerships to enhance learning and offer hands-on experience that relates to the real world.	Microsoft App Code - BCPS has partnered with Microsoft Office to train teachers on game and phone apps that instruct students to code gaming applications that emphasize elementary reading skills. The students will share these apps with their feeder elementary schools to support literacy.	Verizon conducted a focus group to create guidance counselors and student articulation to Postsecondary and Technical education completion.
31	Talent Supply and Education (TSE)	T17	Increase the number of credentialed teachers to teach STEAM subjects	University Educational Consortium		Number of credentialed teachers	More than 700 high school science teachers across the state have free access to an online or in-person STEM professional development course, thanks to the Florida Department of Education and universities and colleges throughout Florida.	Since 2009, 105 BCPS teachers completed a federally funded competive grant, state approved, alternative certification program (IMPACT) and successfully earned a five-year professional certificate.			
32	Talent Supply and Education (TSE)	T18	Conduct a campaign that promotes STEAM majors to PreK-12 students	Life Sciences South Florida		Percentage increase in number of students matriculating into STEAM majors	Northeast High School's Ideas Festival will bring renowned scientists and musicians to the community. Scientists from universities including Dartmouth, Duke, University of Florida, UC Berkeley and Nova Southeastern, along with music, dance, recycled art and poetry combine to make this event an intellectually inspiring and entertaining evening. The Ideas Festival will take place March 15, 2013. The S.T.E.A.M. festival was inspired when Kiona Elliott, a senior at Northeast High, was one of 12 U.S. students selected as a Bezos Scholar.	11/14/13 BCPS' Northeast High School hosted its second annual STEAM Ideas Festival. The community event combines science, technology, engineering and math (STEM) activities with the arts (STEAM). The event is designed to promote science, math and art; bring intellectual inspiration to the community; and highlight the importance of the arts in the creativity and innovation needed for STEM and STEAM careers. 12/6/13 Broward County Public Schools (BCPS) is honoring National Computer Science Education Week (December 9-13) and the District's new partnership with the non-profit organization, Code.Org, by participating in the Hour of Code. The Hour of Code is a weeklong campaign, which aims to have 10 million students in the United States experience one hour of computer science in school. The overall goal is to increase students' interest in computer science and code writing as future career paths.	12/6/13 Broward County Public Schools (BCPS) is honoring National Computer Science Education Week (December 9-13) and the District's new partnership with the non-profit organization, Code.Org, by participating in the Hour of Code. The Hour of Code is a weeklong campaign, which aims to have 10 million students in the United States experience one hour of computer science in school. The overall goal is to increase students' interest in computer science and code writing as future career paths.	11/12/14 Parents and students were invited to attend and learn more about magnet and Science Technology Engineering and Math (STEM) programs offered to students at Atlantic Technical, Blanche Ely, Boyd Anderson, Deerfield Beach, Dillard, Fort Lauderdale, Northeast and Pompano Beach high schools.	
33	Talent Supply and Education (TSE)	T19	Increase the availability of scholarships for post-secondary work or education in STEAM fields	Broward Education Foundation		Percentage increase in number of students matriculating into STEAM majors	3/2814 Broward College, FAU and Palm Beach State College have been awarded a $3.5 Million Florida TEAm grant to accelerate the pipeline for computer science and engineering students.				
34	Talent Supply and Education (TSE)	T20	Increase industry externship opportunities for STEAM educators	FIU and South Florida Regional Planning Council		Number of teachers participating in externship opportunities with STEAM related employers	3/2814 Broward College, FAU and Palm Beach State College have been awarded a $3.5 Million Florida TEAm grant to accelerate the pipeline for computer science and engineering students.				

7/8/2019

The following items are examples and not to be considered all of the activity in Six Pillars

	A	B	C	D	E	F	G	H	I	J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
35	Talent Supply and Education (TSE)	T21	Expand access to experiential learning opportunities for students, including but not limited to field trips, internships and shadowing			Percentage increase in number of students matriculating into STEAM majors	The School Board of Broward County has agreed to pay almost $6 million over 10 years to help the Broward Center for the Performing Arts expand and renovate its existing buildings (SunSentinel 5/8/13)	AutoNation is employing students under the age of 18 to work as "interns" under the AYES program. The company will be choosing specific dealerships that have the best learning environment for high school automotive students to begin the 2015 pilot. AutoNation will pilot the program at Sheridan Technical College's AYES high school automotive class.	Nova Southeastern University provides three magnet high school summer enrichment programs for students. The Aviation Program at Miramar High School, the Marine Science Program at South Broward High School, and the Emerging Computer Technology and Digital Entrepreneurship Program at Dillard High School.	The Network for Teaching Entrepreneurship (NFTE) provides programs that inspire young people from low-income communities to stay in school, to recognize business opportunities and to plan for successful futures.	Broward County Public Schools (BCPS) was awarded $135,000 by the JP Morgan Chase Foundation for its Linking Education and Employment Outcomes (LEEO) program. Under this endowment, LEEO will partner with the National Academy Foundation (NAF), an educational nonprofit organization, to provide paid internships to eligible students during the summer of 2015.
36	Talent Supply and Education (TSE)	T22	Develop a program similar to Junior Achievement that will bring STEAM organizations and education together in after school, mentoring and PreK programs		Firewall Centers	Percentage increase in number of students matriculating into STEAM majors	Junior Achievement has newly released high school programs aligned with STEM objectives, and is looking for ways to broaden and increase the outreach in the high schools. JA Career Success JA Career Success equips students with the tools and skills required to earn and keep a job in high-growth career industries.	The Children's Services Council of Broward County (CSC) is partnering with Florida Atlantic University (FAU) to develop and implement STEM-related learning activities. Professors in the Colleges of Engineering, Computer Science, Education, and other disciplines will work with middle school students in the CSC's Youth FORCE programs, which serve about 1,000 at-risk middle school students across Broward County, after school and during the summer.	2016 - At Firewall Centers students are provided homework help and targeted tutoring, specifically in STEM related subjects. Through Firewall's summer program, students participate in innovative STEM projects, goal-setting activities, and character building curriculum in collaboration with school teachers.	2016 - CSC and Hispanic Unity of Florida worked together to incorporate the Marine Industries Immersion Summer Camp program into HUF's existing CSC funded afterschool program. Twenty youth participated in the two week program. Plans to expand to three other programs are in the works.	
37	Talent Supply and Education (TSE)	**S1.5**	**Expand access to high quality PreK-20 education system and aftercare programs**				See tactics for success stories and updates				
38	Talent Supply and Education (TSE)	T23	Encourage attendance in voluntary PreK programs and aftercare programs			Percentage increase in the number of children in PreK programs	2013 Sunland Park Elementary School is now focussing on early childhood education by serving students in Pre-Kindergarten – 3rd grade.	Feb 2014 - Parents and guardians can submit applications for Broward County Public Schools (BCPS) Head Start and Early Head Start programs in March and April. The BCPS Head Start Program serves three- and four-year-old children, and offers a full school day of educational enrichment activities with research proven curriculum focusing on the development of the whole child. In addition, Head Start services include dental, health, nutrition, mental health and family support.	8/17/15 Broward County Public Schools (BCPS) Minority Success Academy Early Years Program has been selected for a $200,000 grant from the W.K. Kellogg Foundation. The grant will help connect and align early childhood providers with seven BCPS elementary schools and provide for a multi-year program for early learning instruction, parent engagement and administrative leadership, within early childhood programs and the participating elementary schools.		
39	Talent Supply and Education (TSE)	T24	Expand e-learning opportunities across the spectrum	CareerSource Broward and Broward County Public Schools		Increase in availability of distance learning programs	2013 All Broward County Public School students (K-12) have access to online instructional resources (including course books) in reading/language arts, mathematics, science and social studies through the BEEP student portal. This year, the District has adopted new instructional resources for K-5 reading and mathematics, which are aligned to Common Core State Standards, and available through BEEP. Teachers will provide students with the information necessary to access these online resources. Additionally, the BCPS D5 initiative is being implemented at 27 elementary schools to create a personalized learning environment for blended, student-centered learning. As part of D5, approximately 3,200 fifth grade students and their teachers are each receiving digital devices and access to digital resources, online instructional materials and other learning tools to maximize student learning and engagement.	Broward County Library's Career Online High School offers adults the opportunity to earn an accredited high school diploma and a career certificate online. The library's program also provides a limited number of scholarships to qualified students who are looking to prepare for workforce entry, advance their careers, or continue their education.			
40	Talent Supply and Education (TSE)	T25	Provide ongoing professional development and leadership training for PreK-20 educators	FAU College of Education		Annual number of educators completing professional development and leadership training programs	BCPS' MyLearningPlan, a Professional Development Management System, is a web-based tool that helps manage hundreds of onsite (face-to-face) and online professional learning in one comprehensive online system for all PreK-20 educators.	Principal Rapid Orientation and Preparation in Educational Leadership (PROPEL) Program is a partership between BCPS and FAU's school leadership preparation programs. There have been 70 participants with 15 being placed as Assistant Principals and 3 Principals.			

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		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions		Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
41	Talent Supply and Education (TSE)	T26	Develop seamless articulation among educational providers for students to progress through the educational continuum	Broward County Public Schools			Increase in number of targeted joint degree programs	Broward County Public Schools CTE department is collaborating with Broward College, BCPS Technical Colleges, and FIU to align a rigorous College/Career Readiness pathway that aligns with industry certification and postsecondary dual enrollment opportunities to increase student graduation and access.				
42	Talent Supply and Education (TSE)	T27	Convene a consortium among technical centers, colleges, universities, governments and businesses to improve access to post-secondary education	South Florida Education Consortium			College acceptance rates	3/2814 Broward College, FAU and Palm Beach State College have been awarded a $3.5 Million Florida TEAm grant to accelerate the pipeline for computer science and engineering students.	Broward County Public Schools Career Academics Receive National Recognition - National Academy Foundation nationally recognizes Marjory Stoneman Douglas Senior High School's Academy of Finance as a distinguished career-themed model. These academies earn this coveted distinction by undergoing an assessment process that includes intense preparation and a visiting site team from both university and business community stakeholders.	Deerfiel Beach High School Academy of Finance (AOF) - The National Academy Foundation (NAF), a partnership with the JP Morgan Chase Finance Skills Index, selected Deerfield Beach High School Academy of Finance (AOF) program. The school submitted a proposal to participate in an exclusive grant to pilot how financial skills could be incorporated into all NAF classes throughout the United States. NAF selected five schools to participate and Deerfield Beach High School was selected as the only school from the State of Florida and JP Morgan Chase will provide a grant to support implementation of these initiatives.		
43	Talent Supply and Education (TSE)	**Goal 2**	**PROVIDE ALL RESIDENTS WITH OPPORTUNITIES TO ADVANCE THEIR KNOWLEDGE, SKILLS AND TALENT TO EXCEED A LIVING/COMPETITIVE WAGE AND IMPROVE EMPLOYMENT FLEXIBILITY**					See tactics for success stories and updates				
44	Talent Supply and Education (TSE)	**S 2.1**	**Strengthen the inter-organizational collaborative system of business, education and government which supports and enhances continuing education and workforce development**					See tactics for success stories and updates				
45	Talent Supply and Education (TSE)	T28	Target industry associations to sponsor and work with educators in the local school district to implement certified programs leading to job placement	CareerSource Broward			Number of target industry association sponsored programs	The Career City event at Dillard Elementary is one example of a program that provides students with an opportunity to learn about various career paths and industries. As part of Career City, Ranger Good Works is bringing the city of Fort Lauderdale to the students; allowing them to walk through their own personal "mini city," talk with industry professionals, ask questions and explore a showcase area complete with fire trucks, law enforcement vehicles, boats, video production vehicles and more. Students also participate in a variety of hands-on activities.	2016 - Broward College and Diversified Companies announced the groundbreaking for a new aviation facility at the North Perry Airport. Broward College will lease three hangars for its Aviation Maintenance Management Associate of Science program, and will house four classrooms, faculty offices, and shop space in its 13,500 square feet.			
46	Talent Supply and Education (TSE)	T29	Create joint advocacy/lobby efforts to ensure that local employment needs are met by supporting educational institution funding for programs unique to Broward				Average annual wage (from Florida Scorecard)	In 2018, Broward College joined with the Urban League of Broward County, the Greater Fort Lauderdale Alliance and others in applying for and being awarded a $3,187,500 Florida Job Growth Grant for Workforce Training.				

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47	Talent Supply and Education (TSE)	T30	Align target industries with educational opportunities as identified in the education assets inventory	Broward County Office of Economic and Small Business Development, Greater Fort Lauderdale Alliance, CareerSource Broward		Average annual wage (from Florida Scorecard)	This was done in 2016 through the Greater Fort Lauderdale Alliance's Target 20/20 target industry strategic and tactical marketing plan study and recommendations.	2017 - Nearly one thousand Broward County Public Schools high school juniors participated in the inaugural Claim Your Future Showcase on February 8 at the BB&T Center in Sunrise. The students had an opportunity to explore a variety of career possibilities in Broward County and learn about the skills needed to pursue their professional goals. This was a partnership between the Greater Fort Lauderdale Alliance and the Broward County Public Schools' Career, Technical, Adult & Community Education (CTACE) program. The event brought together over fifty local companies so that students could learn about career pathways that are open to them.			
48	Talent Supply and Education (TSE)	T31	Increase and strengthen mentoring, apprenticeship and paid (co-op) and for-credit internship programs		Firewall Centers	Increase number of students in mentoring, apprenticeship and internship programs using baseline numbers from Partners in Education	AutoNation is employing students under the age of 18 to work as "interns" under the AYES program. The company will be choosing specific dealerships that have the best learning environment for high school automotive students to begin the 2015 pilot. AutoNation will pilot the program at Sheridan Technical College's AYES high school automotive class.	The LEEO Project mission is to provide students with measurable mastery of skills and knowledge that will allow them to transition from education to the global business world seamlessly. Over 14 schools between middle and high are involved in creating relevant products for marketing and distribution, from gaming applications to manufacturing iPhone covers. The three components of LEEO interrelate with Broward College and various business partners. This year the implementation of student internship component is being implemented.	February, 2016 The Greater Fort Lauderdale Alliance, CareerSource Broward and the Broward Workshop developed a marketing piece for local companies to use which makes it easier for them to connect with local colleges and universities to find interns.	COMTO's Careers In Transportation for Youth (CITY) Internship Program has announced it is seeking young talent for internships in the public transportation industry in South Florida. In partnership with local Chapters, COMTO invites qualified students from area colleges and universities to apply for participation in the 2016 CITY Intern Program. The CITY Intern Program is a 10-week paid internship designed for college juniors and seniors who have career interests in the transportation industry.	Broward College partnered with the School Board of Broward County to support and advance the "Mentoring Tomorrow's Leaders" initiative by creating a mentoring program for minority males attending Nova High School and Deerfield Beach High School. This program combines peer and group mentoring, and provides Broward College students under the guidance of a faculty member the opportunity to help current high school students through the sometimes difficult transition to college or the workforce.
49							2016 - Firewall's high school T.H.I.N.K. curriculum is centered on teaching the students college-readiness and life-skills, including applying for F.A.F.S.A. and creating budgets. Through Firewall's Annual Speaker Series, Firewall partners with local businesspeople, doctors, bankers, etc. who speak to students, inspiring them with their personal stories of success and teaching important financial and job readiness skills such as interview skills, resume writing, etc. Finally, high school students have an opportunity to apply to become an intern at Firewall's Middle School Program. This internship helps students develop a positive work ethic and provides them with a small stipend and an opportunity that could lead to a part-time job with Firewall. Firewall's high school T.H.I.N.K. curriculum is centered on teaching the students college-readiness and life-skills, including applying for F.A.F.S.A. and creating budgets. Through Firewall's Annual Speaker Series, Firewall partners with local businesspeople, doctors, bankers, etc. who speak to students, inspiring them with their personal stories of success and teaching important financial and job readiness skills such as interview skills, resume writing, etc. Finally, high school students have an opportunity to apply to become an intern at Firewall's Middle School Program. This internship helps students develop a positive work ethic and provides them with a small stipend and an opportunity that could lead to a part-time job with Firewall.	2016 - A new program aims to generate more apprentices to address a shortage of construction workers. The Associated Builders and Contractors in Broward County has partnered in the program with SouthTech Academy Adult Education in Boynton Beach. SouthTech will offer a pre-apprentice track program beginning in August designed to lead to Associated Builders' apprentice program in Coconut Creek. The program will offer training in plumbing, electrical, heat ventilation and air conditioning, and other construction skills.	2016 - CareerSource Broward, in partnership with Broward College and the Broward Workshop, developed BrowardIntern.com to help link businesses with talented and highly qualified young people seeking internships. The website (www.browardintern.com) allows any company that has an internship opportunity based in Broward County to post their open positions at no cost and gives students the ability to upload their resumes, via the online portal, to be seen by employers and human resources representatives looking for interns.	CareerSource Broward offers its Summer Youth Program with support from the Children's Services Council. In an effort to give young people that all important first job experience, employers can get the help they need during the summer by providing work opportunities for high school students in Broward County. They can do this (for youth ages 16 to 18) by contributing 50% of the wage, and CareerSource Broward matches the wage through Children's Services Council funding.	2019 - Broward College will soon offer the opportunity for residents to be part of Florida's first Information Technology (IT) Apprenticeship program. The College recently announced the program and will welcome its first cohort of apprentices this month. Through the IT apprenticeship program, participating employers will work with the College to identify employees, or potential employees, who would benefit from additional training and certifications. The corporate partners will simultaneously pay their apprentices' program cost at Broward College, while also paying them as full-time employees. Wheelhouse IT, a managed service provider with offices throughout the country, will be the program's first partner. Hotwire Communications, one of the nation's leading fiber optics telecommunications providers, is also finalizing a plan with Broward College to provide its current employees with access to the program. The starting wage for apprentices at both companies will be $10 an hour and will increase as they acquire more skills through the program's training and on-the-job experience.
50		T31 Continued									

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		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
51	Talent Supply and Education (TSE)	T32	Provide online curriculum for industry-based programs to increase access to students county wide, connecting a live experiential option	CareerSource Broward		Number of industry-based certification programs	Broward County Library's Career Online High School offers adults the opportunity to earn an accredited high school diploma and a career certificate online. The library's program also provides a limited number of scholarships to qualified students who are looking to prepare for workforce entry, advance their careers, or continue their education.	2015 - Broward College Online, the College's virtual campus which offers some of the most affordable degrees in South Florida, introduced two new associate degree programs in computer and network security – cybersecurity, and technology project management, to expand opportunities for students to enter these high-wage, growing fields of employment. These programs were developed using labor market analysis, which measures and determines local workforce demand.			
52	Talent Supply and Education (TSE)	T33	Develop and implement a county-wide career week for juniors and seniors, facilitated and endowed by the business community, to be implemented during statewide FCAT testing	Broward County Public Schools		Pre- and post-survey of students who attend the symposium to determine career interest					
53	Talent Supply and Education (TSE)	**S 2.2**	**Attract and retain high-performing students and talent by strengthening the role of targeted industries and higher education as a catalyst**				See tactics for success stories and updates				
54	Talent Supply and Education (TSE)	T34	Involve targeted industries in outreach to high-performing students and talent	CareerSource Broward		Average annual wage (from Florida Scorecard)	Thousands of Broward County Public Schools high school juniors have participated in the Claim Your Future Showcase at the BB&T Center in Sunrise. The students have opportunities to explore a variety of career possibilities in Broward County and learn about the skills needed to pursue their professional goals. This is a partnership between the Greater Fort Lauderdale Alliance and the Broward County Public Schools' Career, Technical, Adult & Community Education (CTACE) program. The event brings together over fifty local companies so that students could learn about career pathways that are open to them.				
55	Talent Supply and Education (TSE)	T35	Ensure that affordable opportunities exist for workers to acquire multilingual skills so they can compete effectively in a globalized workforce	CareerSource Broward		Number of bilingual programs at the high school and post-secondary level	The Broward County Public Schools ESOL Department provides rigorous academics, promotes community involvement, and deliveris quality services to English Language Learners, multilingual families, schools, and district offices.				
56	Talent Supply and Education (TSE)	**S 2.3**	**Provide new training and cross-training to local employees to retain the talent supply that exists in Broward County and ensure the talent supply remains here**				See tactics for success stories and updates				
57	Talent Supply and Education (TSE)	T36	Provide employers with incentives to encourage employee participation in career training programs	Greater Fort Lauderdale Alliance Educational Excellence Builds Business Action Team		Average annual wage (from Florida Scorecard)	This is being done through the Alliance's Business Retention and Visitation Outreach Program. Funding is provided through CareerSource Broward.				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions		Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
58	Talent Supply and Education (TSE)	T37	Create mechanisms that are attentive to the un-and underemployed and provide opportunities to exceed a living wage and occupational mobility through career ladders and pathways	CareerSource Broward			Employment number and Unemployment Rate	2/2/13 - Broward County Public Schools is hosting its ninth Educational Re-Engagement Fair in an ongoing effort to help individuals who left high school before earning a diploma achieve this goal. With the theme, "It's Not Too Late To Graduate," the program aims to assist individuals of all ages in meeting the requirements needed to receive their diplomas.	Broward College has developed industry cluster based career ladders in eight areas. Extensive articulation agreements have been developed between Broward County Public Schools' technical colleges, Broward College and FAU to assure continued training with no loss of credit.	2016 - OIC of South Florida convened its very successful "Building, Elevating and Sustaining the Middle Class Summit" to dialogue strategies and solutions focused on Florida's highly vulnerable middle class. The purpose of the event was to identify how to elevate the middle class by reducing barriers to success while equipping and empowering individuals and families to realize economic self-sufficiency. The Summit focused on the employment and economic development needs of the middle class; strategies for harnessing and improved collaboration of resources and operational strengths of all stakeholders; tools that support middle job upskilling in response to 21st century employer needs and requirements, and other topics such as attainable housing.	On Saturday, February 25th, 2017 OIC of South Florida hosted A Job and Vendor Fair in partnership with the Seminole Tribe of Florida. Collaborative partners included the Broward County Office of Economic and Small Business Development, Greater Fort Lauderdale Alliance, CareerSource Broward, Hispanic Unity of Florida, Urban League of Broward County, CareerSource South Florida, ARC Broward, Florida State Minority Supplier Development Council, Office of Commissioner Jean Monestime, Dist. 2 in Miami and others.	
59	Talent Supply and Education (TSE)	T38	Develop career ladders in industry clusters as needed which will reflect ongoing communication between industry associations, industry clusters and the area's education training providers to ensure the responsiveness to industry demands	CareerSource Broward			Average annual wage (from Florida Scorecard)	Broward College has developed industry cluster based career ladders in eight areas. Extensive articulation agreements have been developed between Broward County Public Schools' technical colleges, Broward College and FAU to assure continued training with no loss of credit.				
60	Talent Supply and Education (TSE)	Goal 3	TO BE ACKNOWLEDGED AS A LEADER KNOWN FOR EXCELLENCE IN TALENT SUPPLY AND EDUCATION IN AN INCREASINGLY COMPETITIVE GLOBAL ENVIRONMENT					See tactics for success stories and updates				
61	Talent Supply and Education (TSE)	S 3.1	Build a strong and collaborative research and development infrastructure to shorten the knowledge discovery-development-deployment cycle					See tactics for success stories and updates				
62	Talent Supply and Education (TSE)	T39	Study and document the evolving research, development and deployment infrastructure				Number of industry and university research collaborative initiatives	Nova Southeastern University (NSU) built a revolutionary Center for Collaborative Research (CCR) in 2016 that houses one of Florida's largest wet labs, the NSU Technology Incubator and some of the world's most accomplished researchers. NSU is classified as a research university with "high research activity" by the Carnegie Foundation for the Advancement of Teaching. More than 200 research projects are underway at NSU, including studies on cardiovascular disease, anti-cancer therapies, chronic fatigue syndrome, autism, coral reef restoration, stem cells and wildlife DNA forensics, among other subjects.				
63	Talent Supply and Education (TSE)	T40	Tailor the infrastructure to encourage industry and university research collaboration in the rapid creation of new businesses and products				Number of industry and university research collaborative initiatives	Nova Southeastern University (NSU) built a revolutionary Center for Collaborative Research (CCR) in 2016 that houses one of Florida's largest wet labs, the NSU Technology Incubator and some of the world's most accomplished researchers. NSU is classified as a research university with "high research activity" by the Carnegie Foundation for the Advancement of Teaching. More than 200 research projects are underway at NSU, including studies on cardiovascular disease, anti-cancer therapies, chronic fatigue syndrome, autism, coral reef restoration, stem cells and wildlife DNA forensics, among other subjects.	2016 - Broward College launched its new business accelerator, located at its downtown Fort Lauderdale campus. Business accelerators, like the one at Broward College, share some of the characteristics of incubators; however, the businesses in an accelerator have a solid business plan and are closer to launching products or ideas to market. The acceleration period is very short and intense, and is characterized by a structured program aimed at preparing business for venture capital funding. Sponsors, including Broward College, provide initial funding, work space, and expertise to small groups that can demonstrate			

	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	I	J	K
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
64	Talent Supply and Education (TSE)	T41	Advocate to streamline government regulation to facilitate this process (of building a strong and collaborative research and development infrastructure to shorten the knowledge discovery-development-deployment cycle)			Number of industry and university research collaborative initiatives					
65	Talent Supply and Education (TSE)	T42	Advocate for state, federal, and private funding of sponsored research at all local universities	South Florida Educational Research Alliance		Number of industry and university research collaborative initiatives	December 2015 - An initiative has been announced by the Marine Industries Association of South Florida and the Greater Fort Lauderdale Alliance to brand South Florida as a national hub of marine research in order to bring research dollars into South Florida higher education institutions. The goal is to attract more scientists, funding and marine businesses.		Marine Research Hub meeting		
66	Talent Supply and Education (TSE)	T43	Assist with the expansion of research facilities and research parks in Broward County by providing free or low cost land and/or other incentives			Number of new research parks or facilities developed	Emerging entrepreneurs are able to receive assistance through business incubators such as the Innovation Hub at Broward College, which was founded in 2014. and Metro Broward SBSC.	In 2016, Broward College launched its new business accelerator, located at its downtown Fort Lauderdale campus.			
67	Talent Supply and Education (TSE)	T44	Build incubator networks that match owners and managers of local businesses with university researchers to support entrepreneurial efforts			Number of incubator networks	3/26/13 The Research Park at Florida Atlantic University and Enterprise Development Corporation of South Florida have expanded the Technology Business Incubator™ (TBI) by 15,000 sq. ft. in response to growing demand. The incubator is currently home to 23 early stage high-tech companies as well as the New World Angels and the Institute for Commercialization of Public Research. The most recent expansion brings the TBI to a total of 25,000 sq. ft. and will accommodate an additional 15 companies, with individual offices ranging from 120 to 1,000 sq. ft.	Nova Southeastern University (NSU) built a revolutionary Center for Collaborative Research (CCR) in 2016 that houses one of Florida's largest wet labs, the NSU Technology Incubator and some of the world's most accomplished researchers. NSU is classified as a research university with "high research activity" by the Carnegie Foundation for the Advancement of Teaching. More than 200 research projects are underway at NSU, including studies on cardiovascular disease, anti-cancer therapies, chronic fatigue syndrome, autism, coral reef restoration, stem cells and wildlife DNA forensics, among other subjects.			
68	Talent Supply and Education (TSE)	T45	Find ways to support technology transfer centers	CareerSource Broward		Number of collaborative initiatives that are commercialized over time	The Nova Southeastern University Office of Technology Transfer manages the process from invention disclosure through licensing. They work to ensure compliance with federal regulations, and to evaluate and market new technologies. NSU faculty can receive assistance with patent applications, registering trademarks and copyrights. There are many commercialization options, and the Office of Technology Transfer (OTT) will help inventors navigate their way through the murky waters of technology marketing in order to achieve results that benefit the inventor, the investor, and the university.	2016 - Broward College launched its new business accelerator, located at its downtown Fort Lauderdale campus. Business accelerators, like the one at Broward College, share some of the characteristics of incubators; however, the businesses in an accelerator have a solid business plan and are closer to launching products or ideas to market. The acceleration period is very short and intense, and is characterized by a structured program aimed at preparing business for venture capital funding. Sponsors, including Broward College, provide initial funding, work space, and expertise to small groups that can demonstrate a path to success. In return, the sponsors take a small equity stake in the new business. Pending business circumstances, the College may invest up to a 2 percent equity stake in a business which has graduated from the accelerator.			
69	Talent Supply and Education (TSE)	T46	Develop a marketing strategy that attracts research, product development, and public and private investment to Broward	Greater Fort Lauderdale Alliance		Average annual wage (from Florida Scorecard)	This is being done through the Alliance's techgateway.org program. Another program that should benefit in this regard is the eMerge Americas conference.	2016 - Broward College launched its new business accelerator, located at its downtown Fort Lauderdale campus. Business accelerators, like the one at Broward College, share some of the characteristics of incubators; however the businesses in an accelerator have			

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70	Talent Supply and Education (TSE)	S 3.2	**Establish and implement an effective, coordinated, on-going marketing campaign that highlights the educational/work environment in Broward County**				See tactics for success stories and updates				
71	Talent Supply and Education (TSE)	T47	Provide platforms for CareerSource Broward and other placement firms to showcase career opportunities	CareerSource Broward		Number of new platforms for CareerSource Broward and other placement firms to showcase career opportunities.	CareerSource Broward conducted a little over 700 onsite and mass recruitment events for businesses, including staffing agencies, from January 2013 - December 2014.	2016 - In an effort to help guide our region's workforce, Broward County Commissioner Beam Furr and Nadine McCrea, CEO of Community Enhancement Collaboration Inc., have teamed up with several regional partners to urge the local business community, organizations of higher learning and government entities to participate in the My Next Move: An Education/Career & Work Readiness Experience. This one day-event is designed not only to benefit graduating seniors, but also to give participating employers an opportunity to either recruit or present viable career pathways to specially selected participants. Unlike traditional career fairs, participating graduating seniors will apply skills learned from previously held workshops conducted by CareerSource Broward, Hispanic Unity of Florida and OIC of South Florida.			
72	Talent Supply and Education (TSE)	T48	Prepare marketing materials to be used worldwide, branding the county as a global research and development hub	Greater Fort Lauderdale Alliance		Marketing piece developed	2013 - This is being developed through the Alliance's Techgateway.org marketing campaign				
73	Talent Supply and Education (TSE)	T49	Assure that the marketing materials reflect the strong early learning environment	Greater Fort Lauderdale Alliance		Marketing piece developed	2013 - This is being developed through the Alliance's Techgateway.org marketing campaign				
74	Talent Supply and Education (TSE)	T50	Continue to build upon and utilize the Greater Fort Lauderdale Alliance's Educational Excellence Builds Business campaign to highlight achievements in schools and partnerships with businesses	Greater Fort Lauderdale Alliance and CareerSource Broward		No direct measurement available	World Class Faculty Award presented at Alliance Mid-Year Meeting and Business Partnership Award presented at Alliance Annual Meeting. The Alliance collaborated with the Sun Sentinel, Broward County Public Schools and Broward College to publish a special section called "Saluting Educational Excellence in Broward County Public Schools" in the Sun-Sentinel on April 28, 2013. This was part of the Sun Sentinel's higher education special section.	The Alliance collaborated with the Sun Sentinel, Broward County Public Schools and Broward College to publish a special section called "Saluting Educational Excellence in Broward County Public Schools" in the Sun-Sentinel in April 2014. The Alliance also purchased a full page ad in the Sun Sentinel in June 2014 with the title Congratulations to the Class of 2014! Broward County Public Schools Graduates are College and Career Ready.	The Alliance collaborated with the Sun Sentinel, Broward County Public Schools and Broward College to publish a special section called "Saluting Educational Excellence in Broward County Public Schools" in the Sun-Sentinel in April 2015. The Alliance also purchased a full page ad in the Sun Sentinel in June 2015 with the title Congratulations to the Class of 2015! Broward County Public Schools Graduates are College and Career Ready.	2017 - GREAT Team (Greater Fort Lauderdale Education Action Team) formed; Chaired by Sen. George LeMieux of GUNSTER.	
75	Talent Supply and Education (TSE)	T51	Members of the business and education community will work with the local media to help promote achievements in all areas of education in Broward County including public and private PreK-20	Greater Fort Lauderdale Alliance and CareerSource Broward		Media coverage	The Alliance collaborated with the Sun Sentinel, Broward County Public Schools and Broward College to publish a special section called "Saluting Educational Excellence in Broward County Public Schools" in the Sun-Sentinel on April 28, 2013. This was part of the Sun Sentinel's higher education special section.	The Alliance collaborated with the Sun Sentinel, Broward County Public Schools and Broward College to publish a special section called "Saluting Educational Excellence in Broward County Public Schools" in the Sun-Sentinel in April 2014. The Alliance also purchased a full page ad in the Sun Sentinel in June 2014 with the title Congratulations to the Class of 2014! Broward County Public Schools Graduates are College and Career Ready.	The Alliance collaborates annually with the Sun Sentinel and Broward County Public Schools to publish a special section called "Saluting Educational Excellence in Broward County Public Schools." The Alliance also purchases a full page ad in the Sun Sentinel to honor some of Broward County Public Schools' graduates of note.		
76	Talent Supply and Education (TSE)	T52	Support the Broward County Cultural Division and Business for the Arts of Broward Excellence in the Arts Teaching Awards			No direct measurement available	The ArtsEd Forever event, held November 2014 honored nine individuals and organizations. Fourteen sponsors supported the program. It was hosted by Broward Cultural Division, Business for the Arts of Broward and Broward Center for the Performing Arts.	Broward County Proclamation were presented to four arts teachers and one teaching artist during the Tuesday, April 28, 2015 County Commission meeting.	For the 2015 ArtsEd Forever!, a new program was added whereby the arts teachers and teaching artists become ambassadors for arts education and represent the Cultural Division's community outreach efforts at various community events throughout the year.		

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77	Talent Supply and Education (TSE)	T53	Base the marketing campaign on data from the Educational Assets Inventory	Greater Fort Lauderdale Alliance and CareerSource Broward		Marketing piece developed	This is being done through the Greater Fort Lauderdale Alliance's Educational Excellence Builds Business marketing campaign. Broward County/South Florida education assets are included on the Alliance's website and in electronic newsletters, social media and through events such as the Alliance's Annual and Mid Year meetings, where education partnerships are recognized and world class faculty in Broward County are honored.	July 2019 - The Greater Fort Lauderdale Alliances launches gfledu.org, a one-stop K-20 online educational resource.			
78	Talent Supply and Education (TSE)	T54	Encourage the development of an online centralized location that links newcomers to all educational assets	CareerSource Broward		No direct measurement available	May 2014 This database has been developed and is located on the Greater Fort Lauderdale Alliance website. The database includes public and private schools and institutions of higher education.	July 2019 - The Greater Fort Lauderdale Alliances launches gfledu.org, a one-stop K-20 online educational resource.			
79	Talent Supply and Education (TSE)	T55	Utilize social media sites in the marketing campaign	Greater Fort Lauderdale Alliance		No direct measurement available	The Alliance is using social media to market Greater Fort Lauderdale and its education assets.				
80	Talent Supply and Education (TSE)	**S 3.3**	**Encourage high quality international higher education institutions to set up affiliated campuses and/or partner with existing Broward County educational institutions and encourage all higher education institutions to seek and achieve the highest accreditation level possible**				See tactics for success stories and updates				
81	Talent Supply and Education (TSE)	T56	Identify high quality international institutions that well suit the county's workforce needs and environmental resources			Number of new institutions offering programs in Broward	4/26/13 The Research Park at Florida Atlantic University entered into a formal agreement with TecnoCampus, a science and technological park located in the city of Mataró, in Barcelona (Spain). The partnership will establish a collaboration framework to create working synergies and develop interrelationships. The goal is to enhance internationalism through the sharing of ideas, facilities, and resources which will benefit both institutions by stimulating economic growth and creating new jobs.				
82	Talent Supply and Education (TSE)	T57	Include a section in the Educational Assets Inventory that identifies existing International institutions in Broward	CareerSource Broward		Inventory completed by 2014	Educational Asset inventory has been completed by CareerSource Broward and the Greater Fort Lauderdale Alliance and international institutions have been identified.				
83	Talent Supply and Education (TSE)	T58	Encourage additional faculty and student exchange programs between local and international institutions to bring in additional international students	FAU and Broward College		Number of International students studying in Broward (i.e., number of student visas issued for study in Broward)	4/26/13 The Research Park at Florida Atlantic University entered into a formal agreement with TecnoCampus, a science and technological park located in the city of Mataró, in Barcelona (Spain). The partnership will establish a collaboration framework to create working synergies and develop interrelationships. The goal is to enhance internationalism through the sharing of ideas, facilities, and resources which will benefit both institutions by stimulating economic growth and creating new jobs.	In December 2014, Cypress Bay High School celebrated the grand opening of the Confucius Institute of Broward County Public Schools (BCPS). The Confucius Institute is a joint venture between BCPS, the College Board and the Ministry of Education of the People's Republic of China. BCPS is one of only five Confucius Institutes in K-12 schools in the United States.			

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
84	Talent Supply and Education (TSE)	T59	Work with local economic development groups to foster relationships with inbound international businesses	Greater Fort Lauderdale Alliance		No direct measurement available	This is being done through the South Florida: Your Global Business Connection project, which is a joint effort of the Greater Fort Lauderdale Alliance, Miami-Dade Beacon Council and Business Development Board of Palm Beach County.				
85	**Innovation and Economic Development (IECD)**					1. Business Starts - Number of establishment births per year within Broward County 2. Professional, Scientific and Technical Employment - Average Employment in the Professional, Scientific, and Technical Services Sector 3. Export Value - International Export Value for Merchandise Goods (Inflation-Adjusted; 2008 Dollars)	See tactics for success stories and updates				
86	Innovation and Economic Development (IECD)	**Goal 1**	**TRANSITION BROWARD TO BECOME A NET IMPORTER, RETAINER AND CREATOR OF TALENT**				See tactics for success stories and updates				
87	Innovation and Economic Development (IECD)	**S 1.1**	**Position and promote Broward County as a place for talented, knowledge-based workers and as a place where these workers are sought after and valued**				See tactics for success stories and updates				
88	Innovation and Economic Development (IECD)	T1	Change perception of Broward County as a place for snowbirds to a place for young professionals and highly educated adults	Greater Fort Lauderdale Alliance		Average annual wage (from Florida Scorecard)	Fort Lauderdale has been named one of the top ten downtowns in the U.S.	In 2015, the Greater Fort Lauderdale Alliance, in partnership with the Pontes Group, created a promotional video and social media campaign showcasing the reasons why successful young professionals choose to live in Greater Fort Lauderdale. The campaign is titled #WhyGFL. To date, there have been approximately 15,000 views on social media sites.	In 2019, the Greater Fort Lauderdale Alliance, created a marketing campaign called "Live Where You Vacation" that was targeted to college students on vacation in Greater Fort Lauderdale during Spring Break.		
89	Innovation and Economic Development (IECD)	T2	Create a place with a desirable lifestyle consisting of excellent public transportation, outstanding schools and culture and one where the lifestyle encourages healthy active living (similar to Austin, Texas or Portland, Oregon)			No direct measurement available	There are a number of activities in this regard mentioned throughout this implementation plan.				
90	Innovation and Economic Development (IECD)	T3	Emphasize high quality of life to attract young, talented professionals	Greater Fort Lauderdale Alliance		Average annual wage (from Florida Scorecard)	The Greater Fort Lauderdale Alliance has developed a recruiting marketing program targeting talented professionals around the country.	In October 2015, the Greater Fort Lauderdale Alliance formed the Six Pillars Broward Council of Emerging Leaders to work with the Alliance and Six Pillars in planning and implementation processes of economic development activities and Six Pillars. This includes helping find ways to attract young, talented professionals.	In 2015, the Greater Fort Lauderdale Alliance, in partnership with the Pontes Group, created a promotional video showcasing the reasons why successful young professionals choose to live in Greater Fort Lauderdale. The video is part of a larger campaign titled #WhyGFL. To date, there have been approximately 15,000 views on social media sites.	In 2019, the Greater Fort Lauderdale Alliance, created a marketing campaign called "Live Where You Vacation" that was targeted to college students on vacation in Greater Fort Lauderdale during Spring Break.	
91	Innovation and Economic Development (IECD)	T4	Create affordable housing for young professionals			No direct measurement available	In 2016, the Coordinating Council of Broward (CCB) began work on a plan to create an additional supply of affordable workforce housing in Broward County. The CCB, in partnership with the Broward Housing Council, also convened the Broward Housing Summit in March 2017 to develop and build consensus around housing issues and solutions in Broward County. Work in the area of affordable housing continues to be a focus of the CCB.				

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92	Innovation and Economic Development (IECD)	T5	Engage young professionals in planning processes (i.e., Young Professionals Council or Young Entrepreneur Council within the Greater Fort Lauderdale Alliance)			No direct measurement available	In August 2014, the Greater Fort Lauderdale Alliance engaged a number of young professionals in the planning process of its website redesign to update the look and content of the Alliance's site which is used to attract and retain businesses in Broward County.	The Urban League Young Professionals Network is designed to help educate the community about civic engagement through "Project Advocate."	In October 2015, the Greater Fort Lauderdale Alliance formed an Emerging Leaders Advisory Board to work with the Alliance and Six Pillars in planning and implementation processes of economic development activities and Six Pillars.		
93	Innovation and Economic Development (IECD)	T6	Target recruits from large cities with big hassles (i.e., Washington, DC and Metro New York)	Greater Fort Lauderdale Alliance		Average annual wage (from Florida Scorecard)	January 2014 The Greater Fort Lauderdale Alliance is in the process of developing a recruiting marketing program targeting talented professionals	In October 2015, the Greater Fort Lauderdale Alliance formed the Six Pillars Broward Council of Emerging Leaders to work with the Alliance and Six Pillars in planning and implementation processes of economic development activities and Six Pillars.	In 2015, the Greater Fort Lauderdale Alliance, in partnership with the Pontes Group, created a promotional video and social media campaign showcasing the reasons why successful young professionals choose to live in Greater Fort Lauderdale. The campaign is titled #WhyGFL. To date, there have been approximately 11,000 views on social media sites.	In 2016, the Greater Fort Lauderdale Alliance launched a new social media campaign through LinkedIn to recruit talent from other communities and colleges and universities.	In 2019, the Greater Fort Lauderdale Alliance, created a marketing campaign called "Live Where You Vacation" that was targeted to college students on vacation in Greater Fort Lauderdale during Spring Break.
94	Innovation and Economic Development (IECD)	T7	Support the Cultural Council's 100th anniversary celebration of Broward's creative minds			No direct measurement available	Broward 100 will commemorate Broward County's centennial with bold, innovative art and performance projects that attract visitors and bring Broward residents together using arts, sports and recreation venues, natural attractions and incredible diversity to creatively bridge, bond and build their communities. For more information visit Broward100.org.	With the support of Broward County Cultural Division, in partnership with community organizations and members of the business community, Duende, the highly successful grand finale for Broward County's 100 year birthday celebration was held in October 2015. This signature event included numerous arts and culture activities over a number of days, including street performers, live music by bands and DJs, a drum battle, spectacular light shows and projections, street art, dancers, family-friendly experiences and performance events, interactive art booth, art bus, costume making, instrument petting zoo, collaborative mural and edible art station and a Broadway-style performance of "WE", among other activities .			
95	Innovation and Economic Development (IECD)	T8	Encourage businesses to help promote the arts and creative minds in Broward County Public Schools			No direct measurement available	The School Board of Broward County has agreed to pay almost $6 million over 10 years to help the Broward Center for the Performing Arts expand and renovate its existing buildings. (SunSentinel 5/8/13)				
96	Innovation and Economic Development	T9	Develop housing, parks and daycare for young families			No direct measurement available					
97	Innovation and Economic Development (IECD)	T10	During spring break, survey breakers to see what would cause them to want to live in Broward			No direct measurement available					
98	Innovation and Economic Development (IECD)	**S 1.2**	**Make it easy for talented, knowledge-based workers to find education, training and employment in Broward County**				See tactics for success stories and updates				
99	Innovation and Economic Development (IECD)	T11	Inventory Broward County's talent to know where gaps exist between the needs of companies and the workers available to fill the jobs	CareerSource Broward		No direct measurement available	1/24/14 - 5 industry forums were held in the following areas according to CareerSource Broward: • Aviation/Aerospace Industry Forum was held on April 18, 2013. • Marine Industry Forum was held on May 29, 2013. • Life Sciences Industry Forum was held on July 11, 2013. • International Trade and Logistics Forum was held on September 18, 2013. • Construction Industry Forum was held November 13, 2013. The skills gaps information from the forums was shared with CareerSource Broward's education partners as well as its partners with career and technical education.	2016 - This was done in 2016 through the Greater Fort Lauderdale Alliance Workforce Skills Gap Study.			

Six Pillars Implementation Plan Recommendations/Action Step Assignments

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		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
100	Innovation and Economic Development (IECD)	T12	Extend downtown education complex to support housing for students and young professionals and executives	Broward College		No direct measurement available	2019 - Hundreds of new housing projects are being developed in downtown Fort Lauderdale targeted to students, young professionals, and executives.				
101	Innovation and Economic Development (IECD)	T13	Create incentives for companies to hire new knowledge-based jobs graduates			Annual number of targeted industry jobs in Broward County	CareerSource Broward is developing mechanisms to bring new graduates together with businesses offering internships. This is being done by developing an internship portal to match interns with opportunities in conjunction with Broward College and the Broward Workshop. Incentives exist for graduates who may have difficulty in getting a job after training such as veterans, people with disabilities, those with a record, or those that need additional on-the- job training.				
102	Innovation and Economic Development (IECD)	T14	Work more closely with students on job placement/internships to keep talent here	Life Sciences South Florida and FIU		Number of college internships	February, 2016 The Greater Fort Lauderdale Alliance, CareerSource Broward and the Broward Workshop developed a marketing piece for local companies to use which makes it easier for them to connect with local colleges and universities to find interns.	2016 - CareerSource Broward, in partnership with Broward College and the Broward Workshop, developed BrowardIntern.com to help link businesses with talented and highly qualified young people seeking internships. The website (www.browardintern.com) allows any company that has an internship opportunity based in Broward County to post their open positions at no cost and gives students the ability to upload their resumes, via the online portal, to be seen by employers and human resources representatives looking for interns.			
103	Innovation and Economic Development (IECD)	T15	Attract individuals who want to be a part of developing urban core	Broward Workshop Urban Core Committee		No direct measurement available	The Broward Workshop's Urban Core Committee is working to address this tactic.				
104	Innovation and Economic Development (IECD)	T16	Encourage internships with Broward corporations to attract top talent from top universities nationwide	Life Sciences South Florida and FIU		Number of college internships	2016 - The Broward Workshop, CareerSource Broward, and the Greater Fort Lauderdale Alliance developed a marketing piece for local companies to use which makes it easy for them to connect with local colleges and universities to find interns. The Broward Workshop is also encouraging its members to offer internships and to consider utilizing local college and university interns when possible in their businesses. The Alliance is also discussing the advantages of using interns with businesses with which they meet, and CareerSource Broward is developing an online portal to promote internships.				
105	Innovation and Economic Development (IECD)	**S 1.3**	**Nurture startup community enterprises to retain talent and avoid talent depletion to other communities in Florida and other states**				See tactics for success stories and updates				
106	Innovation and Economic Development (IECD)	T17	Leverage NSUs emphasis on entrepreneurship to teach our residents how to create and nurture businesses			Annual number of targeted industry businesses in Broward County	In 2014, Nova Southeastern University announced a new program – the Executives and Entrepreneurs-in-Residence (EEiR) program. The program, designed for students in NSU's H. Wayne Huizenga School of Business and Entrepreneurship, will provide students with opportunities to engage with accomplished executives and entrepreneurs from the business community. Participants of the EEiR program will visit NSU's Huizenga Business School on its main campus throughout the academic year attending prescheduled meetings and events with students. With their wealth of knowledge and experience, executives and entrepreneurs will inspire and influence Huizenga School undergraduate and graduate students as they prepare for their future business careers. They will provide one-on-one career advising, mentoring, meet with clubs, and visit classroom sessions. Any business leaders who are interested in participating in the program are urged to call NSU at 954-672-7223, ext. 25159.				

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	A	B Goal / Strategy / Tactic	C Recommendation	D Lead Advocate(s)/Champion(s)	E Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	J Success Stories/Updates	K Success Stories/Updates
107	Innovation and Economic Development (IECD)	T18	Develop an action plan for implementing a supportive startup initiative in Broward with focal points to include: market data and information, entrepreneurship education and technical assistance, building operational, financial, and physical support networks (incubators, angel networks)			Annual number of targeted industry businesses in Broward County	3/26/13 The Research Park at Florida Atlantic University and Enterprise Development Corporation of South Florida have expanded the Technology Business Incubator™ (TBI) by 15,000 sq. ft. in response to growing demand. The incubator is currently home to 23 early stage high-tech companies as well as the New World Angels and the Institute for Commercialization of Public Research. The most recent expansion brings the TBI to a total of 25,000 sq. ft. and will accommodate an additional 15 companies, with individual offices ranging from 120 to 1,000 sq. ft. 5/17/13 Alliance held CEO Roundtable which provides local chief executives with an opportunity to benchmark and receive peer-to-peer guidance on how to grow a South Florida based business. CareerSource Broward is launching Startup Quest in September 2013. This is an innovative program that provides hands-on training to individuals who want to become entrepreneurs by connecting them with successful CEOs who have experience in technology-based companies.	5/17/13 The Greater Fort Lauderdale Alliance held a CEO Roundtable which provides local chief executives with an opportunity to benchmark and receive peer-to-peer guidance on how to grow a South Florida based business. CareerSource Broward is launching Startup Quest in September 2013. This is an innovative program that provides hands-on training to individuals who want to become entrepreneurs by connecting them with successful CEOs who have experience in technology-based companies.	In 2015 The Urban League of Broward County formed its new Entrepreneurship Center to help small companies launch, sustain and grow their business.	In May 2016, Broward College announced the launch of its new business accelerator, located at its downtown Fort Lauderdale campus.	2017 - Business owners, entrepreneurs and residents are invited to learn from a knowledgeable, veteran government vendor through the new CBE Mentoring Services Program. Held in collaboration with Sunshine Cleaning Systems, the Broward County Office of Economic and Small Business Development (OESBD) presents this free three-part educational seminar to nurture and support Broward-based businesses. The program was developed to provide small businesses certified in Broward's County Business Enterprise (CBE) program with first-hand access to the expertise of a prime vendor; however, start up entrepreneurs and business owners of firms not yet CBE-certified may also take advantage of this unique learning opportunity. Participants are encouraged to attend each of the three sessions.
108		T18 Continued					2017 - In an effort to foster leadership and entrepreneurship in the City of Hollywood, Leadership Hollywood Class 41 created SPARK, a pitch competition for early-stage entrepreneurs. The event will take place on May 11, 2017.				
109	Innovation and Economic Development (IECD)	T19	Create additional business incubation centers			Annual number of targeted industry businesses in Broward County	2/27/13 Broward College currently developing incubator on Cypress Creek Road.	Broward College is currently developing an incubator on Cypress Creek Road. This is in addition to other business incubators in the area including the Research Park at FAU's Technology Business Incubator. TechWalk, a Coral Springs business incubator that opened in October 2013, has only three spots left in its primary site off University Drive.	Some of the incubators, accelerators and co-working spaces in Broward County include AxisSpace, General Provisions, Colab Workspaces, The Broward College Business Incubator Cypress Creek, NSU Center for Collaborative Research, and Crown Center Executive Suites.		
110	Innovation and Economic Development (IECD)	T20	Encourage and support a startup business community near or in high density development			Annual number of targeted industry businesses in Broward County	2/27/13 Broward College currently developing incubator on Cypress Creek Road. CareerSource Broward is launching Startup Quest in September 2013. This is an innovative program that provides hands-on training to individuals who want to become entrepreneurs by connecting them with successful CEOs who have experience in technology-based companies.	In 2014, Broward College opened the Innovation Hub at Broward College, a mixed-use business incubator, focusing on housing a dynamic community of entrepreneurs, start-ups, mentors, advisors and investors, and serving as a one-stop resource for business owners, innovators and committed individuals pursuing their entrepreneurial ambitions. This is in addition to other business incubators in the area including the Research Park at FAU's Technology Business Incubator. TechWalk, a Coral Springs business incubator that opened in October 2013, has only three spots left in its primary site off University Drive.	2017 - In an effort to foster leadership and entrepreneurship in the City of Hollywood, Leadership Hollywood Class 41 created SPARK, a pitch competition for early-stage entrepreneurs that is held annually.		
111	Innovation and Economic Development (IECD)	T21	For R&D talent, ensure there are neighborhoods they can live in that have the characteristics to attract artists and talent, and create R&D centers the colleges can sponsor so youth are able to affordably start their business projects			Annual number of targeted industry businesses in Broward County					
112	Innovation and Economic Development (IECD)	T22	Reduce rent and subsidize office space for local start-ups (early stage) - perhaps a contest to determine who qualifies			Annual number of targeted industry businesses in Broward County	Broward College is currently developing an incubator on Cypress Creek Road. This is in addition to other business incubators in the area including the Research Park at FAU's Technology Business Incubator. TechWalk, a Coral Springs business incubator that opened in October 2013, has only three spots left in its primary site off University Drive.				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions		Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
113	Innovation and Economic Development (IECD)	T23	Develop business parks with work spaces that encourage innovation				Number of innovation based business parks	Some of the incubators, accelerators and co-working spaces in Broward County include AxisSpace, General Provisions, Colab Workspaces, The Broward College Business Incubator Cypress Creek, NSU Center for Collaborative Research, and Crown Center Executive Suites.				
114	Innovation and Economic Development (IECD)	T24	Provide access to arts, recreation and other services that talented workers desire to have to enhance their lives				No direct measurement available	Broward Cultural Division presented the Broward Arts Journalism series of three workshops to train both professional journalists and citizen writers on the art of arts critique and the new methods by which journalists are reporting on and critiquing the arts.	Broward Cultural Division currently has an open Call to Writers to contract bloggers, journalists and arts crigtics to create more content for the Cultural Division's Cultural Quarterly magazine, the website and for ArtsCalendar.com			
115	Innovation and Economic Development (IECD)	Goal 2	**ATTRACT AND RETAIN INNOVATION BASED COMPANIES IN BROWARD**					See tactics for success stories and updates				
116	Innovation and Economic Development (IECD)	S 2.1	**Identify and attract cutting-edge, innovation based companies**					See tactics for success stories and updates				
117	Innovation and Economic Development (IECD)	T25	Develop and maintain information on the innovation based companies and clusters located in Broward, along with a database where this information could be kept, maintained and obtained	Greater Fort Lauderdale Alliance			Annual number of targeted industry businesses in Broward County	This database has been developed and is maintained by the Greater Fort Lauderdale Alliance.				
118	Innovation and Economic Development (IECD)	T26	Educate Broward County businesses and residents on the types of innovation based companies in Broward County so that everyone in the county realizes what our assets are	Greater Fort Lauderdale Alliance			Annual number of targeted industry businesses in Broward County	Each year, the Greater Fort Lauderdale Alliance provides its annual Economic Sourcebook and Market Profile to over 4,000 businesses through the South Florida Business Journal. A significant portion of the book is about the innovation based companies in Broward County. These companies are also included on the Alliance website.				
119	Innovation and Economic Development (IECD)	T27	Update and revise the County's targeted industry list every 3-5 years to know which industries have the best growth opportunities in Broward (i.e., medical, healthcare, IT, solar energy, transportation logistics, hospitality, etc.)	Broward County Office of Economic and Small Business Development and Greater Fort Lauderdale Alliance			Annual number of targeted industry businesses in Broward County	As of 2014, the latest targeted industries list was developed by the Broward County Office of Economic and Small Business Development in 2009.	In October 2015, the Greater Fort Lauderdale Alliance launched a new targeted industry marketing plan based on an updated blueprint study that was begun in February 2015.			
120	Innovation and Economic Development (IECD)	T28	Develop and use incentives to attract innovative, creative type companies	Greater Fort Lauderdale Alliance, Broward County and its municipalities			Annual number of targeted industry jobs in Broward County and Average annual wage (from Florida Scorecard)	Innovative companies are among the targeted industries for Broward County and incentives are in place to attract these companies and help them grow.				
121	Innovation and Economic Development (IECD)	T29	Promote Broward as the "creative" capital of the world by encouraging monthly fairs in science, art, technology and R&D				Annual number of targeted industry businesses in Broward County					
122	Innovation and Economic Development (IECD)	T30	Help local companies become government and military suppliers				Annual number of targeted industry jobs in Broward County	The Broward County Office of Economic and Small Business Development (OESBD) provides certification services to local small businesses in order for them to bid on Broward County procurement contracts with Small Business Enterprise (SBE), County Business Enterprise (CBE), Disadvantaged Business Enterprise (DBE) or Airport Concessions Disadvantaged Business Enterprise (ACDBE) program requirements. Certification in these programs provides a gateway to other OESBD services that support the growth and sustainability of Broward County's business community.				

Six Pillars Implementation Plan Recommendations/Action Step Assignments

	A	B	C	D	E		F	G	H	J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
123	Innovation and Economic Development (IECD)	T31	Attract pharmaceutical research companies in cooperation with universities	Greater Fort Lauderdale Alliance		Annual number of targeted industry jobs in Broward County	This is one of Broward County's targeted industries and examples of pharmaceutical companies that have been recruited by the Alliance included Actavis in Davie, Lupin Pharmaceuticals in Coral Springs, and Unipharma in Tamarac.				
124	Innovation and Economic Development (IECD)	T32	Seek out companies engaged in producing solar power and alternative energy	Greater Fort Lauderdale Alliance		Annual number of targeted industry businesses in Broward County	2013 The Go SOLAR Broward Rooftop Solar Challenge program makes it easier, faster and more economical for residents and businesses to use solar energy. The traditional solar system permitting process varied across Broward County's 31 municipalities and was a barrier to those interested in retrofitting their home or business. Broward County and 14 partner municipalities formed a Go SOLAR Team, received a rooftop solar challenge grant from the Department of Energy and addressed these and other barriers to solar energy. Contractors registered on Go SOLAR can now obtain a permit to install any one of several rooftop solar system options and select from a set of pre-approved design plans for that system within minutes.	11/12/13 The U.S. Department of Energy (DOE) has awarded the Go SOLAR—Florida team a $1.6 million SunShot Initiative Rooftop Solar Challenge II competitive award to make it easier for Floridians to obtain grid-tied solar installations. Go SOLAR—Florida is one of only eight recipients nationwide of a Rooftop Solar Challenge II award. 5/7/14 Michael Brower, president and chief executive officer of the American Council On Renewable Energy (ACORE), will be the opening speaker of Broward County's Second Annual Go Solar Fest, June 6-7, at the Greater Fort Lauderdale/Broward County Convention Center, 1950 Eisenhower Blvd., Fort Lauderdale. The free, two-day event will feature information on alternative and renewable energy with a focus on the latest technologies, financing options and solar installation jobs and training.			
125	Innovation and Economic Development (IECD)	T33	Attract and develop a "green" industry in Broward	Greater Fort Lauderdale Alliance, CareerSource Broward		Annual number of targeted industry businesses in Broward County	3/25/2013 Broward County has amended its Code of Ordinances to create a new specialty builder category for solar contractors. The new classification took effect in January and supports a growing "green building" industry in Broward by establishing certification and licensing requirements for contractors installing solar energy systems. 2013 The Go SOLAR Broward Rooftop Solar Challenge program makes it easier, faster and more economical for residents and businesses to use solar energy. The traditional solar system permitting process varied across Broward County's 31 municipalities and was a barrier to those interested in retrofitting their home or business. Broward County and 14 partner municipalities formed a Go SOLAR Team, received a rooftop solar challenge grant from the Department of Energy and addressed these and other barriers to solar energy. Contractors registered on Go SOLAR can now obtain a permit to install any one of several rooftop solar system options and select from a set of pre-approved design plans for that system within minutes.	1/24/14 - CareerSource Broward has reached out to the U.S. Green Building Council-South Florida Chapter, to schedule a presentation to their Broward membership and they rejected our request. CareerSource Broward contracted with 8 "green" employers in the On-the-Job Training Program this past year.	As a way to help attract and develop a green industry in Broward, the Third Annual Go Solar and Renewable Energy Fest was held at the Greater Fort Lauderdale/Broward County Convention Center in October. This free event featured the latest information on alternative and renewable energy. It is quickly becoming the premier event in South Florida to promote renewable energy and help residents and businesses learn how to save money while using cleaner sources of energy.		
126	Innovation and Economic Development (IECD)	T34	Implement a marketing campaign to attract innovative companies worldwide	Greater Fort Lauderdale Alliance		Annual number of targeted industry businesses in Broward County	This is being done through the Greater Fort Lauderdale Alliance's Life Less Taxing and Techgateway.org marketing campaigns.				
127	Innovation and Economic Development (IECD)	T35	Target cutting edge companies in distressed states that have rising taxes	Greater Fort Lauderdale Alliance		Annual number of targeted industry businesses in Broward County	The Greater Fort Lauderdale Alliance's Life Less Taxing campaign is being utilized in Northeast states and Chicago.				
128	Innovation and Economic Development (IECD)	S 2.2	**Continue to develop South Florida's tech gateway (techgateway.org) corridor and encourage the growth of those companies in Broward County**				See tactics for success stories and updates				

Six Pillars Implementation Plan Recommendations/Action Step Assignments

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	A	B	C	D	E	F	G (Success Stories/Updates)	H (Success Stories/Updates)	I (Success Stories/Updates)	J (Success Stories/Updates)	K (Success Stories/Updates)
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
129	Innovation and Economic Development (IECD)	T36	Continue and expand the Greater Fort Lauderdale Alliance's targeted outreach to high tech companies through participation in industry events such as the Mobile World Congress and Blackberry World	Greater Fort Lauderdale Alliance		Number of high tech companies in Broward County	Examples of events in which the Alliance has participated include MEDICA in Düsseldorf, Germany; ISTAT Americas in Phoenix, AZ; Mobile World Congress in Barcelona, Spain; BIO Florida in Fort Lauderdale: Emerge Americas in Miami; and SUP - X in Fort Lauderdale.				
130	Innovation and Economic Development (IECD)	T37	Continue the Greater Fort Lauderdale Alliance's work of connecting the high tech companies in Broward County with academia to ensure a stream of talented workers for the industry	Greater Fort Lauderdale Alliance		Number of high tech companies in Broward County	Techgateway.org website was developed in 2013. The program is a joint effort between the Alliance, businesses and academia.				
131	Innovation and Economic Development (IECD)	T38	Add more R&D and technical sciences curriculum at local colleges and universities			Research and development dollars	In September 2015, Broward College formally opened its new Academic and Laboratory Science Building, located on the Judson A. Samuels South Campus. The two-story, 51,336-square-foot building includes 13 labs, three times the number of labs that South Campus currently has on-hand, and eight classrooms. The new building increases the amount of space available for both classroom and laboratory teaching in various science disciplines, as well as the College's ability to introduce research opportunities into the undergraduate science curriculum.	Nova Southeastern University (NSU) built a revolutionary Center for Collaborative Research (CCR) in 2016 that houses one of Florida's largest wet labs, the NSU Technology Incubator and some of the world's most accomplished researchers. NSU is classified as a research university with "high research activity" by the Carnegie Foundation for the Advancement of Teaching. More than 200 research projects are underway at NSU, including studies on cardiovascular disease, anti-cancer therapies, chronic fatigue syndrome, autism, coral reef restoration, stem cells and wildlife DNA forensics, among other subjects.			
132	Innovation and Economic Development (IECD)	T39	Market to out-of-area engineering workers and students that Broward County has a strong high tech industry with numerous job opportunities	Greater Fort Lauderdale Alliance		Annual number of targeted industry jobs in Broward County	January 2014 The Greater Fort Lauderdale Alliance is in the process of developing a recruiting marketing program targeting talented professionals.	In 2015, the Greater Fort Lauderdale Alliance, in partnership with the Pontes Group, created a promotional video and social media campaign showcasing the reasons why successful young professionals choose to live in Greater Fort Lauderdale. The campaign is titled #WhyGFL. To date, there have been approximately 11,000 views on social media sites.			
133	Innovation and Economic Development (IECD)	**S 2.3**	**Grow, sustain, and integrate efforts related to R&D, technology commercialization, and seed capital to create, nurture, and expand innovation businesses**				See tactics for success stories and updates				
134	Innovation and Economic Development (IECD)	T40	Develop better research and development ties between education and business			Research and development dollars	July 2014 The nationally-recognized Technology Business Incubator® at the Research Park at Florida Atlantic University and FAU's Center for Cryptology and Information Security are actively expanding opportunities for cyber-related tenants to share Center expertise and provide an outlet for research to be applied to marketable products.	CareerSource Broward has received a $499,999 grant from the U.S. Economic Development Administration. This EDA investment will create a pioneering proof-of-concept center at Broward College. The center will focus on increasing the commercialization of new ideas, existing intellectual property and research into viable start-up companies in Broward County. The project will significantly enhance a culture of innovation and high-growth entrepreneurship in the region by seeking out and encouraging individuals and companies on how to convert ideas into viable commercial ventures.	The 2018 Marine Research Hub Breakfast at the Fort Lauderdale International Boat Show was targeted towards venture capitalists and investors. FAU, FIU, NSU and the University of Miami collaborated to present marine research projects with emerging commercialization potential. Projects involving lionfish and reef-safe sunscreen are in the works.		
135	Innovation and Economic Development (IECD)	T41	Involve intellectual property companies, law firms and the United States Patent and Trademark Office to help protect the commercialization efforts of the innovation businesses			Research and development dollars					

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions		Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
136	Innovation and Economic Development (IECD)	T42	Support the development and growth of projects such as Nova Southeastern University's Academical Village and other university infrastructure projects of this type within the SFEC and in other areas in Broward				Annual number of targeted industry jobs in Broward County	2016 - Nova Southeastern University (NSU) opened its revolutionary Center for Collaborative Research (CCR) that houses an IBM supercomputer, one of Florida's largest wet labs, the NSU Technology Incubator and some of the world's most accomplished researchers. NSU is classified as a research university with "high research activity" by the Carnegie Foundation for the Advancement of Teaching. More than 200 research projects are currently underway at NSU, including studies on cardiovascular disease, anti-cancer therapies, chronic fatigue syndrome, autism, coral reef restoration, stem cells and wildlife DNA forensics, among other subjects.				
137	Innovation and Economic Development (IECD)	T43	Add more R&D and technical sciences curriculum at local colleges and universities				Annual number of targeted industry jobs in Broward County	Nova Southeastern University (NSU) is building a revolutionary Center for Collaborative Research (CCR) opening in 2016 that will house an IBM supercomputer, one of Florida's largest wet labs, the NSU Technology Incubator and some of the world's most accomplished researchers. NSU is classified as a research university with "high research activity" by the Carnegie Foundation for the Advancement of Teaching. More than 200 research projects are currently underway at NSU, including studies on cardiovascular disease, anti-cancer therapies, chronic fatigue syndrome, autism, coral reef restoration, stem cells and wildlife DNA forensics, among other subjects.	In September 2015, Broward College formally opened its new Academic and Laboratory Science Building, located on the Judson A. Samuels South Campus. The two-story, 51,336-square-foot building includes 13 labs, three times the number of labs that South Campus currently has on-hand, and eight classrooms. The new building increases the amount of space available for both classroom and laboratory teaching in various science disciplines, as well as the College's ability to introduce research opportunities into the undergraduate science curriculum.			
138	Innovation and Economic Development (IECD)	T44	Establish virtual campuses for R&D				Annual number of targeted industry jobs in Broward County					
139	Innovation and Economic Development (IECD)	T45	Form a volunteer board of finance specialists who will pull together federal funds, county funds, grants, bonds and other venture capital				Annual number of targeted industry businesses in Broward County	In 2015, the Greater Fort Lauderdale Alliance formed a group called The Venture Alliance, made up of community leaders dedicated to working to promote venture capital, seed capital and other financing options in Broward County.				
140	Innovation and Economic Development (IECD)	T46	Enhance and promote the availability of seed capital				Annual number of targeted industry businesses in Broward County	In 2015, the Greater Fort Lauderdale Alliance formed a group called The Venture Alliance, made up of community leaders dedicated to working to promote venture capital, seed capital and other financing options in Broward County.				
141	Innovation and Economic Development (IECD)	T47	Develop an angel/venture capital cluster				Annual number of targeted industry businesses in Broward County	In 2015, the Greater Fort Lauderdale Alliance formed a group called The Venture Alliance, made up of community leaders dedicated to working to promote venture capital, seed capital and other financing options in Broward County.				
142	Innovation and Economic Development (IECD)	T48	Market to key investors (Florida Venture Capital Forum) regarding the potential return on investment in Broward County companies				Annual number of targeted industry businesses in Broward County	In 2015, the Greater Fort Lauderdale Alliance formed a group called The Venture Alliance, made up of community leaders dedicated to working to promote venture capital, seed capital and other financing options in Broward County.	SUP-X, the premier conference in the Eastern United States that brings together startup and earlystage entrepreneurs, angel investors, venture capitalists and related service providers is held annually in Fort Lauderdale.			
143	Innovation and Economic Development (IECD)	T49	Bring early stage or final stage finance conferences to Broward County				Annual number of targeted industry businesses in Broward County	In November 2015, the 2nd annual Hedge Fund IDF Symposium was held in Fort Lauderdale during the Fort Lauderdale International Boat Show. The symposium featured Ron Insana of CNBC Television and Ken Polcari of CNBC Market.	SUP-X, the premier conference in the Eastern United States that brings together startup and earlystage entrepreneurs, angel investors, venture capitalists and related service providers is held annually in Fort Lauderdale.			
144	Innovation and Economic Development (IECD)	T50	Strengthen existing CDFIs (Community Development Financial Institutions) and expand CDFI lending in Broward				Annual number of targeted industry businesses in Broward County					

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions		Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
145	Innovation and Economic Development (IECD)	T51	Explore opportunities associated with new CDFI bond program: work with local CDFIs to develop potential partnerships with national intermediaries like the Opportunity Finance Network to participate in new CDFI Fund Bond program and access new sources of capital				Annual number of targeted industry businesses in Broward County					
146	Innovation and Economic Development (IECD)	Goal 3	**INCREASE RESEARCH AND DEVELOPMENT IN BROWARD TO REACH ONE OF THE TOP POSITIONS IN THE STATE OF FLORIDA**					See tactics for success stories and updates				
147	Innovation and Economic Development (IECD)	S 3.1	**Make Broward R&D infrastructure investments (facilities, equipment and talent) based on ROI, in focused areas supporting desired business clusters, building on existing capacity and leveraging state and non-state funding**					See tactics for success stories and updates				
148	Innovation and Economic Development (IECD)	T52	Create technology parks/incubators as part of a "tech corridor" and provide incentives and technical assistance to R&D companies that locate there				Number of technology parks/incubators	3/26/13 The Research Park at Florida Atlantic University and Enterprise Development Corporation of South Florida have expanded the Technology Business Incubator™ (TBI) by 15,000 sq. ft. in response to growing demand. The incubator is currently home to 23 early stage high-tech companies as well as the New World Angels and the Institute for Commercialization of Public Research. The most recent expansion brings the TBI to a total of 25,000 sq. ft. and will accommodate an additional 15 companies, with individual offices ranging from 120 to 1,000 sq. ft. 5/17/13 Alliance held CEO Roundtable which provides local chief executives with an opportunity to benchmark and receive peer-to-peer guidance on how to grow a South Florida based business. CareerSource Broward is launching Startup Quest in September 2013. This is an innovative program that provides hands-on training to individuals who want to become entrepreneurs by connecting them with successful CEOs who have experience in technology-based companies. Broward College incubator set to open in September 2013.				
149	Innovation and Economic Development (IECD)	T53	Create a pipeline for startups (similar to Max Planck and Scripps on a mini scale)				Annual number of targeted industry businesses in Broward County	CareerSource Broward has received a $499,999 grant from the U.S. Economic Development Administration. This EDA investment will create a pioneering proof-of-concept center at Broward College. The center will focus on increasing the commercialization of new ideas, existing intellectual property and research into viable start-up companies in Broward County. The project will significantly enhance a culture of innovation and high-growth entrepreneurship in the region by seeking out and encouraging individuals and companies on how to convert ideas into viable commercial ventures.				
150	Innovation and Economic Development (IECD)	T54	Leverage the Research Park at FAU				Annual number of targeted industry businesses in Broward County	The Alliance is working closely with the Research Park at FAU. One of the projects the two organizations brought to Broward County is People's Trust Insurance Company which is being located in the FAU Research Park at Deerfield Beach.	July 2014 The nationally-recognized Technology Business Incubator® at the Research Park at Florida Atlantic University and FAU's Center for Cryptology and Information Security are actively expanding opportunities for cyber-related tenants to share Center expertise and provide an outlet for research to be applied to marketable products.			

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151	Innovation and Economic Development (IECD)	T55	Complete a capital inventory/assessment for all of Broward's economic needs			Annual number of targeted industry businesses in Broward County	In 2018, the Alliance completed a commercial sites and buildings inventory to determine opportunities for new development in Broward County.				
152	Innovation and Economic Development (IECD)	T56	Create a public-private Broward capital forum/clearinghouse, delineating various stages of company growth and matching sources of capital (i.e., startup, micro, venture, etc.)			Annual number of targeted industry businesses in Broward County					
153	Innovation and Economic Development (IECD)	T57	Tag/brand a geographic area for the R&D section of Broward County (i.e., Research Triangle; Silicon Valley)			Average annual wage (from Florida Scorecard)	NSU is in the process of developing its Academical Village, a $500-million partnership to transform a 30-acre, university-investment into a high-tech research/office park with nearly three million square feet of office, retail, financial, governmental, and residential space, as well as a hotel and a conference center.				
154	Innovation and Economic Development (IECD)	T58	Use current resources (i.e., oceanic research and development, sun-agriculture) to take steps to turn our R&D into local manufacturing and production, matching curriculum development with expansion opportunities			Annual number of targeted industry jobs in Broward County	The 2018 Marine Research Hub Breakfast at the Fort Lauderdale International Boat Show was targeted towards venture capitalists and investors. FAU, FIU, NSU and the University of Miami collaborated to present marine research projects with emerging commercialization potential. Projects involving lionfish and reef-safe sunscreen are in the works.				
155	Innovation and Economic Development (IECD)	T59	Coordinate with border counties to leverage each other's strengths in R&D	Techgateway.org		Research and development dollars	Greater Fort Lauderdale Alliance, Beacon Council of Miami-Dade and Business Development Board of Palm Beach County work together on techgateway.org and to support eMerge Americas, an event to grow the technology cluster in South Florida.				
156	Innovation and Economic Development (IECD)	Goal 4	**ENHANCE BROWARD'S POSITION IN SOUTH FLORIDA AS A GLOBAL HUB**				See tactics for success stories and updates				
157	Innovation and Economic Development (IECD)	S 4.1	**Promote regional approach to enhance South Florida's position as a global business destination**				See tactics for success stories and updates				
158	Innovation and Economic Development (IECD)	T60	Continue and enhance the regional "South Florida: Your Global Business Connection" branding and marketing campaign	Greater Fort Lauderdale Alliance		Visits to "South Florida: Your Global Business Connection" website	This program is currently in 5 languages and Portuguese has recently been added as a sixth language. It is led by the Greater Fort Lauderdale Alliance, Beacon Council of Miami-Dade and Business Development Board of Palm Beach County.				
159	Innovation and Economic Development (IECD)	T61	Utilize the leaders of the economic development public-private partnerships to staff regional planning efforts and establish benchmarks/milestones for regional cooperation efforts	Greater Fort Lauderdale Alliance		Annual number of targeted industry jobs in Broward County	Greater Fort Lauderdale Alliance, Beacon Council of Miami-Dade and Business Development Board of Palm Beach County working together on techgateway.org and to support eMerge Americas, an event to grow the technology cluster in South Florida.				
160	Innovation and Economic Development (IECD)	T62	Coordinate with Miami-Dade County and agencies in Miami-Dade to learn from their success in global positioning			Annual number of targeted industry jobs in Broward County	The Alliance has been participating in the Miami-Dade Beacon Council's One Community One Goal effort and supports the eMerge Americas conference which is held in Miami each year.				
161	Innovation and Economic Development (IECD)	S 4.2	**Enhance Broward County's brand and reputation as a global community**				See tactics for success stories and updates				

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	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates

	A	B	C	D	E		I	J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
162	Innovation and Economic Development (IECD)	T63	Support expansion projects at Port Everglades and Fort Lauderdale – Hollywood International Airport (in an environmentally responsible manner)	Broward Workshop, Greater Fort Lauderdale Alliance		Annual number of targeted industry jobs in Broward County	Expansion projects continue to be supported. 1/17/13 Governor Rick Scott today broke ground on the nation's only combined on-port international and domestic cargo rail facility at Port Everglades. The Governor also committed $13 million to begin work on the Southport Turning Notch Extension project which will add more dock space for Port Everglades. Over 300 Broward County residents and business representatives attended the Army Corps of Engineers public hearing on 7/23/13.	The Alliance's Port Everglades Advocacy Team in partnership with the Broward Workshop, Port Everglades Association and others is actively working to promote the expansion projects at Port Everglades. Several members of the Broward Workshop and other community leaders participated in two trips to Washington, DC to advocate for Port Expansion and amendments to the WRRDA bill. Additionally the Workshop purchased an advertisement in "The Hill," a political publication in DC, seeking support of the WRRDA bill language that is favorable to Port Everglades.	Past efforts of the Workshop in support of the South Runway expansion at Fort Lauderdale-Hollywood International Airport will come to fruition in the Fall of 2014 when the South Runway becomes operational.	Port Everglades is planning for the year 2033 with an updated roadmap for future growth over the next 20 years that identifies $1.6 billion in capital investments to improve productivity for cargo, cruise and petroleum businesses that operate at the South Florida seaport. The Broward County Board of County Commissioners, which governs the Port as a self-funded enterprise fund, approved the Port Everglades 2014 Master/Vision Plan on June 24, 2014. Over the past year, Port staff and maritime consultant AECOM Technical Services, Inc. held more than 20 meetings with customers, stakeholders and the general public to develop the Plan.	2/27/15 Port Everglades reached a major milestone in its effort to deepen and widen its navigational channels and turning basin as the U.S. Army Corps of Engineers Civil Works Review Board approved the final environmental and economic feasibility studies for the project. The final step in the Corps' project approval process is a Chief of Engineers Report recommending the project to Congress for construction authorization. The Chief's Report is anticipated by the end of May 2015.
163		T63 Continued					The Port Everglades Advocacy Team (PEAT), a collaborative initiative between the Greater Fort Lauderdale Alliance, the Broward Workshop, Port Everglades, the Port Everglades Association, and other community organizations, supports capital initiatives at Port Everglades. PEAT joined County Commissioners and others in traveling to Tallahassee in early 2015. The team met with key legislators and Cabinet members in support of the deepening and widening project at the Port. The team also advocated for additional funding for all Ports in Florida, a request which was met with success for the state. In March, the team celebrated the unanimous decision by the Army Corps of Engineers in moving the Chief's Report to the last phase of consideration and review. On July 7, 2015, the PEAT team participated in the celebratory press conference at Port Everglades in which authorization was finally received to move forward – after 19 years – with the issuance of the Final Chief's Report. Members of the team participated in the Washington Summit in October and focused on continued Port Everglades awareness and advocacy.	Port Everglades, already Florida's leading container port, moving more than one-million TEUs (20-foot equivalent units) annually, is partnering with public and private entities on several multi-million-dollar landside infrastructure improvements designed to improve connections with South Florida's major highway and railroad systems.	Assistant Secretary of the Army for Civil Works Jo-Ellen Darcy signed the Record of Decision for the Port Everglades Harbor Navigation Study Jan. 29, 2016, signifying the completion of the final administrative review for the project's report. The report passed the Office of Management and Budget (OMB) review and was transmitted to Congress Jan. 29, 2016. The project will compete with other investments for funding in future budgets. The submission marks a significant milestone for the Port Everglades navigation improvement plan, which includes deepening and widening the harbor.	2017 - With the long-sought-after goal of authorization for the widening and deepening project of Port Everglades received in the first quarter of 2017, The Port Everglades Advocacy Team (PEAT), has now moved into an appropriations phase. PEAT is a collaborative initiative between the Greater Fort Lauderdale Alliance, the Broward Workshop, Port Everglades, the Port Everglades Association, and other community organizations. It focuses on key projects such as the Turning Notch, Dredging Project and Intermodal Container Transfer Facility.	
164	Innovation and Economic Development (IECD)	T64	Centralize our database of assets so there is one place to get/gather information, or a place that can assist people from other countries with any needs (central resource center even to help the various industries – a one-stop shop)			Annual number of targeted industry businesses in Broward County					
165	Innovation and Economic Development (IECD)	T65	Allocate more funds from Broward County to promote itself internationally as a global business location			Annual number of targeted industry businesses in Broward County	In December 2014, Broward County Commissioners voted to approve Broward County co-sponsoring the 2015 Broward County Florida International Trade and Cultural Expo (FITCE) which was held on October 14 through October 16, 2015 at the Greater Fort Lauderdale Broward County Convention Center. This has become an important annual event.	In January 2019, the Greater Fort Lauderdale Alliance hosted a successful International Economic Development Council (IEDC) Leadership Summit at Pier Sixty-Six in Fort Lauderdale for more than 500 economic development thought leaders from around the U.S. and Canada. Taking place between January 27th and 29th, the theme was Waves of Change: Creating Winning Communities through Collaboration.			

The following items are examples and not to be considered all of the activity in Six Pillars

	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	I	J	K
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
166	Innovation and Economic Development (IECD)	T66	Bring more foreign stakeholders and international support services to the area – foreign money is key to the area's growth			Annual number of targeted industry businesses in Broward County	This is being done through the Alliance's Economic Sourcebook and Market profile, and on the Alliance website, which highlights Broward's County rich diversity. It is also being done through the EB-5 program.	In 2014 and 2015, the Greater Fort Lauderdale Alliance partnered with Broward County, the Greater Fort Lauderdale Convention and Visitors Bureau, Port Everglades, the Marine Industries Association of South Florida, Show Management, and Starmark International to host key local and foreign dignitaries at the International Marine Hub Luncheon. The event was designed to celebrate Greater Fort Lauderdale's marine industry and introduce visiting dignitaries and members of the media to the region as a top location for business and tourism. In addition to hosting the luncheon, the Alliance and the CVB jointly hosted guests at a pavilion at the show, and advertised in the Fort Lauderdale International Boat Show Directory. This has become an annual event.			
167	Innovation and Economic Development (IECD)	T67	Strengthen relationships with consul generals and bi-national chambers of commerce	Greater Fort Lauderdale Alliance		Annual number of targeted industry businesses in Broward County	This is a focus of the Greater Fort Lauderdale Alliance, which has held a number of meetings and receptions with consul generals and bi-national chambers of commerce.	In 2014 and 2015, the Greater Fort Lauderdale Alliance partnered with Broward County, the Greater Fort Lauderdale Convention and Visitors Bureau, Port Everglades, the Marine Industries Association of South Florida, Show Management, and Starmark International to host key local and foreign dignitaries at the International Marine Hub Luncheon. The event was designed to celebrate Greater Fort Lauderdale's marine industry and introduce visiting dignitaries and members of the media to the region as a top location for business and tourism. In addition to hosting the luncheon, the Alliance and the CVB jointly hosted guests at a pavilion at the show, and advertised in the Fort Lauderdale International Boat Show Directory. This has become an annual event.			
168	Innovation and Economic Development (IECD)	T68	Establish an EB-5 regional center in Broward County			Annual number of targeted industry businesses in Broward County	Several EB-5 centers have been established in Broward County. For more information, go to http://www.eb5exclusive.com/eb-5-regional-centers/directory/florida.	September 2014 - Riviera Point Development Group has completed the first multi-tenant office building in Broward County fully funded by EB-5 investment.			
169	Innovation and Economic Development (IECD)	T69	Right-size Customs Border Protection (CBP) Federal Inspection Services (FIS) Facilities staffing at Fort Lauderdale – Hollywood International Airport and Port Everglades to meet the existing 24/7 need			No direct measurement available	2/20/13 Port Everglades and FLL officials met with Department of Homeland Security Secretary Janet Napolitano where CBP staffing and security issues were discussed. Others in attendance included Congresswoman Debbie Wasserman Schultz, Congresswoman Lois Frankel and Congressman Mario Diaz-Balart, along with Broward County Mayor Kristin Jacobs.	July 2014 - U.S. Customs and Border Protection has selected Port Everglades to be one of 16 organizations in ths U.S. that will enter a reimbursable services agreement to allow CBP to provide new or expanded services at the Port.	January 2016- U.S. Customs and Border Protection (CBP) and Fort Lauderdale-Hollywood International Airport (FLL) announced the expansion of Mobile Passport Control (MPC) to FLL. MPC is the first authorized app to expedite a traveler's arrival into the United States. Eligible travelers submit their passport information and customs declaration form to CBP via a smartphone or tablet app prior to arrival.		
170	Innovation and Economic Development (IECD)	T70	Support establishment of a convention center hotel in Broward County			Annual number of targeted industry businesses in Broward County and Number of visitors	This project is being pursued by Broward County Commissioners.				

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	A	B	C	D	E	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions				I	J	K
171	Innovation and Economic Development (IECD)	T71	Expand trade with areas/major markets such as Colombia and China	Greater Fort Lauderdale Alliance, Broward County, members of business community		Dollar value of imports and exports	Members of the Alliance and business community participated in a number of missions including to Peru, Colombia, Brazil, Chile, and Mexico.	June 2014 The Broward County Office of Economic and Small Business Development is hosting a new roadshow series titled "11 Steps to Exporting – A Roadmap to Your Exporting Success!" as part of Broward County's ongoing efforts to reinforce the local economy through a network of sustainable small-and medium-sized businesses. The seminar is designed to provide Broward businesses with a comprehensive step-by-step approach to exporting, demystifying the process of exporting and introducing businesses to Broward County's helpful local, state and federal resources for international trade.	A number of exporting seminars are presented by the Broward County Office of Economic and Small Business Development. For a listing of ongoing and upcoming events, visit http://www.broward.org/econdev/International/Pages/InternationalTradeEvents.aspx.		
172	Innovation and Economic Development (IECD)	T72	Bring in international air carriers for direct routes to South America and other areas	Fort Lauderdale - Hollywood International Airport		Annual number of targeted industry businesses in Broward County and Number of visitors	1/9/13 - JetBlue Airways' new daily nonstop service between Fort Lauderdale-Hollywood International Airport and Jose Maria Cordova International Airport (MDE) in Medellin is now on sale according to JetBlue. 1/15/13 - Tiara Air Aruba has added nonstop service to Aruba five times a week. 1/18/13 JetBlue Airways plans new daily, nonstop service between FLL and San Jose, Costa Rica starting June 27.	Copa Airlines began nonstop service four times a week between Fort Lauderdale and Panama on July 11, 2014, as part of plans for rapid network expansion this year. 11/4/14 jetBlue launched new service to Cartagena, Colombia. 10/1/15 jetBlue launched new non-stop service to Mexico City.	In February 2016, Norwegian Air Shuttle announced new nonstop service between Fort Lauderdale and Paris, which is scheduled to begin August 4, 2016.	JetBlue added non-stop service to Mexico City in 2015 and to Quito, Ecuador in 2016.	2017 - Emirates has launched service between Dubai and Fort Lauderdale Hollywood International Airport (FLL), and British Airways is launching service in July 2017, between London and FLL.
173	Innovation and Economic Development (IECD)	T73	Educate elected officials and the community on Broward County's business assets	Greater Fort Lauderdale Alliance		Annual number of targeted industry businesses in Broward County	The Greater Fort Lauderdale Alliance produces its annual economic sourcebook and market profile which highlights Broward County's business assets. This publication is sent to elected officials in Broward County and posted on the Alliance's website.				
174	Innovation and Economic Development (IECD)	T74	Promote cultural events and invite major corporations from different countries to attend			Annual number of targeted industry businesses in Broward County					
175	Innovation and Economic Development (IECD)	T75	Continue to highlight tourism to international travelers and encourage them to do business in Broward County	Greater Fort Lauderdale Convention and Visitors Bureau		Annual number of targeted industry businesses in Broward County and Number of visitors	In 2014 and 2015, the Greater Fort Lauderdale Alliance partnered with Broward County, the Greater Fort Lauderdale Convention and Visitors Bureau, Port Everglades, the Marine Industries Association of South Florida, Show Management, and Starmark International to host key local and foreign dignitaries at the International Marine Hub Luncheon. The event was designed to celebrate Greater Fort Lauderdale's marine industry and introduce visiting dignitaries and members of the media to the region as a top location for business and tourism. In addition to hosting the luncheon, the Alliance and the CVB jointly hosted guests at a pavilion at the show, and advertised in the Fort Lauderdale International Boat Show Directory. This has become an annual event.				
176	Innovation and Economic Development (IECD)	T76	Promote our diversity of languages and cultures to grow the reputation that we are already a global destination	Greater Fort Lauderdale Alliance		Annual number of targeted industry businesses in Broward County and Number of visitors	This is being done through the Alliance's Economic Sourcebook and Market profile, and on the Alliance website, which highlights Broward's County rich diversity.	Broward Cultural Division received a $15,000 matching grant from the National Endowment for the Arts to support a Spring 2016 symposium explaining the Latin American and Caribbean's impact on the arts economy of South Florida.			

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177	Innovation and Economic Development (IECD)	S 4.3	Catalog all existing opportunities to retrieve and disseminate information about international business opportunities, financial investment and support organizations, which are ready to assist a) tourists, b) importers/exporters, c) divisional and headquarter company relocations, d) individual residents, e) cultural groups, f) immigrants				See tactics for success stories and updates				
178	Innovation and Economic Development (IECD)	T77	Develop an online asset database which could best support dissemination of information about international business opportunities, etc., as listed in strategy 4.3	Greater Fort Lauderdale Alliance		Annual number of targeted industry businesses in Broward County					
179	Innovation and Economic Development (IECD)	T78	Establish a budget to support the promotion of this asset database in key international markets	Greater Fort Lauderdale Alliance		Annual number of targeted industry businesses in Broward County and Number of visitors					
180	Innovation and Economic Development (IECD)	S 4.4	Strengthen expansion of infrastructure projects supporting the port, airport, rail and people-mover transportation initiatives in cooperation with the Broward Metropolitan Planning Organization (MPO), Broward County Transit, FDOT, SFRTA and other transportation authorities/agencies				See tactics for success stories and updates				
181	Innovation and Economic Development (IECD)	T79	Support all viable infrastructure expansion plans and increase public education on the need for the expansions	BrowardMPO through the Speak Up Broward Project		Annual number of targeted industry jobs in Broward County	2/27/15 Port Everglades reached a major milestone in its effort to deepen and widen its navigational channels and turning basin as the U.S. Army Corps of Engineers Civil Works Review Board approved the final environmental and economic feasibility studies for the project. The final step in the Corps' project approval process is a Chief of Engineers Report recommending the project to Congress for construction authorization. The Chief's Report is anticipated by the end of May 2015.	Assistant Secretary of the Army for Civil Works Jo-Ellen Darcy signed the Record of Decision for the Port Everglades Harbor Navigation Study Jan. 29, 2016, signifying the completion of the final administrative review for the project's report. The report passed the Office of Management and Budget (OMB) review and was transmitted to Congress Jan. 29, 2016. The project will compete with other investments for funding in future budgets. The submission marks a significant milestone for the Port Everglades navigation improvement plan, which includes deepening and widening the harbor.	Numerous expansion projects at Port Everglades are supported by a coalition of community leaders on an ongoing basis.		
182	Innovation and Economic Development (IECD)	T80	Secure any available funding from state and federal sources for international trade, infrastructure or tourism promotion grants			Annual number of targeted industry businesses in Broward County and Number of visitors	2/27/15 Port Everglades reached a major milestone in its effort to deepen and widen its navigational channels and turning basin as the U.S. Army Corps of Engineers Civil Works Review Board approved the final environmental and economic feasibility studies for the project. The final step in the Corps' project approval process is a Chief of Engineers Report recommending the project to Congress for construction authorization. The Chief's Report is anticipated by the end of May 2015.	Assistant Secretary of the Army for Civil Works Jo-Ellen Darcy signed the Record of Decision for the Port Everglades Harbor Navigation Study Jan. 29, 2016, signifying the completion of the final administrative review for the project's report. The report passed the Office of Management and Budget (OMB) review and was transmitted to Congress Jan. 29, 2016. The project will compete with other investments for funding in future budgets. The submission marks a significant milestone for the Port Everglades navigation improvement plan, which includes deepening and widening the harbor.	Numerous expansion projects at Port Everglades are supported by a coalition of community leaders on an ongoing basis.		

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		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions		Metrics (where measureable)	Success Stories/Updates		Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
183	**Infrastructure and Growth Leadership (INFR)**						1. Water Consumption per Capita - Public-Supply Water Use in Gallons per Day 2. Daily Vehicle Miles Traveled - Total Miles Driven Per Day in Broward County 3. Air Quality - Average Level of Pollution (as measured ozone, O3, detectors)	See tactics for success stories and updates					
184	Infrastructure and Growth Leadership (INFR)	**Goal 1**	**PROVIDE A VARIETY OF DIVERSE, ACCESSIBLE, INTERCONNECTED TRANSPORTATION OPTIONS FOR RESIDENTS, VISITORS AND THE BUSINESS COMMUNITY**					See tactics for success stories and updates					
185	Infrastructure and Growth Leadership	**S 1.1**	**Expand transportation options to residents and visitors**					See tactics for success stories and updates					
186	Infrastructure and Growth Leadership (INFR)	T1	Create a regional/ tri-county management board that integrates and coordinates all modes of public transit, including airports, seaports, buses and rail	Broward MPO, being complete through the Southeast Florida Transportation Council (SEFTC) through the 2040 Regional Transportation Plan			Transit ridership						
187	Infrastructure and Growth Leadership (INFR)	T2	Encourage state & local government budgets to not fund capital projects that support rather than undermine transportation diversity, such as ensuring building/renting offices that are not on easily accessible public transportation routes, or "improving" roads to decrease flow of vehicles while increasing walkability	BrowardMPO, Broward County and South Florida Regional Planning Council			Transit ridership	The Complete Streets initiative continues to help improve walkability in Broward.					
188	Infrastructure and Growth Leadership (INFR)	T3	Encourage a regional/statewide commuter rail transportation system	BrowardMPO, Southeast Florida Transportation Council (SEFTC) and the South Florida Regional Transportation Authority, FDOT			Miles of new rail line that is put in place- statewide or regional transportation system	In 2014, All Aboard Florida began work to provide rail service from Miami to Palm Beach and started construction on local stations.		SFRTA is expanding service into downtown Miami, which means there will be a 1 seat trip from West Palm Beach to Miami.	Fort Lauderdale's downtown Brightline station has been developed as one of three South Florida stations along the Miami-to-Orlando corridor. It is located on land adjacent to the Florida East Coast Railway (FEC) corridor on NW 2nd Avenue, between Broward Boulevard and NW 4th Street. Located at the northern end of downtown Fort Lauderdale, the station is stimulating a currently underutilized area, driving new visitors into downtown and the surrounding cultural, economic and shopping destinations. It is also providing a valuable transportation link between all three counties in South Florida.		
189	Infrastructure and Growth Leadership (INFR)	T4	Link commuter transportation to airports/seaports and other modes of transportation	BrowardMPO, Broward County Transit, and the South Florida Transportation Authority with the City of Fort Lauderdale and City of Hollywood, FDOT			Transit ridership	This is an ongoing function of the Broward Metropolitan Planning Organization.					

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190	Infrastructure and Growth Leadership (INFR)	T5	Expand bus routes and frequency of service			Number of new bus routes and trip number	3/1/13 Broward County Transit (BCT) is launching Broward County Transit Connected, a project which will develop a 10-year Transit Development Plan (TDP). The plan will assess the current transit system, evaluate existing and future needs, prioritize future projects and services, and create a vision for transit in Broward County. The TDP process gives residents the opportunity to inform BCT what works, what doesn't and how transit can be improved in the next 10 years. To solicit feedback, BCT will conduct an on-board survey on most bus routes as well as host several community meetings, conduct an online survey, and be out in the community.	Broward County Transit (BCT) and the City of West Park have partnered to bring residents and commuters free Community Bus Service, beginning Tuesday, July 22, 2014. The BCT Community Bus Service operates in partnership with 19 Broward municipalities, including West Park. Community buses service residential areas freeing larger fixed-route buses to travel along major thoroughfares as part of a regional bus network. Based on local demand, it also brings the service closer to the people who use or may wish to use this community bus.			
191	Infrastructure and Growth Leadership (INFR)	T6	Explore light rail options	Broward MPO		Miles of new rail line that is put in place- statewide or regional transportation system	This is an ongoing function of the Broward Metropolitan Planning Organization.				
192	Infrastructure and Growth Leadership (INFR)	T7	Implement seamless transit fare technology across the region (i.e., ability of transit riders to use one card, a smart phone, a bank card, etc., to pay fares across transit systems)	Southeast Florida Transportation Council (SEFTC)	Broward MPO	Transit ridership					
193	Infrastructure and Growth Leadership (INFR)	**S 1.2**	**Provide a transportation system that effectively links origins (e.g., homes) and destinations (e.g., employment centers, schools, medical facilities, cultural sites and recreational areas) for the full spectrum of the county's population, visitors, and businesses**				See tactics for success stories and updates				
194	Infrastructure and Growth Leadership (INFR)	T8	Continue the role of the Broward MPO to help guide and implement transit oriented development (TOD)	Broward MPO	South Florida Regional Planning Council	Number of high density projects within or near Mobility Hubs (considering the square footage of commercial space (retail, office, other), the number/type of residential units, and the number of parking spaces (which will indicate how much the projects depend on non-automobile access)	The MPO continues to focus on corridors with an emphasis hubs and multi modal transportation.				
195	Infrastructure and Growth Leadership (INFR)	T9	Develop and implement Transit Oriented Development (TOD) projects	BrowardMPO, the South Florida Regional Transportation Authority, Florida Department of Transportation and municipal partners		Number of high density projects within or near Mobility Hubs (considering the square footage of commercial space (retail, office, other), the number/type of residential units, and the number of parking spaces (which will indicate how much the projects depend on non-automobile access)	The MPO continues to focus on corridors with an emphasis hubs and multi modal transportation.				

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196	Infrastructure and Growth Leadership (INFR)	T10	Consider innovative funding mechanisms that support transit, including taxation measures that contribute to more adequate transit funding, and develop an equitable allocation methodology among modes and users	BrowardMPO through the Speak Up Broward Project		Transit ridership	April 2013 Through Speak Up Broward, the MPO is conducting surveys and focus groups to research what people value in regard to transportation solutions, and help MPO better understand their willingness to support different levels of investment and ways to pay for it. In addition to exploring possible solutions and their cost, the research will explore the cost of doing nothing.	February 28, 2015 Phase One of Speak Up Broward has wrapped up. A summary Path Forward Report is available online at http://www.browardmpo.org/projects-studies/speak-up-broward/documents This document provides a summary of Phase One of Speak Up Broward, and charts a path forward for continuing this important conversation.	In 2018, Broward County residents approved a penny sales tax initiative to fund transportation projects in Broward County.		
197	Infrastructure and Growth Leadership (INFR)	T11	Effectively engage the public and various interest groups in transportation planning, programming and project development (e.g., corridor study) processes	Broward MPO, Speak Up Broward		No direct measurement available	April 2013 Through Speak Up Broward, the MPO is conducting surveys and focus groups to research what people value in regard to transportation solutions, and help MPO better understand their willingness to support different levels of investment and ways to pay for it. In addition to exploring possible solutions and their cost, the research will explore the cost of doing nothing.	February 28, 2015 Phase One of Speak Up Broward has wrapped up. A summary Path Forward Report is available online at http://www.browardmpo.org/projects-studies/speak-up-broward/documents This document provides a summary of Phase One of Speak Up Broward, and charts a path forward for continuing this important conversation.	The 6th Annual Safe Streets Summittook place in Miami on February 25-26, 2019. The Summit is a collaborative effort between the Miami-Dade Transportation Planning Organization, the Broward Metropolitan Planning Organization as well as the Palm Beach Transportation Planning Agency to provide a local yet regionally connected approach to prioritizing and implementing Complete Streets throughout Southeast Florida. The Summit brings together national speakers, public officials, technical staff, and community partners to elevate our efforts on how to design and implement safe and equitable transportation facilities for all modes of transportation. The theme for 2019 was "Safe Streets, Smart Streets".		
198	Infrastructure and Growth Leadership (INFR)	T12	Increase the availability and utility of transit for people who do not own cars or do not want to drive	BrowardMPO through the Speak Up Broward Project		Transit ridership	April 2013 Through Speak Up Broward, the MPO is conducting surveys and focus groups to research what people value in regard to transportation solutions, and help MPO better understand their willingness to support different levels of investment and ways to pay for it. In addition to exploring possible solutions and their cost, the research will explore the cost of doing nothing.	February 28, 2015 Phase One of Speak Up Broward has wrapped up. A summary Path Forward Report is available online at http://www.browardmpo.org/projects-studies/speak-up-broward/documents This document provides a summary of Phase One of Speak Up Broward, and charts a path forward for continuing this important conversation.	This is an ongoing function of the Broward Metropolitan Planning Organization.		
199	Infrastructure and Growth Leadership (INFR)	T13	Address maintenance and enhancement of grid street networks (supporting more paths and shorter trip lengths) through effective changes to public policies	Broward MPO, Urban Health Partnership, Municipal Governments, and Broward County Environmental Protection and Growth Management Department		No direct measurement available	April 2013 Through Speak Up Broward, the MPO is conducting surveys and focus groups to research what people value in regard to transportation solutions, and help MPO better understand their willingness to support different levels of investment and ways to pay for it. In addition to exploring possible solutions and their cost, the research will explore the cost of doing nothing.	MPO is working with partners and municipalities on the Complete Streets initiative. The MPO recently held (1/31/14) a Safe Streets Summit attended by over 100 particionats, including elected officials and implementers of Complete Streets.	The MPO hosted a county-wide event, the Safe Streets Summit, (Get Hooked on Complete Streets) held on 1/22/2015 aimed at encouraging and building the necessary skills to implement Complete Streets in Broward through expert panel discussions and hands-on technical sessions. Through efforts from the Safe Streets Summit, the support the MPO received from elected officials, public and private partners, community organizations, and residents paved the way for safer, healthier streets. The event focused on Creating Accessible and Equitable Streets for All with an emphasis on transit. More than 200 were in attendance.		
200	Infrastructure and Growth Leadership (INFR)	T14	Develop multimodal origins and destinations in line with complete streets guidelines that welcome mass transit, bicyclists and pedestrians	Broward MPO, Urban Health Partnership, Municipal Governments, and Broward County Environmental Protection and Growth Management Department		Track complete streets projects that have been completed in Broward County which includes projects that are underway and/or completed	3/18/13 Broward Commissioners have approved a "Complete Streets" program that will create streets that are safer for pedestrians and cyclists and more efficient in terms of transportation. The program provides specific community design standards when planning and building roads throughout the County. Complete Street guidelines rethink road design and ensure use of the roadway for all users including bicyclists, pedestrians, public transportation vehicles and motorists.				

Six Pillars Implementation Plan Recommendations/Action Step Assignments

The following items are examples and not to be considered all of the activity in Six Pillars

	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	I Success Stories/Updates	J Success Stories/Updates	K Success Stories/Updates
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)					
201	Infrastructure and Growth Leadership (INFR)	T15	Support complete streets design to bike and pedestrian facilities and increase bike and pedestrian facilities redirecting funding from other modes to focus in to business center	Broward MPO, Urban Health Partnership, Municipal Governments, and Broward County Environmental Protection and Growth Management Department		Track complete streets projects that have been completed in Broward County which includes projects that are underway and/or completed	3/18/13 Broward Commissioners have approved a "Complete Streets" program that will create streets that are safer for pedestrians and cyclists and more efficient in terms of transportation. The program provides specific community design standards when planning and building roads throughout the County. Complete Street guidelines rethink road design and ensure use of the roadway for all users including bicyclists, pedestrians, public transportation vehicles and motorists.	Since the start of the Broward MPO's Complete Streets Initiative in 2012, over $100 million has been successfully programmed for bicycle and pedestrian improvements to occur over the next five years. This achievement was mainly underpinned by an extensive educational outreach campaign focused on informing Broward's elected officials, technical staff, and the public we ultimately serve. Using both traditional and innovative outreach tactics, the Broward MPO has been able to promote a Complete Streets countywide vision for safe multimodal mobility, leading to the adoption of over 13 municipal policies, plans, and frameworks related to Complete Streets. To access our interactive project map use this link: http://www.browardmpo.org/projects-studies/complete-streets/project-maps.			
202	Infrastructure and Growth Leadership (INFR)	T16	Improve the walkability of streets throughout Broward County and its municipalities	Broward MPO, Urban Health Partnership, Municipal Governments, and Broward County Environmental Protection and Growth Management Department		No direct measurement available	3/18/13 Broward Commissioners have approved a "Complete Streets" program that will create streets that are safer for pedestrians and cyclists and more efficient in terms of transportation. The program provides specific community design standards when planning and building roads throughout the County. Complete Street guidelines rethink road design and ensure use of the roadway for all users including bicyclists, pedestrians, public transportation vehicles and motorists.	The Broward MPO has continued to work with its complete street Technical Advisory Committee doing walk audits in municipalities. The Broward MPO began its Broward mobility effort which leverage state and MPO funds to construct bike lanes, new sidewalks and missing sidewalk gaps. This effort was created to ensure transit users will have an adequate path to access the nearest bus route while also completing the multimodal network for the Broward region.			
203	Infrastructure and Growth Leadership	**S 1.3**	**Increase the number of occupants per vehicle**				See tactics for success stories and updates				
204	Infrastructure and Growth Leadership (INFR)	T17	Link land use to transportation to reduce dependence on single-occupant automobiles		South Florida Regional Planning Council	Transit ridership and Number of users using carpool and vanpool services					
205	Infrastructure and Growth Leadership (INFR)	T18	Create land use policies that incentivize the development of high density and intensity projects along premium transit corridors			Transit ridership	This is being addressed in the 2017 BROWARDNEXT 2.0 Broward County Comprehensive Plan Elements.				
206	Infrastructure and Growth Leadership (INFR)	T19	Provide incentives for travelers to utilize other modes			Transit ridership					
207	Infrastructure and Growth Leadership (INFR)	T20	Expand existing carpool and vanpool programs and increase car sharing programs			Permits issued for HOV vehicles					
208	Infrastructure and Growth Leadership (INFR)	T21	Link school bus service with the local commuter service (i.e., high school and college students)			Number of student passes for bus service	Due to safety concerns regarding high school students not using BCPS busses, this recommendation is not being pursued.				
209	Infrastructure and Growth Leadership (INFR)	T22	Redirect highway funds to support multimodal transportation	Broward MPO		Transit ridership	MPO is working on the Commitment 2040 Long Range Transportation Plan update. This plan sets the direction of future finding of transportation projects. The Speak Up Broward initiative is also engaging rhe public in how to provide more transportation choices in Broward.	The Broward MPO began its Broward mobility effort which leverage state and MPO funds to construct bike lanes, new sidewalks and missing sidewalk gaps. This effort was created to ensure transit users will have an adequate path to access the nearest bus route while also completing the multimodal network for the Broward region.			
210	Infrastructure and Growth Leadership (INFR)	**S 1.4**	**Increase availability of E85 fuel (E85 is an abbreviation for an ethanol fuel blend) and other alternative options, such as natural gas and electric vehicles infrastructure**				See tactics for success stories and updates				

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	A	B	C	D	E	F	G	H	I	J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
211	Infrastructure and Growth Leadership (INFR)	T23	Encourage hybrid, electric and alternative fuel vehicles and the installation of a fueling infrastructure for alternative fuel vehicles	Broward County Natural Resources Planning and Management Division		Number of installed E85 pumps	11/29/12 Broward County News: Government vehicles and commercial fleets can now conveniently utilize compressed natural gas for fuel purposes in Broward County. Waste Management, Inc. has opened the new "CNG Clean N' Green" Fueling Station in Pompano Beach. Waste Management's investment in CNG infrastructure – including the new fueling station and vehicles – totals nearly $30 million in Broward County. The CNG trucks service Cooper City, Coral Springs, Dania Beach, Davie, Lauderdale Lakes, Lighthouse Point, Margate, Parkland, Plantation, Pompano Beach, Tamarac, Wilton Manors and unincorporated Broward County.	July 2015 - Broward County is continuing its support for expansion of electric vehicle charging infrastructure. The Florida Department of Transportation (FDOT) recently unveiled a new electric vehicle (EV) charging station at its District office, 3400 W. Commercial Blvd., in Ft. Lauderdale, as part of a statewide implementation pilot project. The pilot project was developed and implemented with support from the Broward County Planning and Redevelopment and Environmental Planning and Community Resilience Divisions, the Broward Metropolitan Planning Organization and the Southeast Florida Clean Cities Coalition. Charging stations are accessible to the public and government fleets during regular business hours.	In May of 2016, the City of Coral Srings started providing an electric charging station on city property for the public to use. Other communities and businesses have since added numerous electric charging stations.		
212	Infrastructure and Growth Leadership (INFR)	T24	Encourage development of an alternative transportation funding tool aside from the gas tax (i.e., for incentives for the purchase of the cars or funding for the fueling infrastructure)	Broward County, Port Everglades, FEC, Business Community		No direct measurement available	February 2015 This option is being examined as a result of the Speak Up Broward process.	In 2018, Broward County residents approved a penny sales tax initiative to fund transportation projects in Broward County.			
213	Infrastructure and Growth Leadership (INFR)	**S 1.5**	**Create a shift from highway to rail transportation for movement of freight**				See tactics for success stories and updates				
214	Infrastructure and Growth Leadership (INFR)	T25	Support the development of the Intermodal Container Transfer Facility (ICTF) at Port Everglades	Broward County, Port Everglades, FEC, Business Community		No direct measurement available	ICTF groundbreaking held 1/17/13. Grand opening held July 14, 2014.				
215	Infrastructure and Growth Leadership (INFR)	**S 1.6**	**Provide access to information for all transportation system users**				See tactics for success stories and updates				
216	Infrastructure and Growth Leadership (INFR)	T26	Develop, implement and improve way-finding			Transit information and route finding tools implemented					
217	Infrastructure and Growth Leadership (INFR)	T27	Engage the Greater Fort Lauderdale Convention and Visitor's Bureau (CVB) to provide transportation information to visitors			Transit information and route finding tools implemented	The Greater Fort Lauderdale Convention and Visitors Bureau publishes numerous transportation options for visitors on its sunny.org website.				
218	Infrastructure and Growth Leadership (INFR)	T28	Enhance tourism through the provision of additional mobility options and effective marketing		FDOT	No direct measurement available	10/20/14 Port Everglades has created an online version of its Cruise Guide and a new, user-friendly cruise app for mobile devices such as iPhones and iPads.	October 2014 The official website of Fort Lauderdale-Hollywood International Airport (FLL) now features an updated look with streamlined content and enhanced functionality for mobile devices. Studies show that approximately 30 percent of visitors now access Broward County's webpages from mobile devices. In reaction to this growing trend, the airport's website provides more direct links to information, such as arrivals and departures; fewer images for quicker load times; and a better user experience for mobile viewers.	The Greater Fort Lauderdale Convention and Visitors Bureau publishes numerous transportation options for visitors on its sunny.org website.		

	A	B	C	D	E			H	I	J	K
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
219	Infrastructure and Growth Leadership (INFR)	T29	Implement real-time transit information and route finding tools (e.g., Google Transit), including services for special needs users			Transit information and route finding tools implemented	January 2014 The Broward County Commission voted to move forward with implementation of a Computer-Aided Dispatch (CAD) and Automatic Vehicle Locator (AVL) system for Broward County Transit (BCT). The new system will allow operations dispatchers to better manage fixed-route and community buses and the planned "WAVE" modern streetcar system. It will also provide "real-time" bus arrival and departure information through passenger advisory signs, websites, text messaging and mobile phone applications. The full-system rollout is tentatively scheduled for spring-summer 2015. The $12.5 million dollar project is federally-funded from various Federal Transit Administration (FTA) grants.	2016 - Broward County Transit (BCT) is testing equipment – both hardware and software – to provide real time information to its customers in the future.			
220	Infrastructure and Growth Leadership (INFR)	T30	Develop bike suitability map and route finding tools	Broward MPO		Bike suitability map and route finding tools developed	The Broward Metropolitan Planning Organization (MPO) has developed an innovative Internet-based bicycle route-planning tool that allows bicyclists to enter their start and end locations and receive turn-by-turn directions on how to reach their destination. This new tool has been named BiKE Broward. BiKE Broward includes five types of route selections users can choose from, including short, fast, least interaction with traffic, simple, and scenic. When planning a trip, riders can also include multiple travel points along their designated route. http://131.94.16.94/mpobike/index_new.html?county=Broward	2014 - The Broward MPO will be updating bike suitability map in the next phase of its complete streets effort. The map will include the newly constructed bike lanes and multi-use paths during the MPO's broward mobility effort.			
221	Infrastructure and Growth Leadership (INFR)	T31	Develop and implement a comprehensive marketing plan that includes all transportation agency tools and information	Speak Up Broward			April 2013 Through Speak Up Broward, the MPO is conducting surveys and focus groups to research what people value in regard to transportation solutions, and help MPO better understand their willingness to support different levels of investment and ways to pay for it. In addition to exploring possible solutions and their cost, the research will explore the cost of doing nothing.				
222	Infrastructure and Growth Leadership (INFR)	Goal 2	**DEVELOP AN EFFICIENT TRANSPORTATION SYSTEM THAT WILL SUPPORT BROWARD COUNTY'S LOCAL AND GLOBAL ECONOMIC COMPETITIVENESS**				See tactics for success stories and updates				
223	Infrastructure and Growth Leadership (INFR)	S 2.1	**Enhance operations of the existing transportation system for all modes**				See tactics for success stories and updates				
224	Infrastructure and Growth Leadership (INFR)	T32	Improve or implement a local transportation network that connects the County to local, regional, national and global markets for the movement of goods and people	Broward MPO Commitment 2040		No direct measurement available	Fort Lauderdale's downtown Brightline station has been developed as one of three South Florida stations along the Miami-to-Orlando corridor. It is located on land adjacent to the Florida East Coast Railway (FEC) corridor on NW 2nd Avenue, between Broward Boulevard and NW 4th Street. Located at the northern end of downtown Fort Lauderdale, the station is stimulating a currently underutilized area, driving new visitors into downtown and the surrounding cultural, economic and shopping destinations. It is also providing a valuable transportation link between all three counties in South Florida.				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions		Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
225	Infrastructure and Growth Leadership (INFR)	T33	Increase frequency of signal retiming to maximize person throughput				No direct measurement available	The Broward County Traffic Engineering Division Signal Systems Section operates and maintains a countywide computer controlled traffic signal system to protect motorists and pedestrians, reduce motorist travel time and aid in the efficiency of roadways. The section is responsible for the design of new signals and the evaluation of signal timing and phasing.				
226	Infrastructure and Growth Leadership (INFR)	T34	Monitor implementation of Advance Traffic Management Systems (ATMS) which are critical to the successful implementation of many elements of the 2040 Long Range Transportation Plan (2040 LRTP)		FDOT		Percent of implementation of Advance Traffic Management Systems (ATMS) throughout the County					
227	Infrastructure and Growth Leadership (INFR)	T35	Promote transportation demand management strategies (carpool/vanpool, managed lanes, etc.)	Broward MPO with Commuter Services			No direct measurement available	The MPO is working with South Florida Commuter srevices on various education campaigns to rasie awareness about the alternatives available to driving in single occupancy cars. Billboards, outreach to schools and focus groups are just some examples.				
228	Infrastructure and Growth Leadership (INFR)	T36	Implement projects and programs that improve transit operations		DOT and MPO		Transit ridership	January 2014 The Broward County Commission voted to move forward with implementation of a Computer-Aided Dispatch (CAD) and Automatic Vehicle Locator (AVL) system for Broward County Transit (BCT). The new system will allow operations dispatchers to better manage fixed-route and community buses and the planned "WAVE" modern streetcar system. It will also provide "real-time" bus arrival and departure information through passenger advisory signs, websites, text messaging and mobile phone applications. The full-system rollout is tentatively scheduled for spring-summer 2015. The $12.5 million dollar project is federally-funded from various Federal Transit Administration (FTA) grants.	In 2018, Broward County residents approved a penny sales tax initiative to fund transportation projects in Broward County.			
229	Infrastructure and Growth Leadership (INFR)	T37	Develop Mobility Hubs [Transit Oriented Development (TOD) connection]	Broward MPO			Number of high density projects within or near Mobility Hubs	The MPO has an agreement with the City of Fort Lauderdale to construct the streetscape in the Downtown Fort Lauderdale Mobility Hub to connect the Wave Streetcar, Sun Trolley, Broward Transfer Center and the new All Aboard Florida station.				
230	Infrastructure and Growth Leadership (INFR)	T38	Enhance access to multiple modes, such as providing and designing bicycle and pedestrian features to facilitate access to transit		Broward MPO		Transit ridership	July 2013 Broward B-cycle bike sharing is now servicing 275 bicycles at 27 stations in 6 cities in Broward County - and growing. 8/7/13 (from Sun Sentinel) The Broward MPO is undertaking a $1.5 million federally-funded study aimed at improving University Drive. Could include re-timing traffic signals, extending walk times at intersections, and widening sidewalks and bike lanes. Other proposals, such as establishing a streetcar or rapid bus line, would take place in the next 10 years and beyond.	This is part of the Complete Streets program being implemented throughout Broward County.			
231	Infrastructure and Growth Leadership (INFR)	**S 2.2**	**Create opportunities for industrial development, particularly in relation to the statewide strategic intermodal system (SIS)**					See tactics for success stories and updates				
232	Infrastructure and Growth Leadership (INFR)	T39	Encourage integration of transit services with other modes such as conducting multimodal studies, rather than segregating projects as roadway, transit, pedestrian or other	Broward MPO	FDOT		Number of multimodal projects completed per 2040 LRTP	The MPO have been conducting walk audits to identify possibile improvements along a corridor which include missing sidewalk gaps to transit stops, ADA improvements and transit stop upgrades. The MPO is also identifying projects through its corridor studies and Broward mobility process.	This is part of the Complete Streets program being implemented throughout Broward County.			

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		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
233	Infrastructure and Growth Leadership (INFR)	T40	Establish working groups with the business community to initiate public-private partnerships in the development of Mobility Hubs			No direct measurement available					
234	Infrastructure and Growth Leadership (INFR)	T41	Enhance the region's travel demand forecast model to truly reflect emerging markets for alternative modes	Southeast Florida Transportation Council (SEFTC)		No direct measurement available					
235	Infrastructure and Growth Leadership (INFR)	T42	Identify implementing and operating authorities for new services, facilities and programs proposed	Broward MPO		No direct measurement available					
236	Infrastructure and Growth Leadership (INFR)	T43	Incorporate Transportation Regional Incentive Program (TRIP) funding allocations and assign projects	Southeast Florida Transportation Council (SEFTC)		Amount of federal dollars allocated to County-wide projects					
237	Infrastructure and Growth Leadership (INFR)	T44	Actively pursue federal and state funds which could increase transit modal share including New Starts, Small Starts, Very Small Starts, Climate Change Initiatives, and Livable Communities Grants	Broward MPO		Amount of federal dollars allocated to County-wide projects	The Broward MPO has participated in securing several grants for the Broward region which include the wave street car project, Climate Change adaptation and vulnerability project, and Integrated Corridor Management project.				
238	Infrastructure and Growth Leadership (INFR)	T45	Leverage federal funding, especially related to New Starts, Homeland Security, Climate Change, new transportation authorization (CLEAN-TEA or Green-TEA legislation pending a plan completion), and Livable Communities			Amount of federal dollars allocated to County-wide projects					
239	Infrastructure and Growth Leadership (INFR)	S 2.3	**Enhance all modes of transportation to strengthen and expand the economic base**				See tactics for success stories and updates				
240	Infrastructure and Growth Leadership (INFR)	T46	Coordinate land use development planning with transportation planning and investment to have seamless (or integrated) transportation corridors, hubs and intermodal connectors for the movement of people and goods in all segments of the County			Number of Transit Oriented Development (TOD) projects	This is being addressed in the 2017 BROWARDNEXT 2.0 Broward County Comprehensive Plan Elements.				
241	Infrastructure and Growth Leadership (INFR)	T47	Encourage public-private partnerships for the development and implementation of transportation projects that support the efficient movement of goods and people	Greater Fort Lauderdale Alliance, Broward Workshop		Number of public/private partnership projects developed	In 2014 the Greater Fort Lauderdale Alliance established a team of community leaders to encourage and promote P3 projects.				
242	Infrastructure and Growth Leadership (INFR)	T48	Identify and obtain sustainable dedicated funding to support an affordable world class transportation system	Broward MPO		Amount of federal dollars allocated to County-wide projects	In 2018, Broward County residents approved a penny sales tax initiative to fund transportation projects in Broward County.				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates			
243	Infrastructure and Growth Leadership (INFR)	T49	Improve the convenience and reliability of transportation systems for everyday use		Broward Municipalities	Transit ridership	January 2014 The Broward County Commission voted to move forward with implementation of a Computer-Aided Dispatch (CAD) and Automatic Vehicle Locator (AVL) system for Broward County Transit (BCT). The new system will allow operations dispatchers to better manage fixed-route and community buses and the planned "WAVE" modern streetcar system. It will also provide "real-time" bus arrival and departure information through passenger advisory signs, websites, text messaging and mobile phone applications. The full-system rollout is tentatively scheduled for spring-summer 2015. The $12.5 million dollar project is federally-funded from various Federal Transit Administration (FTA) grants.	In 2018, Broward County residents approved a penny sales tax initiative to fund transportation projects in Broward County.			
244	Infrastructure and Growth Leadership (INFR)	T50	Communicate the results of the 2040 Long Range Transportation Plan to governments, agencies, and other groups to stimulate action	Broward MPO		No direct measurement available	This is being done through the Broward Metropolitan Planning Organization.				
245	Infrastructure and Growth Leadership (INFR)	T51	The Broward MPO and partners should continue to host workshops for the community to refine concepts captured in the 2040 Long Range Transportation Plan	Broward MPO		No direct measurement available	This is being done through the Broward Metropolitan Planning Organization.				
246	Infrastructure and Growth Leadership (INFR)	T52	Develop a cooperative strategy to broaden the base of support for transit	Speak Up Broward		Transit ridership	April 2013 Through Speak Up Broward, the MPO is conducting surveys and focus groups to research what people value in regard to transportation solutions, and help MPO better understand their willingness to support different levels of investment and ways to pay for it. In addition to exploring possible solutions and their cost, the research will explore the cost of doing nothing.	In 2018, Broward County residents approved a penny sales tax initiative to fund transportation projects in Broward County.			
247	Infrastructure and Growth Leadership (INFR)	T53	Build coalitions with other planning entities and interest groups	Speak Up Broward		No direct measurement available	April 2013 Through Speak Up Broward, the MPO is conducting surveys and focus groups to research what people value in regard to transportation solutions, and help MPO better understand their willingness to support different levels of investment and ways to pay for it. In addition to exploring possible solutions and their cost, the research will explore the cost of doing nothing.				
248	Infrastructure and Growth Leadership (INFR)	T54	Get businesses and employers on board with specific incentives toward favoring alternative modes. This may include free passes for transit use or special amenities for carpoolers, vanpoolers, bikeshare, carshare, and transit users			Number of employers offering benefits to travelers who utilize other modes, carpools or vanpools					
249	Infrastructure and Growth Leadership (INFR)	T55	Make appropriate changes to legislation to remove obstacles to widespread transit use such as removing limitations on funding sources dedicated exclusively for roadways	Broward MPO Board of Directors	Broward Workshop	Transit ridership					
250	Infrastructure and Growth Leadership (INFR)	T56	Encourage developers to integrate transit service into developments and share in the funding of the capital facilities and operations by developing successful models for Mobility Hub areas			Transit ridership					

	A	B	C	D	E		G	H	I	J	K
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
251	Infrastructure and Growth Leadership (INFR)	T57	Implement bikeshare and carshare programs at Mobility Hubs			No direct measurement available					
252	Infrastructure and Growth Leadership (INFR)	T58	Distribute investments to serve transit dependent population and new markets	Broward MPO		Transit ridership	The MPO is investing in the construction of $100 million worth of Bike, pedestrain and transit infrastructure projects (bus shelters, bus pads, and connection) within the next 5 years. These improvements were based on the transit routes identified in the 2035 LRTP.				
253	Infrastructure and Growth Leadership (INFR)	T59	Encourage efficiency in logistics of the movement of people and goods, tied to VMT, GHG reduction, sea level rise and improved energy efficiency	Southeast Florida Transportation Council (SEFTC)		No direct measurement available					
254	Infrastructure and Growth Leadership (INFR)	T60	Support a transportation system with the appropriate types of land uses based on accessibility to available transportation modes and levels of services			No direct measurement available					
255	Infrastructure and Growth Leadership (INFR)	T61	Initiate a transit system plan that can build on the priorities and analyses for premium Transit	Broward MPO		Transit ridership	The 2040 Southeast Florida Regional Transportation Plan is identifying significant transportation investments needed to meet growing travel demands throughout the Southeast Florida region (Miami-Dade, Broward, and Palm Beach Counties), including a Regional Transit Plan. The plan is due to be adopted early in 2015.				
256	Infrastructure and Growth Leadership (INFR)	T62	Establish working groups with the business community to initiate public-private partnerships in the development of Mobility Hubs			No direct measurement available					
257	Infrastructure and Growth Leadership (INFR)	T63	Develop more detailed plans and specific milestones for the innovative financing options defined in the 2040 Long Range Transportation Plan	Broward MPO		No direct measurement available	This is being done through the Broward Metropolitan Planning Organization.				
258	Infrastructure and Growth Leadership (INFR)	Goal 3	**INCREASE LONG-TERM SUSTAINABILITY OF WATER SUPPLY (LAND)**				See tactics for success stories and updates				
259	Infrastructure and Growth Leadership (INFR)	S 3.1	**Maximize existing water supplies and increase water re-use in the right place**				See tactics for success stories and updates				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
260	Infrastructure and Growth Leadership (INFR)	T64	Invest in upgrading aging water supply infrastructure			No direct measurement available	April 2015 update - Broward County continues to convene and staff the Broward Water Resources Task Force providing information relating to long-term water supplies needs and supporting regional planning. The Division recently completed regional water supply projections as part of the County's 10-year water supply facility workplan. Based on permitted per capita rates of consumption, the unmet demand in 2060 is projected to be 43 million gallons per day based on medium BEBR data. Water conservation lowered per capita demands in 2010 county-wide and could reduce the unmet demand by half.	April 2015 update - Broward County has played an important role in coordinating regional planning in support of the proposed C-51 reservoir. This project, coupled with the relocation of eastern wellfields, could delivere sufficent water supply benefits to Broward communities to satisfy projected water supply needs through 2060. It will still be important, though, to ensure the development of reuse as prudent planning in the diversification of water supplies and to help mitigate for drought conditions. The C-51 Governance and Finance Work Group, convened in 2013 and staffed by Broward County, oversaw development of 3rd party cost estimates and project engineering and design. Reports were finalized in February 2015 and recommendations are being advanced for phased development, and coordination is underway with regulatory authorities.	March 2016 update - Broward County continues to coordinate regional water resource planning and management activities through the Water Advisory Board (WAB) and the Water Resources Task Force. Water (WRTF) demand projections were updated in February 2016 based on current per capita figures and population projections. Based on current per capita figures of 125 gpd, 20 -year demands range from 22.5 to 51.5 million gallons per day for medium and high population projections, respectively. It is noted that the County's growth has exceeded medium BEBR projections since 2012. Thirty-year water demands are as high as 79 MGD, assuming current per capita rates of water consumption. At the same time, we are projecting substantial degradation of coastal water wells due to saltwater intrusion. These findings reinforce the need for aggressive conservation efforts to maintain current per capita figures and the need to develop and diversify water sources. Construction of the C51 reservoir project remains a priority, with Broward County having played a lead role in project advocacy in Tallahassee and in recent discussions/presentations before the South Florida Water Management District, with the potential to have the project identified as a priority project by the District in accordance with 2016 legislation.		
261	Infrastructure and Growth Leadership (INFR)	T65	Identify and target high water users to reduce and conserve water	Broward County Environmental Planning and Community Resilience Division		Water consumption (from Florida Scorecard) Measurements provided from total wellfield withdrawls reported to SFWMD and Broward Co. population figures.	Broward County is partnering with Fort Lauderdale, Hollywood, Dania Beach and Hallandale on project contracted to USGS. Project involves development of integrated surface and groundwater models linked to variable density model (sea water) and coupled with downscaled global climate data. This allows assessment of water resources under combined influence of climate vulnerability and sea level rise and resultant saltwater intrusion and planning activities and support for long-term water supply planning. Models are being calibrated.	March 2014 - Dozens of local businesses are seeing substantial savings in their monthly water bills thanks to their participation in a program that rewards them for replacing water-wasting toilets with newer, water-saving models. The Conservation Pay$ program, sponsored by the Broward Water Partnership, includes Broward County and 18 local governments and water utilities. The Partnership has a 20-year goal to save 30 million gallons of water a day. In the last fiscal year alone, the program can account for 36.4 million gallons of water saved.	April 2015 update - Models have been completed and show that ca. 36 millon gallons per day in wellfield withdrawls (16% of county-wide potable wellfield capacity) is likely to be impacted by saltwater intrusion by 2060 due to sea level rise. This is equivalent to 41% of coastal wellfield capacity. This capacity is will need to be recovered with westward shifting of coastal withdrawals and the development of alternative water supplies, required to maintain existing capacity, not accounting for growth and increases in demands.	April 2015 update - Dozens of local businesses and more than a thousand multi-family and single family dwellings are seeing substantial savings in their monthly water bills thanks to their participation in a program that rewards them for replacing water-wasting toilets with newer, water-saving models. The Conservation Pay$ program, sponsored by the Broward Water Partnership, includes Broward County and 18 local governments and water utilities. The Partnership has a 20-year goal to save 30 million gallons of water a day. The progam has issued more than 6,000 rebates for high efficiency toilets and distributed thousands of additional high efficiency plumbing devices to achieve more than 260 million gallons per year in water savings.	April 2015 update - Broward County continues to partner with water utilities and cities to implement the NatureScape Irrigation Service, which provides technical assistance to support water conservation outdoors, with focus on large-scale professionally-managed properties. Water savings average 200 million gallons annually with a 20% reduction in water consumption per site. The third 5-year renewal was executed with 19 program partners in March/April 2015.
262		T65 Continued					April 2015 Update - Broward County continues to partner with water utilities in implementaiton of the NatureScape Irrigation Services. Water savings in 2015 were ca. 140 million gallons, reflecting an average 26% reduction in water consumption. The program partnered with properaty managers to install 70 smart irrigation controllers through a grant agreement with the South Florida Water Management District.	2015 was a record year for the regional Conservation Pays program with 2,149 toilet rebates issued providing for the replacement of existing fixtures with high efficiency units. Residents and businesses have taken advantage of the program, including commercial property managers, condominium associations and hotels, including several property owners, several of whom are reporting $400-500 per month in water savings due to the newly installed high efficiency water conserving toilets. The current 5 -year contract between Broward County and 18 municipal and water uitlity program partners is currently being negotiated for a second 5-year term.			

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263	Infrastructure and Growth Leadership (INFR)	T66	Move salinity control structures eastward to reduce impacts from salt water intrusion			Chloride concentrations in groundwater	1/24/14 The Broward County Natural Resources Planning and Management Division is evaluating the effectiveness of this proposal in supporting water resource sustainability via hydrologic modeling, the results of which should be available by the end of the 2014 calendar year.	April 2015 update - regional hydrologic models were used to explore this alternative but the results were not provising. Individual relocation of salinty control constructures was not able to provide sufficient abatement to protect central and southern coastal wellfields. It is possible that collective relocation of salinity control structure could achieve improved results, but with significant expense to tidally influenced natural systems and with possible flood control constraints. This approach was not deemed a preferential given the nominal benefits and significant secondary liabilities. Instead, aquifer recharge and wellfield relocation are likely to provide greater local and regional benefits.	March 2016 - Broward County is initiating a user group, with the participation of the USGS, the South Florida Water Management District, and coastal water utilities, to review the existing regional saltwater monitoring network in order to identify critical sites for the location of additional saltwater monitoring wells needed to ufor ongoing monitoring of the movement of the saltwater front, especially with consideration of sea level rise on saltwater intrusion. Broward County including funding in the FY '16 5-year capital budget to support this effort.		
264	Infrastructure and Growth Leadership (INFR)	T67	Study best practices related to reuse and water supply and implement where applicable	Broward County Natural Resources Planning and Management Division		Water consumption (from Florida Scorecard)	1/24/24 The previous response is a current activity but does not fully respond to the question. Broward County completed in April 2014 a County-wide Reclaimed Water Master Plan which identifies regional reclaimed water project opportunities and costs. This planning tool was developed with the particpation of municipalities and water utilities and with ovesight provided by the Broward Water Resources Task Force. This tool can now be used to inform reclaimed water planning efforts and budgeting. Additionally, Broward County has funded several feasibility studies designed to support innovative water conservation, alternative water supply and reclaimed water projects. Several of these have yielded positive results. Relating to STAR, data is currently being analyzed, but we anticipated a 4 STAR Rating (out of 5).	April 2015 update. Broward County is pursuing funding to incentivize investments in reclaimed water projects, especially those identified within and/or consistent with the Reclaimed Water Master Plan and benefiting more than one jurisdiction. The County is also exploring means for advancing the integrated use of reclaimed water as part of development and redevelopment as it will be increasingly important to preserve potable water for consumptive use given the erosion of existing wellfield capacity.	March 2016 update - In FY '16 the Broward Water Advisory Board approved the award of IWRP grant funds to supprt the feasibility analysis and design of reclaimed water projects being advanced by the City of Sunrise and the City of Hollywood. In FY '16 Broward County allocated grant funds within the IWRP capital budget to support the construction of reclaimed water projects and distribution systems, initially $350K per year totaling $1.6 million over 5 years.		
265	Infrastructure and Growth Leadership (INFR)	T68	Coordinate capital planning on water supply and reuse infrastructure	Broward County Natural Resources Planning and Management Division		No direct measurement available	April 2015 update - Broward County continues to convene and staff the Broward Water Resources Task Force providing information relating to long-term water supplies needs and supporting regional planning. The Division recently completed regional water supply projections as part of the County's 10-year water supply facility workplan. Based on permitted per capita rates of consumption, the unmet demand in 2060 is projected to be 43 million gallons per day based on medium BEBR data. Water conservation lowered per capita demands in 2010 county-wide and could reduce the unmet demand by half.	April 2015 update - Broward County has played an important role in coordinating regional planning in support of the proposed C-51 reservoir. This project, coupled with the relocation of eastern wellfields, could delivere sufficent water supply benefits to Broward communities to satisfy projected water supply needs through 2060. It will still be important, though, to ensure the development of reuse as prudent planning in the diversification of water supplies and to help mitigate for drought conditions. The C-51 Governance and Finance Work Group, convened in 2013 and staffed by Broward County, oversaw development of 3rd party cost estimates and project engineering and design. Reports were finalized in February 2015 and recommendations are being advanced for phased development, and coordination is underway with regulatory authorities.	March 2016 update - Broward County continues to coordinate regional water resource planning and management activities through the Water Advisory Board (WAB) and the Water Resources Task Force. Water (WRTF) demand projections were updated in February 2016 based on current per capita figures and population projections. Based on current per capita figures of 125 gpd, 20 -year demands range from 22.5 to 51.5 million gallons per day for medium and high population projections, respectively. It is noted that the County's growth has exceeded medium BEBR projections since 2012. Thirty-year water demands are as high as 79 MGD, assuming current per capita rates of water consumption. At the same time, we are projecting substantial degradation of coastal water wells due to saltwater intrusion. These findings reinforce the need for aggressive conservation efforts to maintain current per capita figures and the need to develop and diversify water sources. Construction of the C51 reservoir project remains a priority, with Broward County having played a lead role in project advocacy in Tallahassee and in recent discussions/presentations before the South Florida Water Management District, with the potential to have the project identified as a priority project by the District in accordance with 2016 legislation.		

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266	Infrastructure and Growth Leadership (INFR)	T69	Coordinate with South Florida Water Management District, Palm Beach County, U.S. Army Corps of Engineers and other agencies to fully support development of C-51 reservoir and distribution system (and other similar projects)	Broward County Natural Resources Planning and Management Division		No direct measurement available	Palm Beach and Broward County Water Resources Task Forces meeting held on 1/18/13.	April 2015 update - A C-51 governance and finance work group was convened with participation of both Broward and Palm Beach counties, representatives of four municipalities in each of the two counties, drainage districts, and the SFWMD. The work group oversaw contracting for consultant services in the development of project design and costing. The final report and resolution supporting phased advancement of the project were finalized in February 2015 and are moving forward. Currently commitments have been made for 19 MGD of the available 35 MGD in water supply that could be made available with phase 1 development of the reservoir.	March 2016 update - Broward County continues to coordinate regionally to secure the support for construction of phase I of the C51 Reservoir Project. There is an opportunity for each of the Water Management Districts to designate a priority water development project in accordance with 2016 legislation approved this session. The C51 is a premier project for this designation, representing a decade of collaboration across jurisdictions and widely endorsed by stakeholders. The project provides critical storage, which is severely lacking across the Everglades watershed and which has been a point of strong advocacy and expressed need by agriculture, environmental, and local government interests. The project was recently presented before the SFWMD Water Resources Advisory Commission with support expressed by diverse stakeholders (e.g., DOI, agriculture, water utilities, Palm Beach County, Lake Work Drainage District, Loxahatchee Drainage District).		
267	Infrastructure and Growth Leadership (INFR)	S 3.2	Educate consumer about quality, volume and conservation on all aspects of water				See tactics for success stories and updates				
268	Infrastructure and Growth Leadership (INFR)	T70	Advertise in water bills, on county and municipal websites, in local media and other venues			Water consumption (from Florida Scorecard)	1/24/14 The Conservation Pays program and individual water utilities provide water conservation messaging in newsletters and billing, and via the web and twitter. A water saver of the week is regularly highlighted from the conervation pays rebate participants.	April 2015 update - The Conservation Pays program continues to promote water conservation on a regional basis using a diversity of media tools, including social media, broadcast and print, billboards, etc. In addition, regional Water Matters Day celebrations are attended by residents from across the county and provide an important venue for comprehensive conservation messaging and the sharing of resources and expertise.	April 2016 -The Conservation Pays program continues to be promoted on a regional basis using a diversity of media tools, including social media, broadcast and print, billboards, etc. In addition, regional Water Matters Day celebrations are attended by residents from across the county and provide an important venue for comprehensive conservation messaging and the sharing of resources and expertise. In 2015, the Conservation Pays Program was widely promoted as part of the Water Switcheroo and this year's Neighborhood Water Challenge has received national attention. Promotions have included commission B-Roll, editorials, and extensvie broadcast television and radio interviews.		
269	Infrastructure and Growth Leadership (INFR)	T71	Prepare and distribute public service announcements, coordinating and leveraging with national messaging on water conversation			Water consumption (from Florida Scorecard)	April 2015 update - Water utilities and local governments promote April as Water Conservation Month and the Conservation Pay$ program hosted a regional competition with the winner to be announced April 21, the day before Earth Day. The County and many local governments will also promote May as Reclaimed Water Month, in coordination with the FDEP.	April 2016 update - Coordination and distribution of PSAs, conservation music videos, proclamations and resolutions has occured through the County's management of the Conservation Pays program on behalf of the Broward Water Partnership. The County is in the process of soliciting for renewed consultant services to support the Conservastion Pays program in this manner.			

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270	Infrastructure and Growth Leadership (INFR)	T72	Advocates make presentations in public forums and in local schools, and include information on social media sites such as Facebook and Twitter			Water consumption (from Florida Scorecard)	Presentations are made reguarly in diverse forums, and include civiic associations, community events, and schools.	April 2015 update - Broward County staff deliver hundreds of water-related programs each year with a collective audience in the tens of thousands. Venues include workshops, civic association meetings, municipal and other local governmental meetings and community events, trainings, classroom instruction, and more. Broward County's Environmental Planning and Community Resilience Division maintains an environmental partnership agreement with the Broward School District and provides both classroom instruction, outdoor learning, and teacher workshops in furtherance of environmental education with a focus on water conservation, protection and our natural environment.	April 2016 update - Broward County staff continue to deliver hundreds of water-related programs each year with a collective audience in the tens of thousands. Venues include workshops, civic association meetings, municipal and other local governmental meetings and community events, trainings, classroom instruction, and more. Broward County's Environmental Planning and Community Resilience Division maintains an environmental partnership agreement with the Broward School District and provides both classroom instruction, outdoor learning, and teacher workshops in furtherance of environmental education with a focus on water conservation, protection and our natural environment. In addition, presentations often integrate issues of the climate change and the specific impacts of climate change and sea level rise on our water resources and hence the enhanced need for consevation, management, and water supply diversification. Extensive news coverage has been provided.		
271	Infrastructure and Growth Leadership (INFR)	Goal 4	PRESERVE/PROTECT RECREATIONAL WATERS				See tactics for success stories and updates				
272	Infrastructure and Growth Leadership (INFR)	S 4.1	Address wastewater discharge and tidal influences			Coastal nitrogen and phosphorous levels	2/12/13 Broward County Commissioners adopted Climate Change Element (Element) as part of County's Comprehensive Plan. The Element outlines strategies to mitigate the causes and addresses the local implications of impacts the County is experiencing related to extreme weather and sea level rise. Updates to the County Land Use Plan, which considers public and private property vulnerability to sea level rise and impacts to public infrastructure, were also adopted.	1/24/14 The Broward Water Advisory Board received a report detailing scientific evaluation of ocean outfall discharges on coastal waters. The findings indicate little potential for influence on coastal water quality or reefs given rapid dilution of water quality constituents and bouyancy of freshwater plume. Still, planning efforts are being advanced by both Broward County WWS and City of Hollywood to comply with legislative requirements relating to closure of outfalls and reclaimed water development. Not clear relationship of tidal influences under this goal except that canal discharges are a major source of nutrient loading which continued to be addressed thorugh redevelopment, surface water licensing and the NPDES program. Above note on SLR is current but placement may not be correct.	April 2015 update - Regional wastewater utilities are advancing plans for compliance with the ocean outfall legislation that requires elimination of ocean outfall discharges (with the exception of peak flows) by 2025. Broward County is integrating fecal coliform and DNA source tracking in ambient water quality monitoring to assist with the identification of pollutant sources and targeted development of controls. All NPDES permittees (municipalities and FDOT) will ultimately have responsibility in improving the quality of impaired waters identified by the State. This process is also underway and is expected to result in nearly all basins throughout county being identified for fecal coliform impairments.	April 2016 update - Broward County continues to implement an offshore coastal water quality monitoring program, which includes nutrient analyses. Additionally, the County has formally integrated DNA source tracking and bacterialogical analyes (enterrococci and E.Coli) in water quality monitoring for saltwater and freshwater sytesm. These capabilities will help to determine the extent to which fecal sources may be contributing to nutrient loads and concentrations in tidal and coastal waters.	
273	Infrastructure and Growth Leadership (INFR)	T73	Ocean outfalls/implications leads to reclaim water use			Coastal nitrogen and phosphorous levels	1/24/14 See response for S 4.1 City of Hollywood is completing feasibility study to provide for recharge of Floridan Aquifer with reclaimed water. Broward County WWS is planning to deliver reclaimed water to Palm Beach County.	April 2015 update - City of Hollywood is currently coordinating with th FDEP on a compliance strategy and WWS continues to coordinate with Palm Beach County as a provider of reclaimed water in fulfillment of legislative requirements.	April 2016 update - City of Hollywood is currently coordinating with th FDEP on a compliance strategy and WWS is advancing a project partnership with Palm Beach County in fulfillment of legislative requirements. A contract between Palm Beach and Broward County was approved in early 2016.		

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274	Infrastructure and Growth Leadership (INFR)	T74	Recognize implications of reclaimed water to address climate variability. Reuse may have both positive and negative impacts that should be considered	Broward County Natural Resources Planning and Management Division			Coastal nitrogen and phosphorous levels Alternative metric might be amount of reclaimed water used daily.	1/24/14 See responses above relating to Broward reclaimed water master plan completed in January 2014. Climate change and sea level rise were considered in the evaluation.	April 2015 update - Modeling results suggest a siginificant loss in current wellfield capacity by 2055 due to sea level rise and saltwater intrusion. Demands are likely to be transferred further west, potentially concentrating withdrawals in the central cooridor of the county. As the pie grows smaller, it will become increasingly imperative that we take full advantage of strategies to preserve our highest quality water sources for drinking water and develop alternative sources for non-potable demands. Reclaimed water will be an important means for achieving this objective, recognizing that the greatest capacity for cost-effective development will rely upon wastewater streams that are not influenced by inflow of salty groundwater, a condition that will increase with sea level rise.	April 2016 update - See response to T68 above. In addition, the county has conducted hyrodologic modeling which reveals predicted changes in groundwater elevations in response to sea level rise. This informaiton will be useful in determining whether soil supersaturation might be a constraint to achieving high rates of land-based reuse applications or limitations on the ability to mitigate for saltwater intrusion with direct or indirect aquifer recharge.		
275	Infrastructure and Growth Leadership (INFR)	T75	Study best practices for reuse and implement where applicable	Broward County Natural Resources Planning and Management Division			Coastal nitrogen and phosphorous levels	1/24/14 Significant evaluation has been made of best available technologies and advanced wastewater treatment project. Analysis focus largely on nutrient reduction and removal of emerging pollutants of concern. City of Hollywood is completing evaluation of novel practices for achieving requisite water quality treatment in accordance with Broward County regulations at a cost savings relative to other proven technologies.	April 2015 update - Broward County contributed information to a study of reclaimed water in Florida conducted by DEP, under the terms of Senate Bill 536, which was enacted in 2014.			
276	Infrastructure and Growth Leadership	S 4.2	Address salt water intrusion					See tactics for success stories and updates				
277	Infrastructure and Growth Leadership (INFR)	T76	Perform hydrologic modeling to understand impacts of sea level rise on saltwater intrusion in coastal well fields	Broward County Natural Resources Planning and Management Division			Hydrologic models developed	Broward County is partnering with Fort Lauderdale, Hollywood, Dania Beach and Hallandale on project contracted to USGS. Project involves development of integrated surface and groundwater models linked to variable density model (sea water) and coupled with downscaled global climate data. This allows assessment of water resources under combined influence of climate vulnerability and sea level rise and resultant saltwater intrusion and planning activities and support for long-term water supply planning. Models are being calibrated.	April 2015 update - See T65 Response. Models have been completed and show that ca. 36 million gallons per day in wellfield withdrawals (16% of county-wide potable wellfield capacity) is likely to be impacted by saltwater intrusion by 2060 due to sea level rise. This is equivalent to 41% of coastal wellfield capacity. This capacity is will need to be recovered with westward shifting of coastal withdrawals and the development of alternative water supplies, required to maintain existing capacity, not accounting for growth and increases in demands.	April 2016 update - In addition to the work previously described, Broward County has furthered the benefits of the C51 as an additional water supply, but also as a means for preserving current withdrawals from the aqufier with coordinated transfer of withdrawals inland to central wellfields, where recharge from the C51 would be used to offset withdrawals, while relaxing demands along the front. These analyses looked at the ability of sustaining current and future demands in this manner, without drawing the front further inland. Modeling results showed that these demands could be achieved and not only could additional demands be supported without inducing additional saltwater intrusion, but this approach retarded additional saltwater intrusion even with the influence of additional sea level rise. These findings reinforced the C51 strategy as a sustainable long-term water management strategy.		
278	Infrastructure and Growth Leadership (INFR)	T77	Work cooperatively to obtain raw water supplies from inland sources	Broward County Natural Resources Planning and Management Division			Coastal nitrogen and phosphorous levels	1/24/14 Efforts are focusing on C51 Reservoir	April 2015 update - As noted above. C51 Governance and Finance Work Group has overseen project design and cost esimates developed under a consultant services agreement. Work Group recommendations include support for advincing with Phase 1 development of the project that is estimated to provide 35 MGD in water supply benefits. Currently letters of intent have stated interest in 19 MGD of the available capacity and coordination is underway with regulatory agencies.	April 2016 update- see notes provided above		

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279	Infrastructure and Growth Leadership (INFR)	T78	Consider impacts to coastal habitats related to salt water intrusion	Broward County Natural Resources Planning and Management Division			Coastal wellfields shut down Better metric might be shifts in vegetation in tidal areas (e.g., pond apple to mangrove)	Broward County is partnering with Fort Lauderdale, Hollywood, Dania Beach and Hallandale on project contracted to USGS. Project involves development of integrated surface and groundwater models linked to variable density model (sea water) and coupled with downscaled global climate data. This allows assessment of water resources under combined influence of climate vulnerability and sea level rise and resultant saltwater intrusion and planning activities and support for long-term water supply planning. Models are being calibrated.	1/24/14 County staff are coordinated with Southeast Florida Regional Climate Change Compact to consider coordinated strategy for monitoring indicators of such ecological shifts. Under development.	April 2015 update - The Southeast Florida Regional Climate Change Compact is in the process of developing regional climate indicators, but changes in coastal and/or tidal salinity are not likely to serve as primary indicators selected by the Compact in the short-term given the complexity of the systems and the influences of active management relative to climate variability on salinity regimes.		
280	Infrastructure and Growth Leadership (INFR)	Goal 5	**STREAMLINE WATER SUPPLY GOVERNANCE IN BROWARD COUNTY (SOURCE AND DISTRIBUTION)**					See tactics for success stories and updates				
281	Infrastructure and Growth Leadership (INFR)	S 5.1	**Address water supply governance in Broward County (source and distribution) for best regional outcomes**					See tactics for success stories and updates				
282	Infrastructure and Growth Leadership (INFR)	T79	Coordinate water resources governance				Number of water suppliers (reduce redundancy)	1/24/14 Governance activities are primarily focused on development of C51 Reservoir and presentation of future regional projects. No current efforts to reduce number of providers.	April 2016 - Governance activities continue to focus on project partnerships, resource sharing and C51 implementation. C51 implementation is proposed as a public private partnership, with management through a separate not-for-profit established for this purpose.			
283	Infrastructure and Growth Leadership (INFR)	T80	Optimize water resources utilization	Broward County Natural Resources Planning and Management Division			No direct measurement available	1/24/14 Supported by water management strategies, water resources assessments, governance and policy, and outreach strategies advanced as part of the Broward County-wide Integrated Water Resources Plan and in collaboration with municipal and water utility partners, and drainage districts with particpation of Water Advisory Board and Water Resources Task Force.				
284	Infrastructure and Growth Leadership (INFR)	T81	Coordinate capital planning for water resources				Number or costs of capital investments	1/24/14 Possibility of pursuing seed money to incentivize regional reclaimed water project approaches. Other support provided via planning efforts which provide project cost-benefit evaluations with regional focus.	April 2015 update - See T68 Response.	April 2016 - Broward County maintains a current reclaimed water coverage to support the regional reclaimed water master plan and through the IWRP water partners are exploring the development and management of regional database to support infrastructure planning and modeling. The County has dedicated IWRP grant funds to incentive cooperation in the planning and advancement of regional water resource projects.		
285	Infrastructure and Growth Leadership (INFR)	T82	Consolidate governing bodies related to water resource management				Number of water suppliers (reduce redundancy)	1/24/14 Governance activities are primarily focused on development of C51 Reservoir and presentation of future regional projects. No current efforts to reduce number of providers.				
286	Infrastructure and Growth Leadership (INFR)	Goal 6	**PROMOTE INFRASTRUCTURE ADAPTATION TO ACCOMMODATE SEA-LEVEL RISE**					See tactics for success stories and updates				
287	Infrastructure and Growth Leadership (INFR)	S 6.1	**Address stormwater discharge and tidal influences and water retention**					See tactics for success stories and updates				
288	Infrastructure and Growth Leadership (INFR)	S 6.2	**Address salt water intrusion**					See tactics for success stories and updates				

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289	Infrastructure and Growth Leadership (INFR)	T83	Invest in aging infrastructure maintenance (correct R&R)			No direct measurement available	1/24/14 Continuous effort to advocate for water infrastructure funding. May have an opportunity in Tallahassee this year and through forthcoming efforts at federal level with focus on climate resilience and preparedness, inclusive of built systems, water and infrastructure.	April 2016 update. These investments are primarily managed on a local basis as part of capital improvement plans. Broward County is exploring strategies to increase sanitary sewer collections.			
290	Infrastructure and Growth Leadership (INFR)	T84	Improve infrastructure to address sea-level rise			Impacts of Sea-level rise	2/12/13 Broward County Commissioners adopted Climate Change Element (Element) as part of County's Comprehensive Plan. The Element outlines strategies to mitigate the causes and addresses the local implications of impacts the County is experiencing related to extreme weather and sea level rise. Updates to the County Land Use Plan, which considers public and private property vulnerability to sea level rise and impacts to public infrastructure, were also adopted.	1/24/14 Numerous planning efforts are underway. Modeling is expected to inform requisite regulatory process, including amended project design and permitting standards. Evaluations are underway in hydrologic modeling and financial evaluations to evaluate effectiveness of modified sea wall heights in limiting impacts. Cities will have capability of advancing stormwater planning with base models developed by county.	April 2015 update - Extensive activities are being undertaken to inform and guide the requisite investment in resilient infrastructure. Broward County is advancing land use amendments to provide for the designation of adaptation action areas of regional significance based on the threats of sea level rise. The county is partnering in several efforts to couple hydrologic model output with visualization tools and economic models to help communicate and prioritize projects. Dania Beach was selected as a pilot site for resilient redesign strategies and as a model for how resiliency can be integrated in development and redevelopment strategies. Hydrologic modeling is supporting water supply planning and system design with the results of the county's regional climate vulnerability model to be available early summer with information pertaining to surface and grounwater levels undervarious sea level rise scenarios, information fundamental to the design of water management and transportation systems and other structures.	April 2016 update. The Unified Sea Level Rise Projection for Southeast Florida was updated in October 2015 and has been adopted by Broward County and several Broward municipalities and is under consideration by others. Consideration of this projection is required for all county capital projects and regional training on how to use this projection will be offered later this year. The County is advancing a study with the USACE focused on design standards for resilient infrastructure, with an emphasis on sea wall height. Focal areas include the City of Hollywood and the City of Fort Lauderdale. The County is planning to update the 100-year community flood map to integrate sea level rise to update standards for infrastructure planning and design. The City of Hollywood partnered with the County and the Compact in the 2nd Annual Resilient Redesign planning symposium in 2016.	
291	Infrastructure and Growth Leadership (INFR)	T85	Educate consumers about sea level rise and the value of water and implications to sea level rise	Broward County Natural Resources Planning and Management Division		No direct measurement available	1/24/14 Messaging is constant and ongoing as part of program activities and regional coordination and communication efforts. The Compact is currently focused on developing improved communications strategies and partnerships to broaden the messengers.	April 2015 update - Ongoing. Stakeholder workshops have been conducted in conjunction with the activities provided above. Presentations are made at diverse forums and frequent communications with the media are another mechanism for keeping the public informed.	April 2016 update - Ongoing. Stakeholder workshops have been conducted in conjunction with the activities provided above. Presentations are made at diverse forums and frequent communications with the media are another mechanism for keeping the public informed. Broward County continues to play a lead role in implementation of the Compact's Regional Climate Action Plan. In January 2016 the County adopted an update to the Broward County-wide Climate Change Action Plan and is in the process of launching an improved climate change website. Social media is used extensively in the county's climate communications.		
292	Infrastructure and Growth Leadership (INFR)	T86	Manage/control costs (value of water)			No direct measurement available	March 2014 - Dozens of local businesses are seeing substantial savings in their monthly water bills thanks to their participation in a program that rewards them for replacing water-wasting toilets with newer, water-saving models. The Conservation Pay$ program, sponsored by the Broward Water Partnership, includes Broward County and 18 local governments and water utilities. The Partnership has a 20-year goal to save 30 million gallons of water a day. In the last fiscal year alone, the program can account for 36.4 million gallons of water saved.	April 2016 - Success with water conservation will help manage costs by limiting the scale of investment needed in new and energy-intensive water supplies. Regional systems are also key with an emphasis on water sharing and interconnections to avoid investments in redundant infrastructure. The C51 supports this goal by allowing use of existing wellfield and water treatment capacity and relying primarily on existing canals for conveyance. All of the priorities continue to be the focus of dialog and strategy advance by the Water Advisory Board and Water Resources Task Force.			

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	A	B	C	D	E					
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
293	Infrastructure and Growth Leadership (INFR)	T87	Move salinity control structures			No direct measurement available	1/24/14 Modeling being conducted to evaluate benefits from a water supply standpoint.	April 2016 updated - Modeling indicated that movement of just one structure was not able to produce desired benefits for wellfields of interest and that a more comprehensive inland relocation for a series of structures would likely be required. Given the massive challenges of this approach, and likely infeasibility from both as a structural, hydrologic, and economic standpoint, it will likely be preferable to simply shift wellfields westward. This modeling was performed, with favorable results.			
294	Infrastructure and Growth Leadership (INFR)	T88	Study and implement best practices for accommodating sea-level rise			Sea-level rise. Integration of innovative design solutions and infrastructure retrofits in the urban landscape.	2/12/13 Broward County Commissioners adopted Climate Change Element (Element) as part of County's Comprehensive Plan. The Element outlines strategies to mitigate the causes and addresses the local implications of impacts the County is experiencing related to extreme weather and sea level rise. Updates to the County Land Use Plan, which considers public and private property vulnerability to sea level rise and impacts to public infrastructure, were also adopted.	1/24/14 County continues to seek to advance local and regional planning as part of the Compact, and in collaboration with regional and national entities, including coastal cities and states and advocacy groups. Education has also involved international exchanges. Current efforts include representation on and staffing of the President's Climate Resilience and Preparedness Task Force, and possilbe plans for a planning charette focused on resilient coastal communities/infrastructure and future sea level rise. 3D modeling is also being pursued as an add-on to county's hydrologic modeling efforts as a communication tool and to support decision-makers.	April 2015 update - Broward County recently coordinated two public workshops, "Planning for Sea Level Rise: Modeling Costs and Benefits for Coastal Broward County," via participation in a National Science Foundation grant administered by the University of South Florida. A study area covering parts of coastal Fort Lauderdale, Dania Beach, and Hollywood was analyzed using a modeling tool called COAST developed by Catalysis Adaptation Partners. The tool modeled potential one-time and cumulative damage under various sea level rise and storm scenarios, as well as the cost-benefit ratio of various adaptation measures under the same scenarios, and included public participation to select model inputs.	April 2016 update - Broward County has served as an organizer of Resilient Redesign Workshops in 2015 and 2016 which served to explore innovative strategies for achieveing resilient design as part of the development and redevelopment process. Broward Count is also in the process of updating the Broward Regional Land Use Plan - as part of the Broward Next process - with a focused integration of climate resiliency as part of this planning process. Broward County is also particpating in a project with RAND and as a member of a User Group for a NSF -funded research project focused on water and the urban landscape in the face of climate change. Studies are investigatng land use, infrastructure and economics and are expected to provide additional tools and insight in urban sea level rise adaptation in south Florida and Broward County.	
295	Infrastructure and Growth Leadership (INFR)	T89	Coordinate capital planning			Number or costs of capital investments	2016 update - As described above, Broward County is providing regional modeling and planning support to help establish uniform resiliency standards for planning and infrastructure.				
296	Infrastructure and Growth Leadership (INFR)	T90	Address flooding			Flooding (frequency, amount, location)	1/24/14 Modeling output will help inform planning, will likely require investments and operational changes at regional and local scales.	April 2015 update - County is pursuing funds to update inundation maps under various sea level and design storm conditions. This information will help to inform planning and design standards.	April 2016 update - Broward County is planning to pursue the update of the County's 100-year flood maps with sea level rise. This has received tentative project cost share commitments from several community and agency partners. If funded in FY' 17, the project could be completed by December 2019. Resilient design standards supported by this project would aid communities in achieving points and flood insurance discounts through FEMA's Community Rating System.		
297	Infrastructure and Growth Leadership (INFR)	Goal 7	INCREASE PUBLIC AND PRIVATE INVESTMENT IN INNOVATION AND EFFICIENCY OF ENERGY RESOURCES THROUGHOUT BROWARD COUNTY				See tactics for success stories and updates				
298	Infrastructure and Growth Leadership (INFR)	S 7.1	Recommend and support a statewide energy policy which includes renewable portfolio standard				See tactics for success stories and updates				

	A	B	C	D	E				I	J	K
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
299	Infrastructure and Growth Leadership (INFR)	T91	Encourage state policies and utility support of promoting alternative energy use through renewable portfolio standards for utilities and tax credits for homeowners installing small scale renewable systems			Per capita and total energy consumption in Broward County	April 2015 - As part of the Go SOLAR Florida initiative, Broward County led the development of the Florida Solar Financing Action Plan, detailing local government strategies for expanding renewable energy projects. In March 2015, the Broward County Commission adopted a resolution supporting solar energy in Florida and directing staff to evaluate the options in the Action Plan for possible implementation in Broward. In addition, County and Compact legislative programs continue to advocate for a renewable energy portfolio and incentives.	April 2016 - Broward County continues to strongly advocate this position.			
300	Infrastructure and Growth Leadership (INFR)	T92	Encourage League of Cities and Florida Association of Counties to support energy policies which allow the Florida Public Service Commission to consider criteria to include job creation, national security related to dependency on foreign fuels, the need for fuel source diversity (not including coal) in addition to cost to the rate payer			Percentage of FP&L's portfolio that includes renewables					
301	Infrastructure and Growth Leadership (INFR)	T93	Reinstate legislation that supports exemption of a property tax increase for renewable energy improvements			Per capita and total energy consumption in Broward County	1/24/14 No progress to date, but opportunities to pursue this year.	April 2015 update - In 2013, the legislature passed a bill implementing the 2008 constitutional amendment which exempts renewable energy improvements from property appraisals. A proposed constitutional amendment to extend the exemption to commercial properties as well appears to be dead for the 2015 session.	April 2016 update - Broward County has actively supported this effort in 2016.		
302	Infrastructure and Growth Leadership (INFR)	**Goal 8**	**ACHIEVE ENERGY CONSERVATION AND TRANSITION TO LOW CARBON ENERGY SOURCES**				See tactics for success stories and updates				
303	Infrastructure and Growth Leadership (INFR)	**S 8.1**	**Support public education to achieve energy goals**				See tactics for success stories and updates				
304	Infrastructure and Growth Leadership (INFR)	T94	Set an energy conservation goal for local chambers of commerce, chamber members and the community			Per capita and total energy consumption in Broward County			April 2016 update - Broward County is in the process of updating the county-wide and government operations greenhouse gas emissions inventories. Along with these updates is information pertaining to required reductions in order to meet GHG emmissions reductions targets locally and globally. It is recognized that the overall reductions needed are substantially hindered without comprehensive investments by energy providers in clean energy solutions.		

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates (G)	Success Stories/Updates (H)	Success Stories/Updates (I)	Success Stories/Updates (J)	Success Stories/Updates (K)
305	Infrastructure and Growth Leadership (INFR)	T95	Promote energy efficiency and conservation for the inside of buildings and improving the building envelope among private and public sectors as an effective way to reduce costs while achieving lower energy use	Broward County Natural Resources Planning and Management Division		Per capita and total energy consumption in Broward County	The U.S. Department of Energy (DOE) has awarded the Go SOLAR—Florida team a $1.6 million SunShot Initiative Rooftop Solar Challenge II competitive award to make it easier for Floridians to obtain grid-tied solar installations. Go SOLAR—Florida is one of only eight recipients nationwide of a Rooftop Solar Challenge II award.	The results of the Broward County 2013 Municipal Green Initiatives Survey are now available online at www.broward.org/GoGreen. The report is a collaborative of Broward County's Natural Resources Planning and Management Division, all 31 municipalities and five partners in higher education. Since 2011, following the first Municipal Green Initiatives Survey, Broward County has worked to assess and advance the community's collective sustainability goals and initiatives. The County developed the Online Clearinghouse of Best Management Practices for Sustainability and created a peer-exchange for professionals in the sustainability field. The 2013 survey expanded the scope and participation of the original survey. Study results showed most municipalities have programs and initiatives that address recycling and waste management, native landscaping and energy efficiency and conservation, and over half are tackling issues such as water conservation and water reuse, creating more urban canopy and open spaces, providing community-wide education and promoting alternative transportation.	1/24/13 The County is expected to consider new goals for renewable energy development and energy efficiency. Plans are also under development of solar pilot projects. The Compact hosted a regional convening focused on solar and a series of recommendations have emerged as a session deliverable. PACE was approved by the Board of County Commissioners in fall of 2014 and will further support renewable energy investments and energy efficiency improvements in the private sector. Program launch is anticipated in Summer 2014.	April 2015 update - In 2014, the County established a renewable energy goal for county facilities of 20% and joined the Better Buildings Challenge to reduce building energy use 20% by 2020. Broward County and partners in the Southeast Florida Regional Climate Change Compact were selected as Climate Action Champions by the Department of Energy and have identified technical assistance in advancing a regional energy efficiency program across the four counties and in partnership with private industry as a priority request.	April 2016 update - Energy conservation, benchmarking, monitoring and tracking will be the focus of a Compact implementation workshop in 2016. Additionally, Broward County is coordinating a regional evaluation of strategies to advance energy conservation and efficiency investments with support of Qualified Energy Conservation Bonds, and especially opportunities for commercial partnerships.
306		T95 Continued					June 2016 - Broward County Commissioners have approved a county-wide property assessed clean energy (PACE) program that allows property owners to receive upfront financing for a variety of energy-related home improvements. Property owners then repay the debt through voluntary assessments on their property tax bills. This method of financing allows people to make significant energy improvements that may otherwise be cost prohibitive, and without impacting their credit scores.				
307	Infrastructure and Growth Leadership (INFR)	T96	Support increased energy conservation incentives and funding from utilities to reduce customer energy use	Broward County Natural Resources Planning and Management Division		Per capita and total energy consumption in Broward County	The U.S. Department of Energy (DOE) has awarded the Go SOLAR—Florida team a $1.6 million SunShot Initiative Rooftop Solar Challenge II competitive award to make it easier for Floridians to obtain grid-tied solar installations. Go SOLAR—Florida is one of only eight recipients nationwide of a Rooftop Solar Challenge II award.	April 2015 update - In early 2014, Broward County urged the Florida Public Service Commission to require meaningful energy conservation measures from utilities in an upcoming proceeding, but the PSC elected to cut the energy efficiency program requirements by over 90 percent.	April 2015 update - Continues to be a priority for the County and an area for advocacy but no immediate opportunities.		
308	Infrastructure and Growth Leadership (INFR)	T97	Develop a distribution plan to improve access to and lower costs for natural gas			Kilowatts of solar PV systems installed					

	A	B	C	D	E		F	G	H	I	J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions		Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates

	A	B	C	D	E	F	G	H	I	J	K
309	Infrastructure and Growth Leadership (INFR)	T98	Improve public/private partnership and academic institutions to pool resources to innovate and educate on energy conservation for the public good			Per capita and total energy consumption in Broward County	The results of the Broward County 2013 Municipal Green Initiatives Survey are now available online at www.broward.org/GoGreen. The report is a collaborative of Broward County's Natural Resources Planning and Management Division, all 31 municipalities and five partners in higher education. Since 2011, following the first Municipal Green Initiatives Survey, Broward County has worked to assess and advance the community's collective sustainability goals and initiatives. The County developed the Online Clearinghouse of Best Management Practices for Sustainability and created a peer-exchange for professionals in the sustainability field. The 2013 survey expanded the scope and participation of the original survey. Study results showed most municipalities have programs and initiatives that address recycling and waste management, native landscaping and energy efficiency and conservation, and over half are tackling issues such as water conservation and water reuse, creating more urban canopy and open spaces, providing community-wide education and promoting alternative transportation.	April 2016 update - See response to T95 above.			
310	Infrastructure and Growth Leadership (INFR)	Goal 9	**ATTRACT AND EXPAND ALTERNATIVE AND RENEWABLE ENERGY INDUSTRIES**				See tactics for success stories and updates				
311	Infrastructure and Growth Leadership (INFR)	S 9.1	**Adopt regulations to permit, expedite, and incentivize renewable and alternative energy use in Broward County (solar, wind, etc.)**				See tactics for success stories and updates				
312	Infrastructure and Growth Leadership (INFR)	T99	Support legislation that streamlines the permitting and regulatory processes for alternative and renewable energy manufacturers, installers, and consumers			Kilowatts of solar PV systems installed					
313	Infrastructure and Growth Leadership (INFR)	T100	Support Broward Go Solar effort to reduce permitting time and costs associated with rooftop PV and expand the permitting system to include solar thermal			Kilowatts of solar PV systems installed	From Broward County Commission News 1/11/13 - New and emerging solar energy companies, applications and technologies, including a unique solar powered trailer capable of one day meeting basic power needs for a small home, will be featured at Broward County's Go SOLAR Fest on January 25-26. 1/16/13 More than 500 attendees have registered for the upcoming Go SOLAR Fest. 2013 The Go SOLAR Broward Rooftop Solar Challenge program makes it easier, faster and more economical for residents and businesses to use solar energy. The traditional solar system permitting process varied across Broward County's 31 municipalities and was a barrier to those interested in retrofitting their home or business. Broward County and 14 partner municipalities formed a Go SOLAR Team, received a rooftop solar challenge grant from the Department of Energy and addressed these and other barriers to solar energy. Contractors registered on Go SOLAR can now obtain a permit to install any one of several rooftop solar system options and select from a set of pre-approved design plans for that system within minutes.	The U.S. Department of Energy (DOE) has awarded the Go SOLAR—Florida team a $2.3 million SunShot Initiative Rooftop Solar Challenge II competitive award to make it easier for Floridians to obtain grid-tied rooftop solar installations. Go SOLAR Florida is one of only eight recipients nationwide of a Rooftop Solar Challenge II award.	April 2015 update - A Florida Solar Financing Action Plan was completed as a deliverable under the Rooftop Solar Challenge II grant. The Action Plan compiles a comprehensive detailing of options available to local government in Florida to finance solar photovoltaic systems on their own facilities, as well to support residential and commercial property owners. The Go SOLAR Florida team is contacting all counties in Florida asking them to adopt a resolution supporting solar energy in Florida and recognizing the Action Plan.	2016 - Broward County residents have formed East and West Solar Co-Ops to go Solar Together. Neighbors have formed two solar co-ops, one for County residents who live east of US 441 and the other for residents who live west of US 441. The goal is to save money and make going solar easier, while building a network of solar supporters. Broward County, Go Solar Florida and FL SUN are co-op sponsors.	

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		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
314	Infrastructure and Growth Leadership (INFR)	T101	Encourage local and regional solar contractors to submit engineering plans to be included in the Broward Go Solar permitting system			Kilowatts of solar PV systems installed	The Go SOLAR Broward Rooftop Solar Challenge program makes it easier, faster and more economical for residents and businesses to use solar energy. The traditional solar system permitting process varied across Broward County's 31 municipalities and was a barrier to those interested in retrofitting their home or business. Broward County and 14 partner municipalities formed a Go SOLAR Team, received a rooftop solar challenge grant from the Department of Energy and addressed these and other barriers to solar energy. Contractors registered on Go SOLAR can now obtain a permit to install any one of several rooftop solar system options and select from a set of pre-approved design plans for that system within minutes.	April 2015 update - The Broward Go Solar permitting system has been taken down, in anticipation of the much more sophisticated, multi-jurisdictional permitting system being developed by the Go SOLAR Florida initiative (funded by a Rooftop Solar Challenge II grant). The new system is expected to go live this autumn.			
315	Infrastructure and Growth Leadership (INFR)	T102	Encourage FP&L's continued use of rebates to incentivize customer adoption of solar technology			Kilowatts of solar PV systems installed	1/24/14 Opportunity to pursue in 2014.	April 2015 update - FPL and the other investor-owned utilities offered a final round of solar rebates in 2015, but at their request, the Florida Public Service Commission rejected additional utility solar rebate programs for the foreseeable future.			
316	Infrastructure and Growth Leadership (INFR)	**S 9.2**	**Promote innovative financing regarding renewable energy**				See tactics for success stories and updates				
317	Infrastructure and Growth Leadership (INFR)	T103	Encourage local municipalities to start Property Assessed Clean Energy (PACE) financing programs for commercial and residential properties			Value of loads for energy retrofit in PACE programs	1/24/14 Broward County has approved moving forward with residential and commercial PACE. Program benefits will be available county-wide unless a commuity chooses to opt out. Program is expected to launch in Summer 2014.	April 2015 update - The launch of Broward's PACE program has been put on hold pending the results of PACE-related litigation pending before the Florida Supreme Court. Court rulings are anticipated in May and will be considered in final recommendations relating the structure of the Broward PACE program.	April 2016 update - Court rulings were finalized. Broward County staff are currently working to finalize proposed requirements for a county-wide PACE program for consideration by the Broward County Board of County Commissioners.	June 2016 - Broward County Commissioners have approved a county-wide property assessed clean energy (PACE) program that allows property owners to receive upfront financing for a variety of energy-related home improvements. Property owners then repay the debt through voluntary assessments on their property tax bills. This method of financing allows people to make significant energy improvements that may otherwise be cost prohibitive, and without impacting their credit scores.	
318	Infrastructure and Growth Leadership (INFR)	T104	Support legislation which allows the use of power purchase agreements and solar leases			Bill allowing Power Purchase Agreement	April 2015 update - The Compact and County legislative programs continue to include support for legislation allowing power purchase agreements and supporting solar leasing.				
319	Infrastructure and Growth Leadership (INFR)	**Goal 10**	**CREATE AN ENVIRONMENT SUPPORTIVE OF RENEWABLE AND ALTERNATIVE FUEL INFRASTRUCTURE FOR TRANSPORTATION**				See tactics for success stories and updates				
320	Infrastructure and Growth Leadership (INFR)	**S 10.1**	**Continually encourage and promote innovative financing in support of energy goals**				See tactics for success stories and updates				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
321	Infrastructure and Growth Leadership (INFR)	T105	Work to implement the EV Charging Infrastructure Plan under development by the Gold Coast Clean Cities Coalition and FP&L			Number of EV charging stations in Broward County	1/23/14 Broward County is working with the Southeast Florida Clean Cities Coalition, Florida Power and Light and other stakeholders to develop a countywide implementation strategy to expand EV infrastructure in Broward County. A stakeholders workshop was held on October 2, 2013 with EV installers, EV owners, FDOT, FPL, Sierra Club, transit agencies and other government organizations to obtain feedback on challenges and potential solutions.	April 2015 update - In April 2014, Broward County published a strategy document for implementing the alternative fuels and infrastructure goal of the Climate Change Element of the County Comprehensive Plan. The county joined the US Department of Energy's Workplace Charging Challenge, and the county received an award from DOE for it efforts to install charging stations at county facilities (Gov't Center West is operational, with Gov't Center East and the Young at Art Museum pending). In additional, the County is currently working with the Broward MPO and FDOT on a countywide EV implementation strategy.			
322	Infrastructure and Growth Leadership (INFR)	T106	Investigate local ordinances which serve as a barrier to use of alternative fuels			No direct measurement available					
323	Infrastructure and Growth Leadership (INFR)	T107	Foster public private partnerships to bring alternative/renewable fueling infrastructure to Broward County			Number of alternative fuel stations installed	1/23/14 In early 2014 Broward County will release a RFP to work with EV installers to expand EV infrastructure in county-owned facilities.	5/15/14 Broward County broke ground on a "state-of-the-art" biogas to energy facility that will turn waste, such as restaurant fats, oil and grease, known as "FOG," into reliable, renewable power to provide electricity to power some of the County's water and wastewater operations. The innovative project located at Broward County's wastewater facility, 2555 W. Copans Road, Pompano Beach, will generate enough energy annually to power the equivalent of 800 homes and save $27 million over 17 years.			
324	Infrastructure and Growth Leadership (INFR)	T108	Support legislation encouraging direct financing, tax refunds, rebate, and other economic incentives to facilitate renewable fuel use			No direct measurement available	1/23/14 Broward County's state and federal legislative packages include support for incentives and tax credits for renewable fuels.	April 2015 update - Broward County's state and federal legislative packages continue to include support for initiatives and incentives to promote alternative fuels.			
325	Infrastructure and Growth Leadership (INFR)	**Goal 11**	**INTEGRATE LAND USE AND TRANSPORTATION SUSTAINABILITY TO PROMOTE ECONOMIC VITALITY AND SUSTAINABLE REDEVELOPMENT**				See tactics for success stories and updates				
326	Infrastructure and Growth Leadership (INFR)	**S 11.1**	**Utilize development/transportation corridors that connect activity centers and nodes**				See tactics for success stories and updates				
327	Infrastructure and Growth Leadership (INFR)	T109	Create model code templates (strategy: to utilize development/transportation corridors that connect activity centers and nodes)	South Florida Regional Planning Council		No direct measurement available					
328	Infrastructure and Growth Leadership (INFR)	T110	Develop incentive toolbox for mixed-use and infill redevelopment	South Florida Regional Planning Council		No direct measurement available					
329	Infrastructure and Growth Leadership (INFR)	T111	Model mixed use definitions - Zoning (strategy: to utilize development/transportation corridors that connect activity centers and nodes)	South Florida Regional Planning Council		No direct measurement available					

Six Pillars Implementation Plan Recommendations/Action Step Assignments

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		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
330	Infrastructure and Growth Leadership (INFR)	T112	Educate public and private sector constituency on identified corridors, activity centers, and modest economic efficiencies (strategy: to utilize development/transportation corridors that connect activity centers and nodes)			No direct measurement available					
331	Infrastructure and Growth Leadership (INFR)	S 11.2	Identify open spaces and preserved/protected areas				See tactics for success stories and updates				
332	Infrastructure and Growth Leadership (INFR)	T113	Promote areas with excess capacity for development (strategy: identify open spaces and preserved/protected areas)			Land conservation (from Florida Scorecard)	This is being addressed in the 2017 BROWARDNEXT 2.0 Broward County Comprehensive Plan Elements.				
333	Infrastructure and Growth Leadership (INFR)	T114	Preserve open space and protect single family neighborhoods			Land conservation (from Florida Scorecard)	This is being addressed in the 2017 BROWARDNEXT 2.0 Broward County Comprehensive Plan Elements.				
334	Infrastructure and Growth Leadership (INFR)	T115	Direct growth to the redevelopment corridors/nodes			Land conservation (from Florida Scorecard)	This is being addressed in the 2017 BROWARDNEXT 2.0 Broward County Comprehensive Plan Elements.				
335	Infrastructure and Growth Leadership (INFR)	T116	Protect parks through appropriate land use designation			Land conservation (from Florida Scorecard)	This is being addressed in the 2017 BROWARDNEXT 2.0 Broward County Comprehensive Plan Elements.				
336	Infrastructure and Growth Leadership (INFR)	S 11.3	Identify gaps in infrastructure along with activity centers and corridors				See tactics for success stories and updates				
337	Infrastructure and Growth Leadership (INFR)	T117	Measure capacity and identify gaps infrastructure (strategy: identify gaps in infrastructure along with activity centers and corridors)	Broward MPO		No direct measurement available					
338	Infrastructure and Growth Leadership (INFR)	S 11.4	Create a model regulatory process that expedites and streamlines the local government approval process				See tactics for success stories and updates				
339	Infrastructure and Growth Leadership (INFR)	T118	Expedite and streamline development approval and permitting process			No direct measurement available	Broward County is launching ePermits-eCloud. Meeting held with approximately 250 attendees on July 2, 2013.	The Greater Fort Lauderdale Alliance developed and continues to promote its "Platinum Cities" permitting excellence program to companies considering Broward County as a business location. The program was established to encourage Broward communities to make the permitting and inspections process more business friendly and competitive with other regions. Twenty two Broward County cities have now been named "Platinum Cities." The Alliance's Permitting Action Team also continued to work with Broward County regarding implementing a county-wide centralized "ePermits" permitting process.			
340	Infrastructure and Growth Leadership (INFR)	S 11.5	Promote places within the County where this integration has occurred and is ready for (re)development				See tactics for success stories and updates				
341	Infrastructure and Growth Leadership (INFR)	T119	Encourage mixed use and aggregate these for economies of scale (strategy: promote places within the County where this integration has occurred and is ready for (re)development)			No direct measurement available					

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	A	B	C	D	E		Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	J Success Stories/Updates	K Success Stories/Updates
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions							
342	**Business Climate and Competitiveness (BCC)**						1. Tax Rate - Millage Rate. The amount of tax charged per $1,000 of taxable value 2.Unemployment Rate 3. Taxable retail sales (in 2008 dollars)	See tactics for success stories and updates				
343	Business Climate and Competitiveness (BCC)	**Goal 1**	**REDUCE COST OF DOING BUSINESS**					See tactics for success stories and updates				
344	Business Climate and Competitiveness (BCC)	**S 1.1**	**Reduce taxes as a percentage of GDP and reduce costs to remain competitive with comparable counties nationwide to keep cumulative tax rate and cost of doing business low, predictable and competitive**					See tactics for success stories and updates				
345	Business Climate and Competitiveness (BCC)	T1	Utilize forecasting and comparative data to illustrate county tax burdens (strategy: reduce taxes as a percentage of GDP)				Tax burden measures and rankings	This information is included in the Greater Fort Lauderdale Alliance's annual economic sourcebook which can be found at www.gflalliance.org/sourcebook.				
346	Business Climate and Competitiveness (BCC)	T2	Increase transparency of tax issues (e.g., list ad valorem tax rates on public database)				Tax burden measures and rankings	This information is included in the Greater Fort Lauderdale Alliance's annual economic sourcebook which can be found at www.gflalliance.org/sourcebook.				
347	Business Climate and Competitiveness (BCC)	T3	Create comparison of the full tax environment (ad-valorem, utilities, communications, gas, sales, etc.) between Broward County municipalities as well as between counties and states				Tax burden measures and rankings					
348	Business Climate and Competitiveness (BCC)	T4	Create policies to reduce future costs and pension obligations	Broward Workshop			Tax burden measures and rankings	The Broward Workshop has done significant research on this topic, including engaging Dr. Hank Fishkind to do extensive research. They have also participated with the Leroy Collins Center for Public Policy and Florida TaxWatch on this issue. Several municipalities have used the Workshop's research as they have been working on budgets related to pension obligations.				
349	Business Climate and Competitiveness (BCC)	T5	Maintain "open" processes; county / muni transparency—clear apples to apples tax rate publishing (strategy: reduce taxes as a percentage of GDP)				Tax burden measures and rankings	This information is included in the Greater Fort Lauderdale Alliance's annual economic sourcebook which can be found at www.gflalliance.org/sourcebook.				
350	Business Climate and Competitiveness (BCC)	T6	Reduce fees to businesses (i.e., permitting, licensing, inspection) and eliminate redundant fees that are charged at the city, county and state levels				Overall business cost rankings	Broward County is launching ePermits-eCloud. Meeting held with approximately 250 attendees on July 2, 2013.				

The following items are examples and not to be considered all of the activity in Six Pillars

	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
351	Business Climate and Competitiveness (BCC)	T7	Require all governments that make financial decisions impacting more than one year to provide an actuarial report for long term impacts	Broward Workshop		Tax burden measures and rankings					
352	Business Climate and Competitiveness (BCC)	T8	Reduce transferring burdens from state to local government through unfunded mandates			No direct measurement available	This is an ongoing issue that is addressed by Broward County and its municipalities with the state legislature.				
353	Business Climate and Competitiveness (BCC)	T9	Reduce insurance and utility costs to businesses by improving efficiencies and eliminating redundancies	Broward Workshop		Overall business cost rankings					
354	Business Climate and Competitiveness (BCC)	T10	Reduce transportation inefficiencies to reduce business costs (i.e., more mass transit)	Broward Workshop Infrastructure Team		Overall business cost rankings					
355	Business Climate and Competitiveness (BCC)	T11	Promote regionalism and cooperation and consolidation of government services where efficiencies can be gained			Tax burden measures and rankings					
356	Business Climate and Competitiveness (BCC)	**S 1.2**	**Continue tort reform and reduce lawsuits and legal costs**				See tactics for success stories and updates				
357	Business Climate and Competitiveness (BCC)	T12	Support Florida Chamber, Florida Justice Reform Institute and other organizations' efforts regarding tort reform			Overall business cost rankings					
358	Business Climate and Competitiveness (BCC)	T13	Develop or adopt consistent measure for litigation as contributor to cost of doing business			Overall business cost rankings					
359	Business Climate and Competitiveness (BCC)	T14	Reduce healthcare and insurance fraud by lobbying for more federal and state resources to combat fraud			Annual number of law suits filed					
360	Business Climate and Competitiveness (BCC)	T15	Establish a healthcare and insurance fraud task force to make recommendations to reduce fraud			Annual number of law suits filed					
361	Business Climate and Competitiveness (BCC)	T16	Educate the public on judges and the judicial system to ensure more fair and consistent awards (strategy: continue tort reform and reduce lawsuits and legal costs)			Annual Florida ranking of litigiousness					

Six Pillars Implementation Plan Recommendations/Action Step Assignments

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	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)					
362	Business Climate and Competitiveness (BCC)	Goal 2	STREAMLINE REGULATION, PERMITTING AND ENFORCEMENT WHILE PROVIDING BUSINESSES WITH A SET OF UNIFORM AND PREDICTABLE REGULATORY POLICIES TO REDUCE PROCESSING TIME				See tactics for success stories and updates				
363	Business Climate and Competitiveness (BCC)	S 2.1	Provide businesses with a set of uniform regulatory policies				See tactics for success stories and updates				
364	Business Climate and Competitiveness (BCC)	T17	Establish checklist of information regarding permitting requirements in Broward County and each of its cities so companies know what is required, especially for small businesses	Greater Fort Lauderdale Alliance		No direct measurement available	This has been done by the Greater Fort Lauderdale Alliance and can be found on the Alliance's website. Broward County is launching ePermits-eCloud.				
365	Business Climate and Competitiveness (BCC)	T18	Expand the Greater Fort Lauderdale Alliance's Platinum Cities excellence in permitting process to include expansions and relocations for all industries (not just targeted industries)	Greater Fort Lauderdale Alliance		Number of Alliance platinum cities	The City of Tamarac has announced that all businesses will be able to apply for permits online.	The Greater Fort Lauderdale Alliance promotes its "Platinum Cities" permitting excellence program to companies considering Broward County as a business location. The program was established to encourage Broward communities to make the permitting and inspections process more business friendly and competitive with other regions. Twenty two Broward County cities have now been named "Platinum Cities." The Alliance's Permitting Action Team also continues to work with Broward County regarding implementing a county-wide centralized "ePermits" permitting process.			
366	Business Climate and Competitiveness (BCC)	T19	Remove and prevent unnecessary or burdensome regulatory barriers and ensure regulatory consistency across all units of the governments including the state, Broward County and its municipalities (i.e., local and county governments review all ordinances that govern business establishment and operation, and eliminate unnecessary ordinances)	Broward Workshop		Overall business cost rankings	An example of activity in this regard is the Platinum Cities permitting process of the Alliance and the ePermits process that is being pursued by Broward County and municipalities within the County. 22 cities are now part of the Platinum Cities process.				

7/8/2019

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The following items are examples and not to be considered all of the activity in Six Pillars

	A	B	C	D	E						
		A	B	C	D	E			I	J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
367	Business Climate and Competitiveness (BCC)	T20	Use streamlined permit processing as a model for future projects (i.e. develop uniform countywide standards, forms and simple filing to be utilized by all jurisdictions)			No direct measurement available	Broward County is launching ePermits-eCloud. Meeting held with approximately 250 attendees on July 2, 2013. The Go SOLAR Broward Rooftop Solar Challenge program makes it easier, faster and more economical for residents and businesses to use solar energy. The traditional solar system permitting process varied across Broward County's 31 municipalities and was a barrier to those interested in retrofitting their home or business. Broward County and 14 partner municipalities formed a Go SOLAR Team, received a rooftop solar challenge grant from the Department of Energy and addressed these and other barriers to solar energy. Contractors registered on Go SOLAR can now obtain a permit to install any one of several rooftop solar system options and select from a set of pre-approved design plans for that system within minutes.	Broward County is partnering with building development and construction organizations and municipalities to create ePermits. ePermits' mission is to electronically process all permits in Broward County from initial application submission to final permit issuance using a unified web interface. 9/2013 Customers needing to file a Notice of Commencement are now able to electronically record the required documents at Government Center West, 1 N. University Drive, Plantation. The notice is now folded into the permitting application and electronically recorded within minutes, providing customers with a time-saving one-stop process. Florida law requires a Notice of Commencement to be filed and recorded on construction projects with an estimated value of more than $2,500.			
368	Business Climate and Competitiveness (BCC)	T21	Identify national best practices related to permitting and other key practices including national research by the Alliance and a prepare a white paper on permitting excellence	Greater Fort Lauderdale Alliance		No direct measurement available	The Greater Fort Lauderale Alliance has been leading this effort and has been invited to participate on statewide panels as a subject matter expert in permitting excellence.				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
369	Business Climate and Competitiveness (BCC)	T22	Establish a central depository for feedback from companies in Broward County who have completed the permitting process	Greater Fort Lauderdale Alliance		No direct measurement available	This is an ongoing effort of the Greater Fort Lauderdale Alliance and its Permitting Action Team.			
370	Business Climate and Competitiveness (BCC)	T23	Expand campaign to promote the business friendly permitting policies in Broward County and its municipalities using social media and business card type handouts	Greater Fort Lauderdale Alliance		No direct measurement available	The Greater Fort Lauderdale is promoting business friendly permitting through its website, social media and other forms of marketing.			
371	Business Climate and Competitiveness (BCC)	**S 2.2**	**Increase flow of communication between government and private businesses to ensure processes are streamlined and clearly defined**				See tactics for success stories and updates			
372	Business Climate and Competitiveness (BCC)	T24	Establish a Regulatory Climate Task Force to convene periodic regulatory summits of top local business, government and institutional representatives	Broward Workshop		Regulatory Climate Task Force established				
373	Business Climate and Competitiveness (BCC)	T25	Formalize a process through the Regulatory Climate Task Force for ongoing communication between government and private/non-profit leadership to ensure that new processes are pursued and re-worked (if necessary) to ensure long-term benefit; present findings and suggestions at League of Cities, City Managers' Association, professional and trade groups	Broward Workshop		No direct measurement available				
374	Business Climate and Competitiveness (BCC)	T26	Market new county and city processes to companies and corporate relocation processionals as examples of the county's commitment to become a best-in-class community; use testimonials about best practices in promotional materials	Greater Fort Lauderdale Alliance		No direct measurement available	This is done in meetings between the Greater Fort Lauderdale Alliance and companies considering Broward County as a business location. It is also a prominent feature in the Alliance's annual Economic Sourcebook and Market Profile book, and on the Alliance's website.			
375	Business Climate and Competitiveness (BCC)	T27	Recognize excellence of jurisdictions that adopt strategies; use public forums to recognize governments which adopt best practices	Broward Workshop		No direct measurement available				
376	Business Climate and Competitiveness (BCC)	**Goal 3**	**LEADERSHIP OF GROWTH IN TARGETED INDUSTRIES**				See tactics for success stories and updates			
377	Business Climate and Competitiveness (BCC)	**S 3.1**	**Leverage intellectual capital to transition to a knowledge-based economy**				See tactics for success stories and updates			
378	Business Climate and Competitiveness (BCC)	T28	Re-evaluate target industries every five years to account for emerging industries	Broward County Office of Economic and Small Business Development and Greater Fort Lauderdale Alliance		No direct measurement available	In 2015, the Greater Fort Lauderdale Alliance commissioned a study to determine the target industry clusters which offer the greatest potential for growth in Broward County over the next five years. This included existing and emerging industries. The results of the study, called Target 20/20, were released in October and a strategic marketing plan has been developed to attract and retain companies in those industries.			

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		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions			Success Stories/Updates		Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
379	Business Climate and Competitiveness (BCC)	T29	Determine what degrees, certifications and skills are needed to support the knowledge-based economy and identify post-secondary institutions that can meet those needs				No direct measurement available	.2016 - This was done in 2016 through the Greater Fort Lauderdale Alliance and CareerSource Broward Workforce Skills Gap Study, working with a number of community partners including the Broward Workshop and others.				
380	Business Climate and Competitiveness (BCC)	T30	Maintain/increase research & development funding for technology related programs at universities and colleges				No direct measurement available	Nova Southeastern University (NSU) built a revolutionary Center for Collaborative Research (CCR) in 2016 that houses one of Florida's largest wet labs, the NSU Technology Incubator and some of the world's most accomplished researchers. NSU is classified as a research university with "high research activity" by the Carnegie Foundation for the Advancement of Teaching. More than 200 research projects are underway at NSU, including studies on cardiovascular disease, anti-cancer therapies, chronic fatigue syndrome, autism, coral reef restoration, stem cells and wildlife DNA forensics, among other subjects.				
381	Business Climate and Competitiveness (BCC)	T31	Identify and support opportunities for technology transfer				No direct measurement available	The Nova Southeastern University Office of Technology Transfer manages the process from invention disclosure through licensing. They work to ensure compliance with federal regulations, and to evaluate and market new technologies. NSU faculty can receive assistance with patent applications, registering trademarks and copyrights. There are many commercialization options, and the Office of Technology Transfer (OTT) will help inventors navigate their way through the murky waters of technology marketing in order to achieve results that benefit the inventor, the investor, and the university.				
382	Business Climate and Competitiveness (BCC)	T32	Encourage comprehensive incubator programs affiliated with universities, like the one at the Research Park at Florida Atlantic University				Number of incubator programs	The Innovation Hub at Broward College, a mixed-use business incubator, opened in Fall 2014. It is focusing on housing a dynamic community of entrepreneurs, start-ups, mentors, advisors and investors, and serving as a one-stop resource for business owners, innovators and committed individuals pursuing their entrepreneurial ambitions.	Nova Southeastern University (NSU) built a revolutionary Center for Collaborative Research (CCR) in 2016 that houses one of Florida's largest wet labs, the NSU Technology Incubator and some of the world's most accomplished researchers. NSU is classified as a research university with "high research activity" by the Carnegie Foundation for the Advancement of Teaching. More than 200 research projects are underway at NSU, including studies on cardiovascular disease, anti-cancer therapies, chronic fatigue syndrome, autism, coral reef restoration, stem cells and wildlife DNA forensics, among other subjects.			
383	Business Climate and Competitiveness (BCC)	T33	Incentivize Small Business Development Centers to address needs of technology entrepreneurs				Number of business starts	Nova Southeastern University (NSU) built a revolutionary Center for Collaborative Research (CCR) in 2016 that houses one of Florida's largest wet labs, the NSU Technology Incubator and some of the world's most accomplished researchers. NSU is classified as a research university with "high research activity" by the Carnegie Foundation for the Advancement of Teaching. More than 200 research projects are underway at NSU, including studies on cardiovascular disease, anti-cancer therapies, chronic fatigue syndrome, autism, coral reef restoration, stem cells and wildlife DNA forensics, among other subjects.				
384	Business Climate and Competitiveness (BCC)	S 3.2	**Leverage the intermodal transportation network to improve manufacturing capabilities**					See tactics for success stories and updates				

Six Pillars Implementation Plan Recommendations/Action Step Assignments

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	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)					
385	Business Climate and Competitiveness (BCC)	T34	Increase priority of manufacturing capabilities within the intermodal network (strategy: leverage the intermodal transportation network to improve manufacturing capabilities)	Broward Workshop Infrastructure Team		Number of manufacturing jobs					
386	Business Climate and Competitiveness (BCC)	T35	Provide greater accessibility and connectivity between existing intermodal hubs and networks (strategy: leverage the intermodal transportation network to improve manufacturing capabilities)	Broward Workshop Infrastructure Team		Number of manufacturing jobs	ICTF groundbreaking held 1/17/13. Grand opening held July 14, 2014.				
387	Business Climate and Competitiveness (BCC)	T36	Expand the use of rail as a means of highlighting Florida's status as a port of entry for international products (strategy: leverage the intermodal transportation network to improve manufacturing capabilities)			Number of manufacturing jobs	ICTF groundbreaking held 1/17/13. Grand opening held July 14, 2014.				
388	Business Climate and Competitiveness (BCC)	T37	Inventory available industrial property (land, buildings, greyfields, etc.) (strategy: leverage the intermodal transportation network to improve manufacturing capabilities)			Number of manufacturing jobs	Broward County's Port Everglades will move forward with a public-private partnership with the Port Everglades International Logistics Center, LLC (PE-ILC) for the design, construction, financing, operation and maintenance of a new logistics center at the Port, after receiving approval from the Broward County Commission on January 24, 2017.				
389	Business Climate and Competitiveness (BCC)	T38	Inventory existing port structures and capabilities to accommodate future shifts in global logistics (e.g., widening of the Panama Canal) (strategy: leverage the intermodal transportation network to improve manufacturing capabilities)	Greater Fort Lauderdale Alliance Port Everglades Advocacy Team, Broward Workshop		Number of manufacturing jobs	This is being support by the Greater Fort Lauderdale Alliance Port Everglades Advocacy Team, which includes members of The Broward Workshop, Port Everglades Association and other community groups.	2/27/15 Port Everglades reached a major milestone in its effort to deepen and widen its navigational channels and turning basin as the U.S. Army Corps of Engineers Civil Works Review Board approved the final environmental and economic feasibility studies for the project. The final step in the Corps' project approval process is a Chief of Engineers Report recommending the project to Congress for construction authorization. The Chief's Report is anticipated by the end of May 2015.	Broward County's Port Everglades will move forward with a public-private partnership with the Port Everglades International Logistics Center, LLC (PE-ILC) for the design, construction, financing, operation and maintenance of a new logistics center at the Port, after receiving approval from the Broward County Commission on January 24, 2017.		
390	Business Climate and Competitiveness (BCC)	T39	Include existing businesses and manufacturers in developing intermodal infrastructure plans			Number of manufacturing jobs					
391	Business Climate and Competitiveness (BCC)	T40	Lower freight costs by encouraging companies to consolidate their shipments with other companies			No direct measurement available					
392	Business Climate and Competitiveness (BCC)	T41	Consider lowering the requirements to increase access to the transportation networks for smaller businesses			No direct measurement available					
393	Business Climate and Competitiveness (BCC)	T42	Encourage the acceptance of mass transit	Broward Workshop Infrastructure Team		Transit ridership	A number of meetings have been held with community leaders and residents of Broward County under the Speak Up Broward initiative. Acceptance of mass transit is one of the topics in those meetings.				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
394	Business Climate and Competitiveness (BCC)	T43	Promote the establishment of new transportation routes (i.e., light rail, express bus from Miramar to Fort Lauderdale which has WiFi, less stops, is affordable and uses the HOV lanes for a shorter ride)	Broward Workshop Infrastructure Team		Transit ridership	The 595 Express Bus provides service from the BB&T Center park & ride in Sunrise and the Davie park & ride to downtown Fort Lauderdale and downtown Miami/Brickell.	Information about Express lanes, Transit, Carpooling, etc. may be found at the South Florida Commuter Services website at http://www.1800234ride.com/.	Fort Lauderdale's downtown Brightline station has been developed as one of three South Florida stations along the Miami-to-Orlando corridor. It is located on land adjacent to the Florida East Coast Railway (FEC) corridor on NW 2nd Avenue, between Broward Boulevard and NW 4th Street. Located at the northern end of downtown Fort Lauderdale, the station is stimulating a currently underutilized area, driving new visitors into downtown and the surrounding cultural, economic and shopping destinations. It is also providing a valuable transportation link between all three counties in South Florida.		
395	Business Climate and Competitiveness (BCC)	S 3.3:	**Develop a support system that helps businesses find access to capital**				See tactics for success stories and updates				
396	Business Climate and Competitiveness (BCC)	T44	Provide updated information to companies regarding where they can find access to capital	Greater Fort Lauderdale Alliance		Number of visits to Alliance "Access to Capital" website section	This is an ongoing function of the Greater Fort Lauderdale Alliance and information can be found on the Alliance's website.				
397	Business Climate and Competitiveness (BCC)	T45	Continue to keep the Greater Fort Lauderdale Alliance's "Access to Capital" web section updated with the latest news and information regarding access to capital	Greater Fort Lauderdale Alliance		Number of visits to Alliance "Access to Capital" website section	This is an ongoing function of the Greater Fort Lauderdale Alliance and information can be found on the Alliance's website.				
398	Business Climate and Competitiveness (BCC)	T46	Conduct county-wide meetings for local businesses to learn about access to capital and funding requirements and availability	Greater Fort Lauderdale Alliance		Number of public meetings held regarding access to capital	In 2013, the Greater Fort Lauderdale Alliance held four meetings around the county. This was done through the Alliance's Partner Council.	Community wide business assistance meetings are conducted by the Broward County Office of Economic and Small Business Development.			
399	Business Climate and Competitiveness (BCC)	T47	Establish and hold exclusive access to capital events featuring top VIPs and celebrity CEOs			Number of public meetings held regarding access to capital	Feb 2014 - The Jim Moran Institute for Global Leadership at Florida State University is partnering with the Urban League of Broward County to bring South Florida its Advice Straight Up Expert Speaker Series. The series provides business leaders, non-profit CEOs and entrepreneurs access to nationally recognized speakers from America's best companies who can share their experiences and insights about building innovative businesses.				
400	**Civic and Governance Systems (CGS)**					1. Non-Profit Organizations - Number of Non-Profit Organizations in Broward County 2. Average Charitable Contribution - Average Itemized Tax Charitable Contribution for Broward County 3. Voter Participation - Percentage of Broward County's Registered Voters who Turn Out for a General Election	See tactics for success stories and updates				
401	Civic and Governance Systems (CGS)	Goal 1	**IMPROVE ETHICS IN GOVERNMENT**				See tactics for success stories and updates				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
402	Civic and Governance Systems (CGS)	**S 1.1**	**Improve voter and business trust in government to make Broward County a national leader in ethical governance**				See tactics for success stories and updates				
403	Civic and Governance Systems (CGS)	T1	Leverage and create programs to connect community leaders and government officials			No direct measurement available	The Broward League of Cities is partnering with Six Pillars and other sponsors on a half day "Solutions Summit" where local community leaders and government officials will here about success stories in Broward County under each of the Six Pillars. The event is being held April 30, 2015.	The Broward League of Cities partnered with Six Pillars in 2015 and 2016 to present information to community and government leaders.	2016 - Broward County residents participated in Class V of the Broward County Academy. The Academy is a community education outreach series that provides participants with a unique opportunity to learn about County government and the services it provides to enhance and promote quality of life for residents, businesses and visitors. The 2016 Academy sessions were held on ten consecutive Thursdays from 6-9 p.m. beginning September 8th and concluding with graduation ceremonies on November 10th.		
404	Civic and Governance Systems (CGS)	T2	Fully implement meaningful ethics reform programs at all levels of county, municipal government, school board, and constitutional offices	Broward League of Cities and Broward County School Board		Percentage of Broward County units of government covered by role of an Inspector General	In August 2010 the Broward County Commission unanimously voted to place a Charter Amendment question on the November 2010 ballot asking the voters of Broward County if a Charter Office of the Inspector General should be created. The voters responded and Section 12.01 of the Charter of Broward County established the Broward Office of the Inspector General (OIG). The Charter authorizes the OIG to investigate misconduct, including fraud, corruption, abuse and ethics violations, and gross mismanagement. Through the OIG, citizens can look online at any hour of the day to find out who is lobbying their public officials. They can learn who is paying elected officials for work on the side, and discover which political campaigns a politician is helping to raise money. All elected officials receive ethics training every year, as well. And the inspector general's office is a portal for citizen tips about possible corruption, waste and mismanagement.	The Broward League of Cities holds workshops for elected officials on Broward County's code of ethics. The Broward County School board has also participated in ethics training programs. Additional ethics reforms are being considered in various formats.			
405	Civic and Governance Systems (CGS)	T3	Establish consistent and transparent benchmarks and systems for tracking priorities, fiscal facts and accountability for all units of government			No direct measurement available					
406	Civic and Governance Systems (CGS)	T4	Provide countywide standardized web-based ethics training for all government employees, members of the business community, and others dealing with government			No direct measurement available	In August 2010 the Broward County Commission unanimously voted to place a Charter Amendment question on the November 2010 ballot asking the voters of Broward County if a Charter Office of the Inspector General should be created. The voters responded and Section 12.01 of the Charter of Broward County established the Broward Office of the Inspector General (OIG). Through OIG, all elected officials receive ethics training every year.				
407	Civic and Governance Systems (CGS)	**S 1.2**	**Encourage public service and increase preparedness of candidates for all elected offices**				See tactics for success stories and updates				
408	Civic and Governance Systems (CGS)	T5	Establish professional development training for government finance (i.e. budget, pensions, bonds, etc.), ethics, and operations (i.e. planning and zoning, CRA, etc.)			No direct measurement available					
409	Civic and Governance Systems (CGS)	T6	Encourage public and private sectors to identify and develop funding sources for continuing education for all candidates and elected officials in Broward County			No direct measurement available					

	A	B	C	D	E	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions					J	K
							The following items are examples and not to be considered all of the activity in Six Pillars		I		
410	Civic and Governance Systems (CGS)	T7	Encourage candidates and elected officials to go through local leadership programs and encourage training in transformational leadership that looks to long term solutions			No direct measurement available	2016 - The Good Government Initiative at the University of Miami holds classes from the end of August to mid-November and meets in a variety of venues throughout South Florida. The program, now in its fifth year, has granted certificates to 69 elected officials including participants from Broward County.	The Broward League of Cities' Leadership Training and Mentorship Committee provides educational opportunities focusing on the unique needs and qualifications necessary to succeed in the public sector such as ethics, communications, advocacy, community engagement, public service and intergovernmental relations.			
411	Civic and Governance Systems (CGS)	**Goal 2**	**INCREASE PARTICIPATION IN ELECTIONS**				See tactics for success stories and updates				
412	Civic and Governance Systems (CGS)	**S 2.1**	**Make Broward County a national leader in the percentage of voters participating in elections**				See tactics for success stories and updates				
413	Civic and Governance Systems (CGS)	T8	Leverage and create programs to connect community leaders and government officials			Number of voter registrations and turnout	8/6/13 Broward County has launched a mobile version of the County's website along with a new app for Android devices, both providing quicker, easier access to programs and services of the Broward County Commission on smartphones and other devices. The goal is to use technology to bring local government closer to residents, businesses and visitors, by expanding their access to government services anytime, anywhere and on any device.	2016 - Broward County residents participated in Class V of the Broward County Academy. The Academy is a community education outreach series that provides participants with a unique opportunity to learn about County government and the services it provides to enhance and promote quality of life for residents, businesses and visitors. The 2016 Academy sessions were held on ten consecutive Thursdays from 6-9 p.m. beginning September 8th and concluding with graduation ceremonies on November 10th.			

	A	B	C	D	E	F	G	H	I	J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
414	Civic and Governance Systems (CGS)	T9	Increase voter participation			Number of voter registrations and turnout	In September 2015, volunteers, celebrities and organizations from all over the country "hit the streets" for National Voter Registration Day. In Broward County, representatives of the Supervisor of Elections office were at numerous locations conducting voter registration events.	The High School Voter Registration Drive (HSVR) is an annual effort between the Broward County Supervisor of Elections Office and, with the cooperation and significant support of the Broward County Public Schools and numerous Private and Charter Schools. The week long drive was held January 19-22, 2016. The goal of 10,000 was significantly surpassed by a total of 11,946 pre-registered and registered students.	Beginning November 2, 2015 assisted living facility residents as well as electors residing at nursing homes and independent living facilities will have the opportunity to register to vote, update their voter registration, make party changes, and request a vote-by-mail ballot. The Broward County Supervisor of Elections' Office voting team will be visiting over 40 participating assisted living facilities over the next two weeks.		
415	Civic and Governance Systems (CGS)	T10	Increase electorate knowledge and awareness by developing a program with Supervisor of Elections			Number of voter registrations and turnout	The High School Voter Registration Drive (HSVR) is an annual effort between the Broward County Supervisor of Elections Office and, with the cooperation and significant support of the Broward County Public Schools and numerous Private and Charter Schools. The week long drive was held January 19-22, 2016. The goal of 10,000 was significantly surpassed by a total of 11,946 pre-registered and registered students.				
416	Civic and Governance Systems (CGS)	T11	Make government meetings more transparent by posting agendas and minutes in a timely manner			No direct measurement available	Broward County Commission meetings are posted the week before commission meetings and the meetings are available for viewing live online.				
417	Civic and Governance Systems (CGS)	T12	Consider making constitutional officers of Broward County non-partisan positions			No direct measurement available					
418	Civic and Governance Systems (CGS)	**S 2.2**	**Reduce the number of elections in Broward County**				See tactics for success stories and updates				
419	Civic and Governance Systems (CGS)	T13	Move local elections to November			Number of voter registrations and turnout	(Sun-Sentinel 3/12/13) Oakland Park is asking voters to move city elections from March to November. Starting in 1975, state law set Broward municipal elections for 2nd Tuesday in March. Trend toward November began when Weston led a 2004 change in state law to allow Broward's cities to switch from March to Nov. 16 Broward cities have switched. In 2012, Fort Lauderdale voters rejected a move to Nov. Proposal would also have lengthened terms for mayor and commissioners and eliminated runoff elections. It's generally more expensive to hold local elections in March because cities that hold elections in November of even-numbered years can piggyback on federal, state and county elections already being held. In March, cities pay full cost, including poll worker salaries and ballot printing. Contests in November draw higher turnouts (about 70 percent in recent presidential elections and 50 percent in recent gubernatorial years) than March city elections, which sometimes attract single-digit turnouts.				
420	Civic and Governance Systems (CGS)	**Goal 3**	**ENSURE STATE CONSTITUTIONAL AMENDMENTS AND LOCAL CHARTERS POSITIVELY BENEFIT OUR COMMUNITY**				See tactics for success stories and updates				

The following items are examples and not to be considered all of the activity in Six Pillars

	A	B	C	D	E					
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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
421	Civic and Governance Systems (CGS)	**S 3.1**	**Encourage the private sector to collaborate in assessing the impact of constitutional amendments on Broward County**				See tactics for success stories and updates			
422	Civic and Governance Systems (CGS)	T14	Create forums to share relevant information among stakeholders.			Stakeholder forum created and pros and cons publicized	The Tower Forum and Fort Lauderdale Forum, Broward College's Village Square, and other similar organizations and initiatives, hold regular events where relevant information is shared among stakeholders.			
423	Civic and Governance Systems (CGS)	T15	Encourage concise and clear language of all proposed constitutional amendments and local charter amendments			No direct measurement available				
424	Civic and Governance Systems (CGS)	T16	Create a forum of stakeholders to determine and publicize the pros and cons of proposed constitutional amendments to Broward County			Stakeholder forum created and pros and cons publicized	The Tower Forum and Fort Lauderdale Forum, and other similar organizations, hold regular events where relevant information is shared among stakeholders.			
425	Civic and Governance Systems (CGS)	Goal 4	**ACHIEVE EFFICIENCY, EFFECTIVENESS AND ACCOUNTABILITY TO IMPROVE LOCAL GOVERNMENTS**				See tactics for success stories and updates			
426	Civic and Governance Systems (CGS)	**S 4.1**	**Eliminate/streamline inefficient government practices**				See tactics for success stories and updates			

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	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
427	Civic and Governance Systems (CGS)	T17	Assess and identify wasteful and/or inefficient practices and find ways to consolidate county and municipal services and processes, and regulatory entities			Track number of duplicate services being eliminated	August 2014 marks another significant milestone for the County's consolidated dispatch initiative with the successful consolidation of the Fort Lauderdale E911 Dispatch Center and the city of Wilton Manors into Broward County's Regional E911 Consolidated Dispatch System. The consolidation brings the County another step closer to the goal of regionalization, in which the majority of Broward County will operate under a unified countywide technology platform utilizing common processes.				
428	Civic and Governance Systems (CGS)	T18	Consider privatization of certain services			No direct measurement available					
429	Civic and Governance Systems (CGS)	T19	Review Broward County Charter Commission recommendations and Broward County Management Efficiency report and implement where applicable	Broward Workshop		No direct measurement available	The Broward Workshop has been involved in this process in past years and would look at reviewing Charter Commission recommendations in the future. Examples of outcomes were to create a county ethics commission and establishment of the inspector general's office. Several business leaders have been appointed to the Broward County Management and Efficiency Committee in past years.	The Broward League of Cities' Charter Review Committee reviews public safety, County governance, and infrastructure issues, and makes recommendations to the Board of Directors.			
430	Civic and Governance Systems (CGS)	T20	Collaborate to consolidate municipalities to eliminate duplication of government services, create quality of place, and ensure financial sustainability			Track number of duplicate services being eliminated					
431	Civic and Governance Systems (CGS)	T21	If appropriate, emulate best management practices to identify and implement operational efficiencies			No direct measurement available					
432	Civic and Governance Systems (CGS)	T22	Centralize vendor and lobbyist registration databases for Broward County			No direct measurement available	June 2014 The Broward County Purchasing Division has announced enhancements to its vendor bidding process, including the launch of a new and improved electronic system for distributing solicitation requests and collecting vendor responses.	July 2014 - Residents in Broward County can now go online to see which lobbyists elected officials have met with according to a report released by the Broward Office of the Inspector General, which says the office spent the months between August 2013 and June 2014 making sure each of Broward's 31 cities was posting lobbyist logs online.			
433	Civic and Governance Systems (CGS)	T23	Require all governments that make financial decisions impacting more than one year to provide an actuarial report for long term impacts			No direct measurement available					
434	Civic and Governance Systems (CGS)	**S 4.2**	**Improve cooperation among all levels of local government**				See tactics for success stories and updates				
435	Civic and Governance Systems (CGS)	T24	Where appropriate, review and revise existing Sunshine laws and ethics codes to encourage communication among elected officials as well as enhance citizen participation			No direct measurement available					
436	Civic and Governance Systems (CGS)	T25	Encourage existing entities/organizations and the legislative delegation to regularly and consistently communicate with all levels of Broward County government to identify key common issues and opportunities (i.e., restart "Megazone" Working Group Port, airport, hospital districts, Broward County Public School District, County government, etc., for the purpose of exchanging information)			No direct measurement available	January 2014 - Over 300 Broward County based business, community and governmental leaders and organizations urged Congressional leaders to help Port Everglades prepare for the next generation of big ships. A full-page ad was published in the Washington DC political publication THE HILL encouraging the House/Senate WRRDA Conference Committee to follow the lead of the House and adopt language proposed by the House Transportation and Infrastructure Committee leadership. In addition to the 310 individual businesses and organizations listed, the Broward Workshop, the Port Everglades Association and the Greater Fort Lauderdale Alliance signed onto the advertisement as part of the Port Everglades Action Team that was formed two years ago.				

7/8/2019

Six Pillars Implementation Plan Recommendations/Action Step Assignments

The following items are examples and not to be considered all of the activity in Six Pillars

	Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
Civic and Governance Systems (CGS)	T26	Foster communication between community leaders and government officials		Children's Services Council (CSC)		One example is the ongoing collaborative planning decision making and accountability with CSC and child serving partners.	2015 - Broward County is accepting applications for Class IV of the Broward County Academy, a community education outreach series that provides participants with a unique opportunity to learn about County government and the services it provides to enhance and promote quality of life for residents, businesses and visitors.	CSC leads ongoing collaborative planning decision making and accountability with child serving partners.	The Broward League of Cities partners with Six Pillars to present information to community and government leaders.	
	T26 Continued					Broward County annually accepts applications for the Broward County Academy. The Academy is a community education outreach series that provides participants with a unique opportunity to learn about County government and the services it provides to enhance and promote quality of life for residents, businesses and visitors.				
Civic and Governance Systems (CGS)	**S 4.3**	**Reform Local Compensation, Benefits, and Pension Systems**				See tactics for success stories and updates				
Civic and Governance Systems (CGS)	T27	Review and modify compensation systems to reflect current competitive realities for elected officials and civic servants			No direct measurement available					
Civic and Governance Systems (CGS)	**S 4.4**	**Consider Reformation of Local Tax Structures**				See tactics for success stories and updates				
Civic and Governance Systems (CGS)	T28	Revise tax structures to balance fundamental services with economic growth			No direct measurement available					
Civic and Governance Systems (CGS)	**Goal 5**	**ADVANCE COMMUNITY UNDERSTANDING AND INVOLVEMENT OF THE JUDICIAL AND LEGISLATIVE SYSTEMS**				See tactics for success stories and updates				
Civic and Governance Systems (CGS)	**S 5.1**	**Broward County schools will have excellent civic education**				See tactics for success stories and updates				
Civic and Governance Systems (CGS)	T29	Ensure that civic education includes field trips and hands-on experiences	Broward County Public Schools		Track number of civic education field trips and hands-on experiences	Broward County Public Schools have ongoing partnerships with Kids Voting Broward and Broward County Supervisor of Elections Office.	Through a partnership with the Broward County Supervisor of Elections Office, Broward County Schools has registered students over the past 10 years. (for example: 2013-2014 9,500 students registered to vote.)			
Civic and Governance Systems (CGS)	T30	Require that students demonstrate knowledge of the judicial and legislative systems			No direct measurement available	This tactic was presented to Broward County Public Schools, but will not be pursued due to other curriculum already established in the School District. Some of the subject matter is already included in school curriculum.	Students participate in state and local mock trial competitions. (Collaboration with Nova University Law School, Florida Law Related Education Association, and the Broward County Court House)			
Civic and Governance Systems (CGS)	T31	Host an annual civics month and encourage K through 12, colleges, and community afterschool programs to invite elected officials and community leaders to speak about the importance of being engaged in their local community as well as participating in the democratic process			Track number of schools that offer a civics and governments week program during Florida Civic Government week in October	This tactic was presented to Broward County Public Schools, but will not be pursued due to other curriculum already established in the School District. Some of the subject matter is already included in school curriculum.	Through our partnership with Kids Voting Broward a mock election is implemented K-12, as well as speakers engage in candidate debates with our students.			
Civic and Governance Systems (CGS)	T32	Implement a Broward County schools program of instruction on Robert's Rules of Order			No direct measurement available	This tactic was presented to Broward County Public Schools, but will not be pursued due to other curriculum already established in the School District. Some of the subject matter is already included in school curriculum.				
Civic and Governance Systems (CGS)	T33	Tie Six-Pillar subject matter to school curriculum			No direct measurement available	This tactic was presented to Broward County Public Schools, but will not be pursued due to other curriculum already established in the School District. Some of the subject matter is already included in school curriculum.				

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
450	Civic and Governance Systems (CGS)	S 5.2	**Educate the business community and general citizenry on the judicial and legislative systems**				See tactics for success stories and updates				
451	Civic and Governance Systems (CGS)	T34	Provide state of the art web-based and mobile access to information			No direct measurement available	Broward County has a mobile version of the County's website in order to provide quicker, easier access to programs and services of the Broward County Commission on smartphones and other devices. The goal is to use technology to bring local government closer to residents, businesses and visitors, by expanding their access to government services anytime, anywhere and on any device.	October 2014 The official website of Fort Lauderdale-Hollywood International Airport (FLL) now features an updated look with streamlined content and enhanced functionality for mobile devices. Studies show that approximately 30 percent of visitors now access Broward County's webpages from mobile devices. In reaction to this growing trend, the airport's website provides more direct links to information, such as arrivals and departures; fewer images for quicker load times; and a better user experience for mobile viewers.	10/20/14 Port Everglades has created an online version of its Cruise Guide and a new, user-friendly cruise app for mobile devices such as iPhones and iPads.	June 2016 - Broward County's Records, Taxes and Treasury Division has launched a mobile-friendly version of its property tax search and payment website Broward.county-taxes.com. Users can now more easily access all of the functions on the updated website with a laptop, tablet, or mobile device. This effort furthers our continued goals of providing citizens with more efficient and easily accessible services.	
452	Civic and Governance Systems (CGS)	T35	Organize workshops/town-hall meetings to improve communication between stakeholders		Children's Strategic Plan Leadership Coalition	No direct measurement available	As an example, the Children's Services Council serves as the backbone organization for the Broward Children's Strategic Plan Leadership Coalition, which is comprised of policy leaders, cities, businesses, legislators, and agencies.	2015 The Broward League of Cities and Leadership Broward Foundation partnered in an effort to educate Broward County's youth with regard to local government, elected officials, and how they impact their lives and communities. Leadership Broward Foundation's "Youth Leadership Broward" is a nine-month program that provides opportunities for high school juniors to gain real-life experiences through interactions with leaders from business, government and civic organizations. The Broward League's "Youth Leadership Committee" focuses on high school students and provides them with actual involvement in local government operations.	As an example, the Children's Services Council serves as the backbone organization for the Broward Children's Strategic Plan Leadership Coalition, which is comprised of policy leaders, cities, businesses, legislators, and agencies.		
453	Civic and Governance Systems (CGS)	T36	Educate stakeholders to understand the components of state, county and municipal budgets			No direct measurement available	2015 - Broward County held Class IV of the Broward County Academy, a community education outreach series that provides participants with a unique opportunity to learn about County government and the services it provides to enhance and promote quality of life for residents, businesses and visitors.	2016 - Broward County residents participated in Class V of the Broward County Academy. The Academy is a community education outreach series that provides participants with a unique opportunity to learn about County government and the services it provides to enhance and promote quality of life for residents, businesses and visitors. The 2016 Academy sessions were held on ten consecutive Thursdays from 6-9 p.m. beginning September 8th and concluding with graduation ceremonies on November 10th.			
454	Civic and Governance Systems (CGS)	Goal 6	**STRIVE FOR A CIVIL SOCIETY (NON-GOVERNMENTAL ENTITIES) THAT MAXIMIZES COMBINED EFFORTS**				See tactics for success stories and updates				
455	Civic and Governance Systems (CGS)	S 6.1	**Improve communication between civil society stakeholders (chambers of commerce, business groups, religious organizations, HOAs, etc.) and the broader community**				See tactics for success stories and updates				
456	Civic and Governance Systems (CGS)	T37	Establish and maintain channels of open communication			No direct measurement available	2015 The Broward League of Cities and Leadership Broward Foundation partnered in an effort to educate Broward County's youth with regard to local government, elected officials, and how they impact their lives and communities. Leadership Broward Foundation's "Youth Leadership Broward" is a nine-month program that provides opportunities for high school juniors to gain real-life experiences through interactions with leaders from business, government and civic organizations. The Broward League's "Youth Leadership Committee" focuses on high school students and provides them with actual involvement in local government operations.				

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	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	J Success Stories/Updates	K Success Stories/Updates
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
457	Civic and Governance Systems (CGS)	T38	Utilize a shared planned event calendar			No direct measurement available	Broward Cultural Division and others are promoting ArtsCalendar.com.				
458	Civic and Governance Systems (CGS)	T39	Develop a network of public media outlets and a media strategy to provide the citizenry with information about Broward County civil society			Track the number of events scheduled on the community calendar once it is created					
459	Civic and Governance Systems (CGS)	**S 6.2**	**Foster Broward civil society interest in efficiency and accountability of governmental entities**				See tactics for success stories and updates				
460	Civic and Governance Systems (CGS)	T40	Educate civil society as to the link between government efficiency, accountability, and lower taxes			No direct measurement available					
461	Civic and Governance Systems (CGS)	T41	Encourage Civil Society to establish and publicize performance standards for efficiency and accountability on the part of public officials		Children's Services Council (CSC)	No direct measurement available	CSC Annual Performance Report is available upon request from Michelle Coleman at mcoleman@cscbroward.org.	To see 2014-2015, Annural Performance Report offered by the Children's Services Council, please go to cscbroward.org.			
462	Civic and Governance Systems (CGS)	T42	Encourage Civil Society to establish and publicize performance standards for efficiency and accountability on the part of governmental entities		Children's Services Council (CSC)	No direct measurement available	CSC Annual Performance Report is available upon request from Michelle Coleman at mcoleman@cscbroward.org.	To see 2014-2015, Annural Performance Report offered by the Children's Services Council, please go to cscbroward.org.			
463	Civic and Governance Systems (CGS)	**S 6.3**	**Civil society should consider re-establishing and funding a fair campaign practices committee and explore use of that principle in other relevant areas**				See tactics for success stories and updates				
464	Civic and Governance Systems (CGS)	T43	Consider re-establishing and funding the fair campaign practices committee			No direct measurement available					
465	Civic and Governance Systems (CGS)	T44	Consider assigning responsibility of implementing tactics T41 and T42 to the Fair Campaign Committee			No direct measurement available					
466	**Quality of Life and Quality Places (QOL)**					1. Health Status - Percentage of Broward County's Population Reporting Good or Excellent Health 2. Home Foreclosures - Number of New Foreclosure Filings (Bank Repos, Default Notices, Bank Auctions. Home foreclosures measure the health of the housing market as well as homeowner finances.) 3. Creative Industry Employment - Number of Employees in the Creative Industry within Broward County	See tactics for success stories and updates				
467	Quality of Life and Quality Places (QOL)	**Goal 1**	**RESIDENTS, BUSINESSES, AND ORGANIZATIONS TAKE PRIDE IN THEIR CONNECTION TO BROWARD COUNTY AND ACTIVELY ENGAGE IN THE EFFORT TO ENHANCE OUR COMMUNITY**				See tactics for success stories and updates				

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468	Quality of Life and Quality Places (QOL)	S 1.1	Promote the case and benefits of civic engagement				See tactics for success stories and updates				
469	Quality of Life and Quality Places (QOL)	T1	Develop and present a case statement for civic engagement. Identify value and Return on Investment (ROI) for personal involvement in Broward County. Develop and implement promotional campaign including catch phrase, branding, benefits, etc.			Number of volunteer hours					
470	Quality of Life and Quality Places (QOL)	T2	Engage public and private entities as partners to disseminate information, execute promotional campaign and recognize organizations and individuals for excellence in civic engagement			Number of volunteer hours					
471	Quality of Life and Quality Places (QOL)	T3	Work with public and private schools to develop new programs and enhance existing programs that convey the value of civic engagement. Programs should be developed in partnership with public and private organizations and should involve students in service and outreach		Children's Services Council (CSC)	Number of volunteer hours	4/10/13 Broward County Public Schools honored parents, volunteers, mentors and business and community partnerships at its annual Community Involvement Awards. The salute recognized more than 40,000 volunteers, mentors and partners who contribute to the success of students and schools throughout the school year.\n\nCSC middle school after-school and diversion programs use community service learning to build civic engagement.	CSC middle school after-school and diversion programs use community service learning to build civic engagement.			
472	Quality of Life and Quality Places (QOL)	S 1.2	Create and expand opportunities for civic engagement				See tactics for success stories and updates				
473	Quality of Life and Quality Places (QOL)	T4	Work in partnership with leadership organizations to foster existing civic engagement programs and create new opportunities for engagement		Children's Services Council (CSC)	Number of volunteer hours	2013 "Together We Serve" was the theme of Bobby Dubose's presidency of the Broward League of Cities. During his service as president, the League conducted the Million Hour Volunteer Challenge, which tallied more than three million service hours throughout Broward County.\n\nThe CSC serves as the backbone organization for the Broward Children's Strategic Plan Leadership Coalition.	Impact Broward is working on this tactic through its Retired and Senior Volunteer Program (RSVP).	Leadership Broward Foundation, Broward County's premier leadership development training organization with a multi-decade history of preparing and connecting leaders from the business and civic communities, became the lead champion of the Civic and Governance Systems Pillar strategic plan in 2014.		
474	Quality of Life and Quality Places (QOL)	T5	Create a forum or task force including representatives (residents & businesses) from all 31 municipalities for the purpose of coordinating civic engagement programs and fostering partnerships and opportunities for civic engagement			Number of volunteer hours	Sept 2014 A community engagement workshop was conducted by Six Pillars Broward, sponsored by Broward College, where all the municipalities in Broward were invited to participate. The workshop was led by Peter Kageyama, author of "For the Love of Cities."				

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475	Quality of Life and Quality Places (QOL)	T6	Create standards and processes for tracking and reporting volunteer participation			No direct measurement available	4/10/13 Broward County Public Schools honored parents, volunteers, mentors and business and community partnerships at its annual Community Involvement Awards. The salute recognized more than 40,000 volunteers, mentors and partners who contribute to the success of students and schools throughout the school year. 2013 "Together We Serve" was the theme of Bobby Dubose's presidency of the Broward League of Cities. During his service as president, the League conducted the Million Hour Volunteer Challenge, which tallied more than three million service hours throughout Broward County. In FY 11/12, Hands On Broward recruited 46,782 volunteer hours valued at $881,841 for over 417 projects.	2013-14 - Impact Broward provided 265,518 hours of service by 774 volunteers	4/10/13 Broward County Public Schools honored parents, volunteers, mentors and business and community partnerships at its annual Community Involvement Awards. The salute recognized more than 40,000 volunteers, mentors and partners who contribute to the success of students and schools throughout the school year. 2013 "Together We Serve" was the theme of Bobby Dubose's presidency of the Broward League of Cities. During his service as president, the League conducted the Million Hour Volunteer Challenge, which tallied more than three million service hours throughout Broward County. In FY 13/14, Hands On Broward provided 49,626 volunteer hours and engaged 10,639 volunteers.	In 2015, Broward 100 -- Celebrating the Art of Community generated hundreds of hours of volunteer time.	
476	Quality of Life and Quality Places (QOL)	Goal 2	PRESERVE AND STRENGTHEN A VIABLE BASE OF NON-PROFIT ORGANIZATIONS PROVIDING HEALTH AND HUMAN SERVICES IN BROWARD COUNTY				See tactics for success stories and updates				
477	Quality of Life and Quality Places (QOL)	S 2.1	Promote the case and benefits of health and human service, and arts and culture non-profits	Broward Cultural Division			See tactics for success stories and updates				
478	Quality of Life and Quality Places (QOL)	S 2.1	Promote the case and benefits of health and human service, and arts and culture non-profits				See tactics for success stories and updates				
479	Quality of Life and Quality Places (QOL)	T7	Identity value and Return on Investment (ROI) of non-profit organizations in Broward County			No direct measurement available					
480	Quality of Life and Quality Places (QOL)	T8	Engage public and private entities as partners to disseminate information on the services and benefits of non-profit organizations that are making a difference in the community			No direct measurement available	2013 "Together We Serve" was the theme of Bobby Dubose's presidency of the Broward League of Cities. During his service as president, the League conducted the Million Hour Volunteer Challenge, which tallied more than three million service hours throughout Broward County.	United Way of Broward County's Mobile Resouce Center goes into various neighborhoods in Broward County, with accountants and financial advisers helping low to moderate income individuals and families take advantage of more than $6,000 in Earned Income Credits.	Center for Hearing and Communication Florida (CHC – FL) travels throughout the Broward County communities and distributes specialized amplified phones and equipment to hard of hearing, deaf, deaf/blind, and speech impaired residents, ages 3 years of age and older. In response to the Telecommunications Access System Act (TASA) in 1991, the Florida Public Service Commission (FPSC) formed a NFP, which allows for these phones and telephone equipment and ringing signaling devices to all qualified residents of Florida for as long as they need it, at no charge.		
481	Quality of Life and Quality Places (QOL)	S 2.2	Utilize collaboration among the public and private sectors to support and enhance highly performing non profit agencies				See tactics for success stories and updates				
482	Quality of Life and Quality Places (QOL)	T9	Develop an "adopt a non-profit organization" program where local corporations can partner with non-profit organizations to promote volunteerism and assist in fundraising			Number of volunteer hours					
483	Quality of Life and Quality Places (QOL)	T10	Develop a private sector program to encourage non-profit board of director membership			No direct measurement available					

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484	Quality of Life and Quality Places (QOL)	S 2.3	**Build capacity of non-profit organizations to remain strong and viable and/or expand services in Broward County**		Children's Services Council (CSC) for child serving organizations		See tactics for success stories and updates	CSC convenes Capacity Building Meetings and provides training and technical assistance to child service agencies. 256 participants received capacity building assistance in FY 2014-2015, representing 56 agencies.			
485	Quality of Life and Quality Places (QOL)	T11	Identify and disseminate best practices in non-profit management to local non-profit organizations		Children's Services Council (CSC) for child serving organizations	No direct measurement available	CSC convenes Capacity Building Meetings and provides training and technical assistance to 225 child service agencies. CSC procurements are evidence based.	CSC provided high quality, low cost training to 3,280 participants from over 210 agencies in FY 2014-2015.			
486	Quality of Life and Quality Places (QOL)	T12	Provide mentoring opportunities for start-up non-profit organizations with well-established non-profit leaders	Broward Cultural Division Impact Broward		No direct measurement available	2013-14 Impact Broward provided 30 consultants for 28 consulting projects to Broward County nonprofit organizations through the RSVP Executive Service Corps of Broward County program.				
487	Quality of Life and Quality Places (QOL)	Goal 3	**DEVELOP AND PROMOTE A DIVERSE RANGE OF NEIGHBORHOODS THAT ARE SAFE, AFFORDABLE, ATTRACTIVE AND SUSTAINABLE**				See tactics for success stories and updates				
488	Quality of Life and Quality Places (QOL)	S 3.1	**Redevelop communities through mixed income housing**				See tactics for success stories and updates				
489	Quality of Life and Quality Places (QOL)	T13	Prepare a regional, affordable workforce housing plan that addresses the need and demand for mixed-income and mixed-housing type development near existing and planned employment centers			Average cost of rental housing	In 2016, the Coordinating Council of Broward (CCB) began work on developing a plan to create an additional supply of affordable workforce housing in Broward County. The CCB, in partnership with the Broward Housing Council, also convened the Broward Housing Summit in March 2017 to develop and build consensus around housing issues and solutions in Broward County.	In 2018, the Coordinating Council of Broward issued Housing Broward: An Inclusive Plan, a 10 year plan recommending housing policy, actions and goals. The CCB continues to be the lead organization in Broward County working on this issue.			
490	Quality of Life and Quality Places (QOL)	T14	Establish laws and provide incentives for developers to create well designed, mixed-use, multifamily housing (e.g. Sailboat Bend Artists' Lofts)			Average cost of rental housing	This is being done in numerous municipalities throughout Broward County.				
491	Quality of Life and Quality Places (QOL)	T15	Develop laws, incentives and tax credits for "urban pioneers" to move to multifamily, mixed-income housing			Average cost of rental housing					
492	Quality of Life and Quality Places (QOL)	T16	Provide incentives to promote the creation of diverse, affordable workforce housing options including rentals, utilizing public resources, tax and appropriate bonus incentives			Average cost of rental housing	In 2016, the Coordinating Council of Broward (CCB) began work on developing a plan to create an additional supply of affordable workforce housing in Broward County. The CCB, in partnership with the Broward Housing Council, also convened the Broward Housing Summit in March 2017 to develop and build consensus around housing issues and solutions in Broward County.	In 2018, the Coordinating Council of Broward issued Housing Broward: An Inclusive Plan, a 10 year plan recommending housing policy, actions and goals.			
493	Quality of Life and Quality Places (QOL)	T17	Create a development fund to facilitate the purchase of vacant and underutilized land for affordable workforce housing that is in close proximity to employment centers			Average cost of rental housing					

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	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates				
494	Quality of Life and Quality Places (QOL)	T18	Convert bank foreclosures to first time home ownership for low and moderate income families by leveraging resources to ensure sustainable best practices			Home ownership					
495	Quality of Life and Quality Places (QOL)	T19	Provide market data and capacity-building for profit and non-profit developers to utilize public and private financing and funding to develop housing options			Home ownership					
496	Quality of Life and Quality Places (QOL)	T20	Align private, public and independent sector initiatives to support attainment of high quality urban environments			No direct measurement available					
497	Quality of Life and Quality Places (QOL)	T21	Increase pedestrian and bicycle access to retail services and neighborhood amenities and strive toward the development and redevelopment of walkable communities that includes addressing special needs constituents			No direct measurement available	2/5/13 The City of Fort Lauderdale, along with our partners at the Broward Metropolitan Planning Organization, Treasure Coast Regional Planning Council, and the South Florida Regional Transportation Authority, has retained Mr. Jeff Speck to conduct a Walkability Analysis for the Downtown Fort Lauderdale core area. 3/18/13 See INFR tactic 14. July 2013 Broward B-cycle bike sharing is now servicing 275 bicycles at 27 stations in 6 cities in Broward County - and growing. 8/7/13 (from Sun Sentinel) The Broward MPO is undertaking a $1.5 million federally-funded study aimed at improving University Drive. Could include re-timing traffic signals, extending walk times at intersections, and widening sidewalks and bike lanes. Other proposals, such as establishing a streetcar or rapid bus line, would take place in the next 10 years and beyond.	This is being done through the Complete Streets planning process.			
498	Quality of Life and Quality Places (QOL)	S 3.2	**Utilize collaboration among public, private and independent sector agencies to support well designed, functioning, cohesive neighborhoods reflecting high community standards**				See tactics for success stories and updates				
499	Quality of Life and Quality Places (QOL)	T22	Create user friendly transportation centers with public art near mixed use development			No direct measurement available	The new Brightline station in Fort Lauderdale opened to the public on January 13, 2018.				
500	Quality of Life and Quality Places (QOL)	T23	Develop new parks and improve existing parks for community engagement and activities for all ages			No direct measurement available	Fern Forest Nature Center will offer its popular Fern Forest Nature Detectives day camp, from 9 a.m. to noon, from Monday through Friday, August 4-8, 2014. Topics vary daily and may change subject to the weather. Participants will learn about such varied habitats as a tropical hardwood hammock; a cypress maple swamp; a prairie; an oak, pine, and palm community; and ponds, creeks, and canals. The program is for children between the ages of 8 and 11.				
501	Quality of Life and Quality Places (QOL)	T24	Improve neighborhood-based crime prevention through educational efforts among residents, businesses, school leaders and law enforcement, and encourage design with street view housing			No direct measurement available					

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	A	B	C	D	E		Success Stories/Updates	Success Stories/Updates	I	J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
502	Quality of Life and Quality Places (QOL)	T25	Coordinate one stop shops for human services		211 Broward	No direct measurement available	County Family Success Centers 211 is a 24/7 Information and Reference Hotline	United Way of Broward County's Mobile Resource Center goes into various neighborhoods in Broward County, with accountants and financial advisers helping low to moderate income individuals and families take advantage of more than $6,000 in Earned Income Credits.	H.E.A.R. for Seniors – Hearing Loss, Access, Education, and Resources is a program funded through the Community Foundation of Broward. The H.E.A.R. for Seniors program, provides services for individuals, age 80 years and older, who experience hearing loss, are home-bound and/or have limited access to travel.		
503	Quality of Life and Quality Places (QOL)	T26	Develop volunteer opportunities through community bulletin boards provided by homeowner and business associations			Number of volunteer hours	In FY 11/12, Hands On Broward recruited 46,782 volunteer hours valued at $881,841 for over 417 projects.	In FY 13/14, Hands On Broward recruited 49,626 volunteer hours and engaged 10,639 volunteers.			
504	Quality of Life and Quality Places (QOL)	**Goal 4**	**SHOWCASE OUR RESOURCES "SAWGRASS TO SEAGRASS" BY PROMOTING AN OUTDOOR LIFESTYLE AND ECOTOURISM**				See tactics for success stories and updates				
505	Quality of Life and Quality Places (QOL)	**S 4.1**	**Create a network of bike and walking trails that connect selected sites, beaches and linear parks**				See tactics for success stories and updates				
506	Quality of Life and Quality Places (QOL)	T27	Create a path that would gently wind through residential neighborhoods, allowing for convenient ingress/egress, while connecting the Everglades with the beaches			No direct measurement available	3/18/13 Broward Commissioners have approved a "Complete Streets" program that will create streets that are safer for pedestrians and cyclists and more efficient in terms of transportation. The program provides specific community design standards when planning and building roads throughout the County. Complete Street guidelines rethink road design and ensure use of the roadway for all users including bicyclists, pedestrians, public transportation vehicles and motorists.	November 2017 - Broward County now has a hiking and biking trail that starts at the Everglades and ends up at the ocean. The $6.8 million Cypress Creek Greenway's trailhead, at the west end of Atlantic Boulevard and the Sawgrass Expressway, was completed last year, the finishing touch to a 23.2-mile trail that runs along the C-14 Canal for a stretch. It's part of a plan that will promote bicycle-riding, walking and other activities. The trail is the longest stretch of paved, recreational path in Broward County.			
507	Quality of Life and Quality Places (QOL)	T28	Connect county parks that provide facilities for recreational bicycling and county-wide bike paths, with the goal of tying them in with the beaches and Everglades			Parks and recreation attendance	3/18/13 Broward Commissioners have approved a "Complete Streets" program that will create streets that are safer for pedestrians and cyclists and more efficient in terms of transportation. The program provides specific community design standards when planning and building roads throughout the County. Complete Street guidelines rethink road design and ensure use of the roadway for all users including bicyclists, pedestrians, public transportation vehicles and motorists.				
508	Quality of Life and Quality Places (QOL)	T29	Develop a marketing/media campaign to encourage awareness and use of parks, bike, and walking trails in Broward County			Parks and recreation attendance	The Broward County Parks and Recreation Division provides marketing material on its website at http://www.broward.org/PARKS/Pages/Default.aspx including copies of its monthly electronic newsletter. A number of topics are included that encourage awareness and use of parks, bike and walking trails in Broward County.				
509	Quality of Life and Quality Places (QOL)	**S 4.2**	**Develop a reliable public transit system, particularly from east-west, that is safe, clean and convenient, e.g., "beach buggy."**				See tactics for success stories and updates				
510	Quality of Life and Quality Places (QOL)	T30	All levels of government should coordinate development and implementation of transit plans and aggressively pursue federal and state funding for improved transit systems			Transit ridership					

Six Pillars Implementation Plan Recommendations/Action Step Assignments

The following items are examples and not to be considered all of the activity in Six Pillars

	A	B	C	D	E					
		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates

	A	B	C	D	E	F	G
511	Quality of Life and Quality Places (QOL)	T31	The County and municipalities should create and implement a world-class nature center initiative, to include "Tourist, Recreation, and Education Centers" (TREC) that gives Broward an identity and sense of place. TREC Centers should be established to celebrate the Everglades, marine coast, inland waterways, and subtropical landscape and shall have multiple means of access, including greenways, blueways, highways, and mass transit			No direct measurement available	There are five nature centers operated by Broward County Parks and Recreation. They are located in Hollywood, Deerfield Beach, Coconut Creek, Davie and Dania Beach, and encompass more than 2,000 acres. Information about the nature centers is located at http://www.broward.org/PARKS/FINDNATURE/Pages/NatureCenters.aspx.
512	Quality of Life and Quality Places (QOL)	T32	Develop and implement a marketing campaign to encourage residents and tourists to take public transit			Transit ridership	
513	Quality of Life and Quality Places (QOL)	S 4.3	Identify and promote use of scenic boating routes from Sawgrass to Seagrass				See tactics for success stories and updates
514	Quality of Life and Quality Places (QOL)	T33	Offer incentives for private entrepreneurs to provide water-taxi transportation from select neighborhoods to the beach, or the Everglades, using the vast network of canals throughout the county			No direct measurement available	Water Taxi of Fort Lauderdale has significantly expanded their operations since the Six Pillars strategic visioning plan was implemented.
515	Quality of Life and Quality Places (QOL)	T34	Encourage boat clubs and fitness clubs to utilize the canals for exercise and racing			No direct measurement available	
516	Quality of Life and Quality Places (QOL)	T35	Develop tourist attractions along the way, building upon the natural beauty of our waterways			No direct measurement available	November 2017 - Broward County now has a hiking and biking trail that starts at the Everglades and ends up at the ocean. The $6.8 million Cypress Creek Greenway's trailhead, at the west end of Atlantic Boulevard and the Sawgrass Expressway, was completed last year, the finishing touch to a 23.2-mile trail that runs along the C-14 Canal for a stretch. It's part of a plan that will promote bicycle-riding, walking and other activities. The trail is the longest stretch of paved, recreational path in Broward County.
517	Quality of Life and Quality Places (QOL)	S 4.4	Develop a better awareness and utilization of public parks and recreational areas. Promote the expansion of summer camps and activities for youth and adults				See tactics for success stories and updates
518	Quality of Life and Quality Places (QOL)	T36	Develop and implement a marketing campaign to encourage residents, and tourists to visit public parks and recreational areas			Parks and recreation attendance	The Broward County Parks and Recreation Division provides marketing material on its website at http://www.broward.org/PARKS/Pages/Default.aspx including copies of its monthly electronic newsletter. A number of topics are included that encourage awareness and use of parks, bike and walking trails in Broward County.

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The following items are examples and not to be considered all of the activity in Six Pillars

	A	B	C	D	E		I		J	K
1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates	Success Stories/Updates
519	Quality of Life and Quality Places (QOL)	T37	Encourage partnerships between and among 501(c)3 community based organizations and private organizations that offer summer programs, to leverage resources and expand services	Broward Cultural Division. Children's Services Council (CSC).		No direct measurement available	CSC Maximizing Out of School Time programs served over 4,500 children and children with disabilities in summer 2012. In Summer 2012, 88% improved their basic math skills, 88% improved their basic reading sills, and 85% improved social skills.	CSC Maximizing Out of School Time programs served over 8,293 children and children with disabilities in summer 2014. In Summer 2014, 80% improved their basic math skills and 92% improved their basic reading skills. 10 summer slots were sustained for youth with developmental disabilities and behavior challenges due to blended funding through the County's Children's Division and the CSC's MOST program.	2015 marketing of summer camps connecting 501 (c) 3 agencies and individual artists and organizations; invested $30,000 to provide arts education programs in community -based seettings partnering artists, educators and 501 (c) 3 agencies.	CSC Maximizing Out of School Time programs served over 9, 965 children and children with disabilities in summer 2015. 84% of children demonstrated improved math skills and 94% demonstrated improved reading skills.	
520	Quality of Life and Quality Places (QOL)	T38	Expand the offering of products and services by private vendors			No direct measurement available	Water Taxi of Fort Lauderdale has significantly expanded their operations since the Six Pillars strategic visioning plan was implemented.				
521	Quality of Life and Quality Places (QOL)	Goal 5	**BRAND BROWARD COUNTY AS A HEALTHY AND SAFE PLACE TO LIVE**				See tactics for success stories and updates				
522	Quality of Life and Quality Places (QOL)	S 5.1	**Cultivate the image of a place where the community is supportive and focused on health and wellness, where major health-related events are held, and our infrastructure, including our schools, businesses and public spaces are supportive of these values (including both physical and mental health initiatives)**				See tactics for success stories and updates				
523	Quality of Life and Quality Places (QOL)	T39	Promote outdoor lifestyle and living through health events including sports and fitness competitions, increased public space in parks, greenways and beaches for walking and other recreational activities			Health status	The Broward County Parks and Recreation Division provides marketing material on its website at http://www.broward.org/PARKS/Pages/Default.aspx including copies of its monthly electronic newsletter. A number of topics are included that encourage awareness and use of parks, bike and walking trails in Broward County and promotes an outdoor lifestyle.				
524	Quality of Life and Quality Places (QOL)	T40	Provide employees and their dependents the greatest possible health and safety benefits including worksite, school-based and residential environments supportive of health and safety			Health status	This is being done by Broward County Human Resources for County employees and families through its benefits division				
525	Quality of Life and Quality Places (QOL)	T41	Establish prevention programs that include physical fitness, nutrition, school and community-based gardens, drug and alcohol, and wellness in schools, businesses, senior centers and community centers (ensuring healthcare providers are a part of this tactic)			Health status	www.choosepeacestopviolence.org www.drugfreebroward.org http://www.myflfamilies.com/service-programs/substance-abuse/fysas/2012	39% of high school students admitted using alcohol. (FYSAS, 2014). 43% have seen other high school students with drugs or alcohol (BSAS, 2014)	105 schools and 33 Broward County Library System Youth Divisions actively participate in year round Choose Peace prevention activities. 644,594 adults partcipated in substance abuse prevention programs. 15,612 children participated in substance abuse prevention programs. Broward County's Comprehensive Prevention Action Plan was developed for 2015-2018 .	Youth Risk Behavior Survey data was released in June 2016.	
526	Quality of Life and Quality Places (QOL)	T42	Expand lighting as a component of safety in our community			No direct measurement available					

Six Pillars Implementation Plan Recommendations/Action Step Assignments

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1		Goal / Strategy / Tactic	Recommendation	Lead Advocate(s)/Champion(s)	Supporting Advocates/ Champions	Metrics (where measureable)					
527	Quality of Life and Quality Places (QOL)	T43	Create partnerships to provide long term solutions for the homeless			No direct measurement available	3/19/13 Broward County Commissioners have approved funding for technology that will connect homeless people with appropriate and necessary services to assist in getting the homeless off the streets and support them in efforts to become productive, independent members of society. Commissioners have approved $350,000 from the Broward County Sheriff's law enforcement trust funds to assist with the purchase of a Homeless Management Information System (HMIS), a web-based software application designed to connect services to homeless persons in the community	Feb 2014 - Broward County's Homeless Initiative Partnership (HIP) is a collaboration of more than 18 public-private and faith-based partners committed to ending homeless in our community by 2015 through the Continuum of Care program. In the last fiscal year, HIP served up to 3,100 homeless per day and placed 655 homeless in homes. During this cold weather season, the cold weather shelters served 1,800 individuals. For years, the Commission has provided funding for childcare assistance for homeless families, freeing parents to secure employment, seek job training or further their education.	6/4/14 The Broward County Homeless Initiative Partnership has been awarded a grant of nearly $9 million by the U.S. Department of Housing and Urban Development (HUD) through the 2013 HUD Homeless Continuum of Care (CoC) Program. 7/1814 The Broward County Homeless Initiative Partnership/Continuum of Care Lead Agency has been awarded an additional $1.25 million by the U.S. Department of Housing and Urban Development (HUD) through the 2013 HUD Continuum of Care (CoC) Program, for a total of more than $10.2 million, the largest award to date in Broward County. The CoC program provides funding for supportive services, transitional housing, rapid re-housing and permanent supportive housing.	Through its Mission United initiative, the United Way of Broward County successfully applied and was renewed for a two million dollar federal grant with the Department of Veterans Affairs to help homeless veterans through the Supportive Services for Veteran Families program (SSVF). The SSVF Mission United team is on a mission to end Veteran Homelessness in Broward County by the end of 2015, and they have convened partnerships with three other community non-profit agencies to deliver services to veterans in Broward County, with United Way as the lead agency. Since inception, the SSVF program at UWBC has assisted over 880 veteran households to achieve long-term stability and avoid return to homelessness.	With local match dollars provided by United Way, the City of Ft. Lauderdale is providing long-term supportive housing for chronically homeless individuals. This takes the most vulnerable homeless off the streets and provides stable and permanent housing and specialized case management to keep these individuals from sliding back into homelessness.
528		T43 Continued					In March 2015, the Broward County Homeless Initiative Partnership was awarded a grant of more than $8 million by the U.S. Department of Housing and Urban Development (HUD) through its HUD Homeless Continuum of Care (CoC) Program Competition. The HUD Coc Program award funds 16 renewal and 3 new projects providing Supportive Services, Homeless Management Information System Support, CoC Planning, Transitional Housing, Rapid Rehousing, and Permanent Supportive Housing.	May 2015 - In support of goals and objectives in the County's "A Way Home" Plan to End Homelessness, the Broward County Homeless Initiative Partnership has been awarded grants of more than $8 million by the U.S. Department of Housing and Urban Development (HUD) through the 2015 HUD Homeless Continuum of Care (CoC) Program Competition.	In support of goals and objectives in the County's "A Way Home" Plan to End Homelessness, the Broward County Homeless Initiative Partnership has been awarded a grant of more than $8 million by the U.S. Department of Housing and Urban Development (HUD) through the 2016 HUD Homeless Continuum of Care (CoC) Program Competition. The HUD CoC Program award will fund 19 projects providing Supportive Services, Homeless Management Information System Support, CoC Planning, Transitional Housing, Rapid Rehousing, and Permanent Supportive Housing.	2018 - Broward Business Council on Homelessness is formed with the Greater Fort Lauderdale Alliance partnering with United Way and numerous business leaders on the United We End Homelessness initiative.	
529	Quality of Life and Quality Places (QOL)	Goal 6	BROWARD COUNTY HAS A PREEMINENT ARTS/CULTURAL COMMUNITY PRODUCING A HIGH RETURN ON ITS INVESTMENT				See tactics for success stories and updates				
530	Quality of Life and Quality Places (QOL)	S 6.1	Individuals, businesses and government value and participate with arts, culture and design to enhance economic growth and tourism, spur community revitalization while enhancing personal development, cultural diversity and a vibrant arts and entertainment market				See tactics for success stories and updates				
531	Quality of Life and Quality Places (QOL)	T44	Support and expand arts and culture educational programs in both school and community-based settings	Broward Cultural Division Arts Education Committee		No direct measurement available	The School Board of Broward County has agreed to pay almost $6 million over 10 years to help the Broward Center for the Performing Arts expand and renovate its existing buildings. (SunSentinel 5/8/13)	In 2014, conducted a countywide convening on arts education in schools and communities; invested $80,000 to expand programs in schools and communities.	The Broward Center for the Performing Arts reaches more than 150,000 students each year with arts in education programs.		

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532	Quality of Life and Quality Places (QOL)	T45	Create a multi-venue, annual unique signature event (2012 Broward County Cultural Tourism Report goal), similar to the impact of Art Basel, that encompasses multiple aspects of the arts celebrating Broward's art community and attracting people here	Broward Cultural Division		No direct measurement available	"Broward 100 - Celebrating the Art of Community," will be a yearlong, community-wide celebration beginning October 2014 that will feature numerous events and activities that highlight our vibrant and diverse arts and culture, celebrating Broward County's 100 year anniversary. It will also launch an annual signature event to showcase the talent of Broward County, create global connections and set the stage for the next 100 years.	Cirque Dreams Founder and Broadway Producer Neil Goldberg has donated his talent to direct and produce the theatrical portion of Duende, the Broward 100 grand finale. This Broadway production will take place October 2-3 at the Broward Center for the Performing Arts. More than 1,200 local performing artists -- mainly Broward-based -- have already audtioned for this production.	Since October 2014 there have been more than 30 Inside Out projects that have either already taken place or are in the procsss of being created throughout Broward County. Ten artists/artist teams have been commissioned to create murals, one in each of the nine County Commission districts and one at Port Everglades. Hundreds of sanctioned events, not solely arts-based -- have been posted on the Calendar 100. Broward 100 has had a major presence at all major community events from the Port Everglades Economic Engine event at the Convention Center, to the Relay on the Runway event at the airport to the Greater Fort Lauderdale Chamber of Commerce Annual Meeting and the ribbon cutting of one of the terminals at Port Everglades.	Duende, the highly successful grand finale for Broward County's 100 year birthday celebration was held in October 2015. This signature event included numerous arts and culture activities over a number of days, including street performers, live music by bands and DJs, a drum battle, spectacular light shows and projections, street art, dancers, family-friendly experiences and performance events, interactive art booth, art bus, costume making, instrument petting zoo, collaborative mural and edible art station and a Broadway-style performance of "WE", among other activities .	
533	Quality of Life and Quality Places (QOL)	T46	Increase exposure to the arts and local artists through local marketing efforts so that more businesses and residents support and participate in the arts. Market ArtsCalendar.com as a way to let the community know about arts events and activities	Broward Cultural Division		No direct measurement available	Broward Cultural Division and others are promoting ArtsCalendar.com.				
534	Quality of Life and Quality Places (QOL)	T47	Develop initiatives to improve arts/cultural access and outreach for all income levels and diverse populations – especially children	Broward Cultural Division		No direct measurement available	The School Board of Broward County has agreed to pay almost $6 million over 10 years to help the Broward Center for the Performing Arts expand and renovate its existing buildings. (SunSentinel 5/8/13)	2015 inaugural countywide diversity / equity conference was held with The Broward County School Boward, Nova Southeastern University, Broward Cultural Division and the Children's Services Council of Broward County.			
535	Quality of Life and Quality Places (QOL)	T48	Encourage local businesses to support local artists by illustrating the benefits of participation and sharing the opportunities that exist			No direct measurement available	This is being done as part of Broward 100 - Celebrating the Art of Community events.	As part of "Broward 100 - Celebrating the Art of Community", a calendar of events was included on the Broward100 website in 2015, listing all sanctioned events of the celebration. Information was also emailed to more than 7,000 individuals on a weekly basis along with a social media campaign. This included information about the participating artists.			
536	Quality of Life and Quality Places (QOL)	T49	Support the development of arts districts and incubators for culinary, art, music, performance, sculpture and film.	Broward Cultural Division		No direct measurement available	Greater Fort Lauderdale has a number of facilities and enclaves that support artists and other creative professionals. One example is Studio 18 in the Pines, an 11,000-square-foot renovated 1950s hospital laundry in Pembroke Pines that reopened as studio space for fine artists through a juried process. In Fort Lauderdale is Sailboat Bend Artist Lofts, a 37-unit artist live/work space close to the Riverwalk Arts & Entertainment District offering monthly gallery exhibitions of residents and special guest artists. For a fun, off-beat evening, Cinema Paradiso offers year-round screenings of independent films from around the globe highlighted by filmmaker lectures and international festivities.	In the City of Hollywood, one can enjoy a Symphony of the Americas concert under the stars in the ArtsPark at Young Circle, catch a contemporary art exhibition at the Art and Culture Center of Hollywood, experience live theater at the Hollywood Central Performing Arts Center or stroll along the historic downtown Hollywood Boulevard monthly art walk and experience live music, mid-Eastern dancing and a myriad of gallery openings. The newly renovated Bailey Contemporary Arts (BaCA), located in the heart of Pompano Beach's new Creative Arts District one block north of Atlantic Boulevard, is a place for artists, residents and business to come together and use the power of the arts to uplift, revitalize and build a stronger community. The center offers the experience of pairing new artists with established professionals, as well as offering a space for residents to explore their creative expression through an array of workshops, studio visits and exhibitions.			