CITY OF
FORT LAUDERDALE

All-America City

Memorandum

Memorandum No: 16-059

Date: May 5, 2016

To: Honorable Mayor and Commissioners

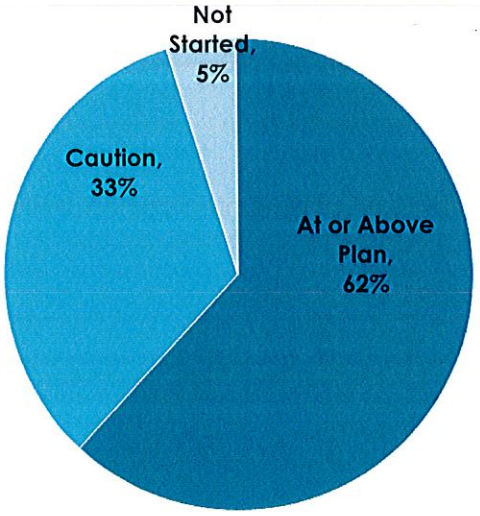
From: Lee R. Feldman, ICMA-CM, City Manager FOR

Re: **FY 2016 Commission Annual Action Plan - Progress Report to Commission: Quarter 2**

I am pleased to present the second quarter report of the FY 2016 Commission Annual Action Plan (CAAP). As you will see throughout the report, department teams are actively implementing the Commission priorities defined in the spring of 2015. This annual action plan is an important short term component of the *Fast Forward Fort Lauderdale 2035 Vision Plan* and *Press Play Fort Lauderdale Strategic Plan.*

How are these initiatives implemented?
These initiatives are prioritized within each relevant Cylinder of Excellence in *Press Play Fort Lauderdale*. Progress is monitored through bi-monthly FL²STAT meetings, while tactical planning and implementation occurs within Cylinder of Excellence Teams and Departments. Milestones and challenges are discussed and resources and expertise are aligned where necessary to continue forward movement. Departments are assigned as leads; however, the cross-disciplinary FL²STAT approach results in transparency, knowledge sharing, synergies, and trouble-shooting.

How are we doing?
I am pleased with the amount of work accomplished on top of significant operational workloads. There are 21 FY 2016 Commission and Manager-prioritized initiatives, some of which have multiple sub-projects. These initiatives are important, complex, and multi-year. Of the total 21 initiatives, 13 are at or above plan, 7 are progressing but behind original date estimates (caution), and one has not yet started in part due to staffing shortages.



The report
Status indicators are utilized and defined to provide a summary view. Additional detail is provided for

each initiative, such as a brief description, an analysis of progress, and key milestones with target completion dates. This report is a snapshot in time, generated from our strategic performance management software.

I look forward to continued implementation of the FY 2016 Commission Annual Action Plan. Please contact me for any further information regarding the initiatives.

Attachment: Exhibit 1 FY 2016 Commission Annual Action Plan: Progress Report to Commission Quarter 2

c: Stanley D. Hawthorne, Assistant City Manager
Christopher J. Lagerbloom, Assistant City Manager
Cynthia A. Everett, City Attorney
Jeffrey A. Modarelli, City Clerk
John C. Herbst, City Auditor
Department Directors
CMO Managers

City of Fort Lauderdale

FY 2016 COMMISSION ANNUAL ACTION PLAN

Quarterly Progress Report to the City Commission: Quarter 2

WE BUILD COMMUNITY

Memo 16-059
Attachment I

FY 2016 Commission Annual Action Plan

FY 2016 Commission Annual Action Plan

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BD 7-1 Beach Community Redevelopment Area

CAAP Category

Policy Agenda

Commission Prioritization Level

Top

Lead Department

Community Redevelopment Area (CRA)

Description

Fort Lauderdale is a major vacation destination renowned for its miles of beautiful beaches, which are a main attraction for both visitors and residents alike. In accordance with the Central Beach Master Plan and Beach Community Redevelopment Plan the City has a goal to create a more comfortable, attractive and pedestrian-oriented streetscape along the beach corridor, which includes efforts to improve pedestrian safety, increase walkability, provide more open/greenspace for neighbors and tourists, provide more event/programming space on the beach, and to once again make Fort Lauderdale the world's leading destination for swimming and diving.

This is a multi-tiered, multi-year effort consolidating various, significant capital improvement projects. These current initiatives include:

1. Beach Streetscape Improvement Project
2. Fort Lauderdale Aquatic Center
3. DC Alexander Park Renovation
4. Las Olas Corridor Improvement Project

Analysis

The City of Fort Laudedal will host a public meeting on May 4, 2016 at 6:00 p.m. in the City Commission Chambers to provide neighbors with an update on the Beach CRA public improvement projects. Neighbors have been encouraged to attend and provide their input. Representatives will be available to provide information about projects and answer questions.

Beach Streetscape: This project kicked off in September 2015 and is anticipated to be completed in December 2017. At the October 12, 2015 joint City Commission and Beach Redevelopment Advisory Board (BRAB) workshop, the City Commission authorized moving forward to final design plans for the Beach Streetscape Improvement Project. The current contract with Kimley-Horn and Associates for the Beach Streetscape Improvement Project (SR A1A) includes refining the designs to 100% Construction Drawings (CDs), and preparing bid specifications.

Aquatic Center: This project was scheduled for groundbreaking in April 2016. However, on December 1, 2015 the City Commission terminated the Developer's Agreement with Recreational Design and Construction, Inc. (RDC), and instructed staff to investigate the cost to rehabilitate the existing facility with available CRA funding. Staff utilized an existing architectural continuing services agreement to inspect the existing facility and provide cost estimates for rehabilitation. This effort was completd and presented to the City Commission on April 13, 2014. Additional milestones will be developed once more information is available and the City Commission has provided further direction after receiving the rehabilitation cost estimates. A CRA CIP Program budget Commission discussion is scheduled for May 11, 2016.

DC Alexander Park Renovation: This project is on hold. Staff completed the conceptual designs and preliminary cost estimates in 2014. Further direction is needed by the City Commission before staff can move forward with this project.

Las Olas Corridor Improvement Project: This project began on October 12, 2015 and is anticipated to be completed in Fiscal Year 2018. At the October 12, 2015 joint City Commission and Beach Redevelopment Advisory Board (BRAB) workshop, the City Commission authorized moving forward to final design plans for the Las Olas Boulevard Corridor Project. At the December 8, 2015 Development Review Committee (DRC), the DRC provided comments regarding the Las Olas Boulevard Corridor Project. A 60% design and CRA CIP Program budget Commission discussion is scheduled for May 11, 2016. Construction is still slated to begin on December 1, 2016.

Milestones	
Beach Streetscape Improvement Project	9/1/15 - 12/31/17
Joint Commission workshop with Beach Redevelopment Board to review 30% design plans and cost estimates	10/12/15 - 10/12/15
Final design and construction documents and bidding assistance	11/2/15 - 8/1/16
Invitation to bid for construction	9/1/16 - 11/1/16
Award contract and issue notice to proceed	12/1/16 - 3/1/17
Complete construction	3/1/17 - 12/31/17
Aquatic Center	10/1/15 - 9/30/16
Inspect existing facility and provide cost estimate for rehabilitation	12/1/15 - 3/31/16
DC Alexander Park Renovation	10/1/15 - 9/30/16
Las Olas Corridor Improvement Project	10/12/15 - 9/30/18
Joint Commission workshop with Beach Redevelopment Board to review 30% design plans and cost estimates	10/12/15 - 10/12/15
Award EDSA task order number two to complete final design	11/3/15 - 11/3/15
90% construction documents	12/1/15 - 6/1/16
100% construction documents	6/1/16 - 8/1/16
Final GMP	6/1/16 - 6/30/16
Commission approval of final price	7/19/16 - 7/19/16
Award contract and begin construction	7/20/16 - 12/1/16
Complete construction	12/1/16 - 12/1/18

BD 7-1 Northwest-Progresso-Flagler Heights Community Redevelopment Area

CAAP Category

Policy Agenda

Commission Prioritization Level

Top

Lead Department

Community Redevelopment Area (CRA)

Description

The Northwest-Progresso-Flagler Heights Community Redevelopment Area (NPF CRA) is one of the City's three designated Community Redevelopment Areas (CRA) and also the largest at approximently 1,400 acres. In an effort to benefit the community by encouraging reinvestment and redevelopment in the area and eliminating slum and blight, the City adopted the original NPF CRA Plan in 1995 and subsequently amended the document in 2001. Although there was a minor revision to the plan in 2013 to add three new initiatives, the plan has not been updated in quite some time. The NPF CRA Plan allows the CRA to support activities that encourage small business development and encourage the expansion of employment opportunities. The 2014 Urban Land Institute Technical Assistance Panel (TAP) report completed for the Sistrunk Corridor, provided recommendations that the NPF CRA create a retail recruitment program that includes efforts to develop a small business program. The City Commission, sitting as the CRA Board of Directors, prioritized this are as a major initiative for 2016.

This multi-tierd, multi-year effort encompasses a number of different projects aimed at continuing to encourage reinvestment and redevelopment of the NPF CRA. The current efforts include:

1. Redevelopment Plan Amendments
2. Business Development Strategy
3. Housing Infill Strategy

Analysis

The CRA Board (City Commission) amended the Agency By-Laws on March 1, 2016. The NW CRA Redevelopment Plan was approved by the CRA Board on March 15, 2016. New NW CRA business development incentives were also discussed with the Advisory Board in March and staff anticipates presenting a draft of those incentives to the CRA Board by May 2016. Once incentives are in place and staffing is in place, more accurate timeframes for the Business Development Strategy can be set. The Housing Infill Strategy was also included in the new incentives that were discussed in March with the Advisory Board. Additionally, the CRA Board approved CRA branding and marketing materials at its April 5, 2016 meeting. Lastly, as it relates to hiring a consultant to do a Phase II to NW CRA Redevelopment Plan, staff has not determined that a Phase II is necessary, at this time.

Milestones	
Redevelopment Plan Amendments: Phase I	6/25/15 - 12/31/15
Solicit proposals from qualified firms and execute agreement	6/25/15 - 8/12/15
Data collection and analysis (by RMA)	8/12/15 - 9/23/15
Project kick-off meeting (share project charter)	9/4/15 - 9/4/15
Community input session	9/23/15 - 9/23/15
Draft complete for staff review	9/23/15 - 10/10/15
Internal review of plan	10/10/15 - 10/28/15
Draft presentation to CRA Advisory Board	10/28/15 - 10/28/15
City Commission plan amendment completion and adoption	2/1/16 - 2/28/16
Final CRA plan approval and budget amendments	2/1/16 - 3/15/16
Business Development Strategy	10/6/15 - 6/15/16
CRA Board approval of vendor agreement	10/6/15 - 11/3/15
Housing Infill Strategy	11/1/15 - 1/30/16
Development of an incentive policy to encompass an infill housing strategy/incentive	11/1/15 - 1/30/16
Development of marketing materials focused on retail development	12/1/15 - 3/30/16
Recruitment strategy for the NPF CRA	12/1/15 - 3/30/16
Recommendations for site locations for retail/restaurant companies	3/1/16 - 3/30/16
Identification and recommendations of retail prospects	3/30/16 - 6/15/16
Redevelopment Plan Amendments: Phase II	1/1/16 - 8/30/16
Prepare a Request for Proposal to hire a consultant to complete a comprehensive review and edit of the CRA plan for review and approval by Finance	1/15/16 - 2/1/16
Procurement to solicit Request for Proposal for the review and edit of the CRA plan and coordinate with DSD on selection of candidate	2/1/16 - 6/1/16
Present recommended consultant to the CRA Board of Directors	8/1/16 - 8/30/16

BD 7-3.1 Beach Renourishment Plan and Funding

CAAP Category

Policy Agenda

Commission Prioritization Level

Top

Lead Department

Public Works

Description

The beach is a key tourist destination and vital economic asset to the South Florida region. Following several storms in the past and increased usage during city special events, the beach is in need of replenishment. The beach is located at A1A and Las Olas Boulevard.

This is part of a Broward County project where 750,000 cubic yards of sand will be hauled onto the beach between Hillsboro Inlet and Port Everglades. This is a multi-year process, currently in the project planning phase.

Cost estimates for the beach renourishment are $51 million, with the City's cost share between $3 million and $11 million. Broward County and the City of Fort Lauderdale have not agreed upon the cost share aspect of the project. Thus, the exact cost to the city will be determined through the planning phase of the project.

Analysis

With Federal and State permits secured and a City-County Interlocal Agreement executed, this project is on track for the current construction season of January 4, 2016 - May 1, 2016.

Additional finalizing details included a pre-construction meeting held on December 10, 2015 and a public meeting hosted by County Commissioner LaMarca on December 16, 2015. Staff attended both meetings. On December 22, 2015, the contractors began the staging of the access points, and construction work began on January 4, 2016. The work is continuing as scheduled. Initially only one Fort Lauderdale access point located at Vista Park was active for this season of construction work; however, beginning in March, the contractor has also been utilizing the NE 18th access point. This access will be used in conjunction with Vista Park until the end of their permit window, April 30. Trucks for this access point will be staging in a vacant lot east of the Galleria Mall.

Milestones

Coordinate efforts with Broward County	7/1/12 - 1/15/17
Identify funding for project	7/16/12 - 5/1/15
Legal documents to City Commission	3/1/14 - 11/4/14
Complete Storm Damage Reduction Easements or Consent of Use	5/1/14 - 10/1/14
Resolve Derelict Structures Issues	5/1/14 - 10/1/14
Resolve Public/Private Stormwater Erosion Issues	5/1/14 - 10/1/14
County Project Participation Agreement (PPA) negotiations with US Army Corps of Engineers (USACE)	1/5/15 - 7/31/15
US Army Corps of Engineers (USACE) approval of Participation Agreement (PPA)	7/15/15 - 10/30/15
Consent of Use Form to be presented to City Commission for approval	8/18/15 - 8/18/15
Interlocal Agreement (ILA) between the City and County to be presented to City Commission for approval	10/1/15 - 10/20/15
County to award the project to contractor	11/1/15 - 11/30/15
Execution of the Project Participation Agreement (PPA) by the County	11/1/15 - 11/30/15
Conduct beach renourishment and sand hauling	1/4/16 - 4/29/16
Reimbursable Payment - 1st Installment	10/16/16 - 10/15/17
Reimbursable Payment - 2nd Installment	10/16/17 - 10/15/18
Reimbursable Payment - 3rd and last Installment	10/16/18 - 10/15/19

IN 1-1 Beach Traffic Management Plan

CAAP Category

Policy Agenda

Commission Prioritization Level

Top

Lead Department

Transportation and Mobility

Description

The Beach Traffic Management Plan will provide for a comprehensive evaluation of traffic and mobility conditions on the barrier island, allowing for the identification of issues and solutions. Benefits to the community include enhancing quality of life, facilitating multimodal transportation implementation and utilization, and promoting economic development opportunities. The goal of the project is to change the way people travel to, from, and within the coastal areas of the city in order to support and sustain a thriving tourist and local resource. This approach will apply the 5 E's model, developing strategy solutions through Engineering, Education, Encouragement, Evaluation, and Enforcement. This is a multi-year project, with major project work over the next fiscal year focusing on scope development and data gathering of baseline data and existing conditions. While no funding was identified in Fiscal Year 2016 specifically for this project, $1 million was set aside for the addition of eight motorcycle officers dedicated to traffic management and enforcement, a Project Manager, a Neighborhood Mobility Planner, and a Traffic Calming Coordinator all of whom will work on improving mobility along the beach and throughout the City, as well as there being some 2015 Community Investment Plan projects within the project area.

Analysis

Staff is preparing an outline of how to implement this project looking at unique elements and focus areas specific to the Beach area. An above base request has been submitted through the FY 17 budget process to enable a consultant to assist with the Plan. As shown in the milestone dates, this effort will substantially start later this year.

Milestones

Finalize charter	10/1/15 - 11/30/15
Convene project team to review objectives, milestones, and members	4/1/16 - 4/30/16
Develop scope with project team	5/1/16 - 8/31/16
Best practice research of coastal communities traffic management approaches and individual strategy successes	5/1/16 - 8/31/16
Existing conditions analysis	5/1/16 - 8/31/16
Implementation and funding strategies	5/1/16 - 8/31/16
Multi-modal data	5/1/16 - 8/31/16
Project prioritization	5/1/16 - 8/31/16
Public and stakeholder involvement	5/1/16 - 8/31/16
Public Survey of beach travel challenges (locals and tourists)	5/1/16 - 8/31/16
Strategy development	5/1/16 - 8/31/16
Identify all existing activities and initiatives in project area	5/1/16 - 7/31/16
Allocate funding to CCNA	9/1/16 - 9/30/16
Issue task order and purchase order	9/1/16 - 11/30/16
Develop plan, including implementation, owners or leads and time-frames as feasible	12/1/16 - 9/30/17
Align with City funding programs	9/1/17 - 10/31/17
Place on Commission Conference for presentation	11/1/17 - 11/30/17
Place on Commission meeting for adoption	12/1/17 - 12/31/17

IN 1-1.3 17th Street Mobility Plan

CAAP Category

Policy Agenda

Commission Prioritization Level

Top

Lead Department

Transportation and Mobility

Description

The 17th Street corridor is a key corridor to mobility in the City, with connections to the beach, port, and airport and also serves as a backbone to several abutting neighborhoods. The corridor has experienced development, adding pressure to an already congested area and increasing conflicts for pedestrians and vehicle movement. The increased density and mix of uses along the corridor is encouraging more walking and biking, yet the built environment is not supportive of these modes. The corridor will continue to be critical to local and regional mobility, with potential premium transit service that will also require safe and comfortable pedestrian access.

This project aims to balance mobility in the area, encouraging a shift of a portion of vehicle trips to transit, walking and biking trips through engineering and policy solutions. It includes a multi-modal level-of-service (LOS) analysis for the transportation corridor of 17th Street. This involves developing a prioritized, time-constrained list of implementable recommendations with estimated capital and operational costs as is practical (this includes policy changes, infrastructure, service, and operational practices).

The project will be completed in two phases. The first phase, to be accomplished in FY 2015, will include collecting and analyzing data, such as traffic patterns, vehicular and pedestrian crash data, and developing short, mid, and long term mobility solutions for the corridor. The second phase, implementation, will require seeking funding, partnerships, and integrating into existing development and regulatory programs. The details and timing of this phase will be developed after the plan is completed.

Analysis

Substantial progess is being made on the development of the plan. The technical committee has met to go through the proposed strategies and targeted stakeholder meetings have also taken place to understand the feasibility (area business property owners, the Wave Streetcar technical team, etc.). A public meeting is scheduled for 4/25 and will be interactive focusing on vetting the proposed strategies.

Milestones

✓	Identify Contributing Initiatives and Funding Sources	10/1/14 - 4/1/15
✓	Develop Scope for Mobility Study	12/1/14 - 4/30/15
✓	Additional Funds Assigned to Contract - Approval by Commission	12/17/14 - 12/17/14
✓	Finalize the consultant task hours and issue a notice-to-proceed	4/8/15 - 7/16/15
↑	Complete Mobility Plan	8/1/15 - 6/30/16
✓	Collect Data and Existing Conditions	7/20/15 - 11/30/15
↑	Analysis of Alternatives/Improvements	11/1/15 - 1/31/16
↑	Develop Final Recommendations and Action Plan	1/1/16 - 3/31/16
↑	Prioritize Recommendations and Place on City Commission Agenda	4/1/16 - 6/30/16

IN 2-1.7 Wastewater Infiltration and Inflow (CIP)

CAAP Category

Management Agenda

Commission Prioritization Level

High

Lead Department

Public Works

Description

The existing wastewater collection system is experiencing infiltration and inflow (I/I) due to aging infrastructure. The main priority is to achieve flow reduction at pump stations experiencing high I/I and ultimately regain capacity lost at the G.T. Lohmeyer Wastewater Treatment Plant. Reduction of extraneous I/I flows will ultimately reduce the additional costs associated with wear and tear on pumping and treatment equipment, chemical consumption, additional maintenance, and energy.

This project includes the rehabilitation of gravity mains, sewer laterals and manholes for ten pump station areas. These ten stations have been identified as high I/I pump station areas based on high pump run times due to excessive flows. Following the improvements staff will monitor flows to show the rehabilitation impact on I/I reduction.

The overall rehabilitation will be a multi-year ongoing effort to be accomplished between FY 2014 through FY 2019, and may extend beyond FY 2019 pending funding availability.

This project presently piggy-backs on Lee County's contract with Miller Pipeline and it is estimated that this will continue until the backlog of task orders are completed at the end of February 2016. Over the past two years, funding was requested and put in place. The initial estimate of approximately $9 million that would be required to rehabilitate the ten pump station areas, assuming rehabilitation of gravity sewer system components with the most leakage, has been estimated to cost approximately $30 million. A $1.5 million contract was approved by City Commission in FY 2014. City Commission also approved an additional $3.6 million in January 2015 for FY 2015 and also recently approved $5.2 million for FY 2016.

Analysis

Engineering staff has issued pipe lining task orders totaling $4.048 million for the following pump stations:

- A-21 Flagler Heights; 100% of the task order work is completed, totaling $687,577
- D-40 Central Beach Alliance; 100% of the task order work is completed, totaling $682,217
- A-7 Downtown Area; 39% of the task order work is completed, totaling $236,231 out of $608,172 issued
- D-43 Rio Vista; 100% of the task order work is completed, totaling $715,534
- A-18 Dorsey Riverbend; 100% of the task order work is completed, totaling $462,801
- A-19 Victoria Park; 78% of the task order work is completed, totaling $698,572 out of $891,741
- B-1 Coral Ridge; Closed Circuit Television Inspection is in progress, conducted by the current contractor. All rehabilitation work will be performed when a new contract is awarded.
- B-13 Coral Ridge Isles; the work will be performed when a new contract is awarded.
- B-2 Bermuda Riviera; the work will be performed when a new contract is awarded.
- B-6 Coral Ridge; the work will be performed when a new contract is awarded.

The plans to use National Power Joint Alliance (NJPA) contracts for future rehabilitation work has changed as the estimates received from NJPA were higher than expected. Instead it has been determined that future rehabilitation work shall be bid through the City's regular bidding process. Bid specifications are currently being prepared, and it is expected that the bid documents will be ready for advertisement at the end of April 2016, with a contract award before the Commission's summer recess mid July 2016. Task orders for the additional work that was approved for FY 2016 will be issued under the new contract. This shift in approach will delay the rehabilitation schedule an estimated additional three months, with a total delay of approximately six months.

Milestones have been updated to reflect the new anticipated completion dates.

Milestones	
Assess Current Conditions of Identified Pump Stations Sewer Systems	7/1/14 - 12/31/19
Determine Appropriate Course of Rehabilitation For The Assessed Locations	7/1/14 - 12/31/19
Measure Pump Run Times at Designated Locations Before and After the Rehabilitation to Determine Impact	7/1/14 - 10/31/20
PS A-21 Rehabilitation Laterals and Manholes	11/1/14 - 9/30/16
PS D-40 Rehabilitation of Mains, Laterals and Manholes	11/1/14 - 12/31/15
PS A-7 Rehabilitation of Mains, Laterals and Manholes	12/1/14 - 12/31/19
PS D-43 Rehabilitation of Mains, Laterals and Manholes	1/1/15 - 6/30/17
PS A-18 Rehabilitation of Mains, Laterals and Manholes	7/9/15 - 9/30/16
PS A-19 Rehabilitation of Mains, Laterals and Manholes	9/1/15 - 12/31/16
PS B-1 Rehabilitation of Mains, Laterals and Manholes	12/1/15 - 2/28/19
PS B-13 Rehabilitation of Mains, Laterals and Manholes	12/1/15 - 2/28/19
PS B-2 Rehabilitation of Mains, Laterals and Manholes	12/1/15 - 2/28/19
PS B-6 Rehabilitation of Mains, Laterals and Manholes	12/1/15 - 2/28/19

IN 2-2.2 Stormwater Master Plan (CIP)

CAAP Category

Policy Agenda

Commission Prioritization Level

Top

Lead Department

Public Works

Description

As a coastal community, the City is impacted by stormwater and tidal related flooding issues. Satisfaction levels among neighbors for flooding prevention continue to be low. This project is a comprehensive Stormwater Master Plan with a three phased approach spread over the course of ten years (FY 2014 through FY 2024) to address flooding in the City.

Phase I (FY 2014 - FY 2019) consists of design and construction of 37 localized stormwater projects with known storm or tidal flooding issues as well as engaging a financial consultant to evaluate stormwater rate options.

Phase II (FY 2015 - FY 2018) consists of the following tasks:

- Procurement of consultants through CCNA process for Phase I and Phase II projects as well as for the citywide modeling project.
- Conduct citywide hydraulic modeling with standard risk-adjusted metrics for project valuation.
- Design of stormwater solutions for seven specific neighborhoods' watersheds with insufficient stormwater infrastructure.
- Prepare recommendations for City Commission for a stormwater bond to fund the construction of Phase II projects.

Phase III (Fiscal Year 2017-Fiscal Year 2024) is comprised of the following tasks:

- Provide an updated Stormwater Master Plan (Fiscal Year 2017 - Fiscal Year 2018).
- Construction of Phase II projects (Fiscal Year 2018 - Fiscal Year 2024) (unless grant funding warranted earlier implementation of some project areas).
- Develop citywide standards for long term stormwater solutions that include proactive measures to adapt to climate change (both from rain storm and sea flooding), future sea level rise (SLR) impacts and adopt higher levels of service for design (Fiscal Year 2018 - Fiscal Year 2024).

Analysis

Phase I (FY 2014-FY 2019) started in FY 2014 with 33 localized flooding projects. Three additional projects were added in 2015 and one more in 2016, totaling 37 projects. The status of Phase I projects are:

- 15 in warranty
- 2 in construction or closeout FY 2016
- 5 in design and construction FY 2016
- 3 in planning in FY 2016 for construction in FY 2017
- 12 in planning, for design and construction in FY 2017-FY 2019

Phase II (FY 2015-FY 2018) contains three tasks:

- Data collection of stormwater infrastructure to create a Geographic Information System (GIS) database
- Develop a comprehensive hydraulic/hydrological stormwater model
- Design and permitting of seven specific neighborhoods as per approved CIP

Phase III (FY 2017-FY 2024) consists of construction of Phase II projects and development of citywide standards for long-term stormwater solutions which will incorporate:

- Proactive measures to adapt to climate change (from rain storm and sea flooding) and future sea level rise impacts
- Adoption of higher levels of service (acceptable water levels on the street during weather events) for design
- Updating the Stormwater Master Plan to incorporate lessons learned and prioritization of future efforts

<u>March 2016 Updates:</u>

- **Phase I** projects are on schedule and on budget.
- For **Phase II** projects, the contract with the selected stormwater consultant, Hazen & Sawyer, is scheduled for City Commission approval on April 19, 2016.

Milestones		
✓	Provide recommendations in Proposed FY 2015 Budget and multi-year CIP	7/11/14 - 9/15/14
✓	Draft an RFP for a financial consultant to evaluate stormwater rate options	9/15/14 - 10/31/14
✓	Issue the RFP for a financial consultant to evaluate stormwater rate options	10/31/14 - 11/30/14
↑	Complete Phase II design	1/1/15 - 12/31/18
●	Investigate adopting a green or low impact design standard in Chapter 47- Unified Land Development	1/1/15 - 12/31/18
↑	Investigate adopting seawall heights in Chapter 8-Boats, Docks, Beaches and Waterways	1/1/15 - 12/31/18
●	Investigate updating of current ordinances in Chapter 28-Water, Wastewater and Stormwater to include a level of service	1/1/15 - 12/31/18
↑	Provide staff recommendations to City Manager regarding seawall heights for Chapter 8 - Boats, Docks, Beaches and Waterways, looking ahead at a 30 year horizon	1/1/15 - 5/31/16
●	Update the stormwater policies in the City's Comprehensive Plan	1/1/15 - 12/31/18
↓	Award contract to the consultant selected through the RFQ process	2/1/15 - 12/31/15
✓	Provide recommendations in Proposed FY 2016 Budget and multi-year CIP	3/1/15 - 4/30/15
✓	Present final framework for approach for stormwater program to the City Commission	4/1/15 - 9/30/15
✓	Review the findings of the rate study	5/1/15 - 8/31/15
●	Develop recommendations for stormwater bond to fund the construction of Phase II projects	1/1/16 - 12/31/17

IS 12-2 Procurement Modernization

CAAP Category

Management Agenda

Commission Prioritization Level

Top

Lead Department

Finance

Description

This project was identified as a priority initiative by the City Manager during the FY 2016 Commission Annual Action Plan prioritization sessions. This is a multi-year project. There are three main focus areas for this project over the course of FY 2016.

These areas include:

1. Establishing and holding regular procurement liaison meetings;
2. Enacting the Master Blanket purchase order process; and
3. National Institute of Governmental Purchasings (NIGP) Engagement, including the review of the Business Process, and rewrite of the Purchasing Code and Manual.

Analysis

The Procurement Modernization project is 66% complete for the three milestones identified for FY 2016. This project is on time and project milestones are being achieved. In July 2015, the Master Blanket Purchasing Order Process was implemented, and is an ongoing effort. Additionally, the Procurement Liaison group was established, and to date the group meets regularly to tackle issues of citywide concern. The Contract Audit was successfully completed with only one contract in 349 term contracts being found in non-compliance, and on April 5, 2016, this contract/overspend was ratified by the City Commission. The next targeted milestone includes the following:

- **New Procurement Code:** Staff is conducting a comparison of the National Institute of Governmental Purchasing's (NIGP) proposed Procurement Code against the current Code. Once the comparison is completed, the final Code will be written.
- **Procurement Manual:** The Procurement Manual will be completed after the review and approval of the Procurement Code.

Milestones

✓	Enact Master Blanket Purchasing Order Process (this is an ongoing effort)	7/1/15 - 9/30/16
✓	Conduct Contract Audit	10/1/15 - 1/31/16
↑	Approval of new Purchasing Ordinance and Manual	12/1/15 - 8/31/16
✓	Establish procurement liaisons and begin regular meetings (this is an ongoing effort)	12/1/15 - 9/30/16

NE 5-2.4 Code Compliance - Process Improvement (Phase III)

CAAP Category

Management Agenda

Commission Prioritization Level

High

Lead Department

Sustainable Development

Description

The focus of the Code Compliance Process Improvement (PI) effort is to identify operational issues and opportunities to improve compliance outcomes. The performance metric selected to evaluate the outcomes of the PI initiative is the "Average Days to Close a Code Violation Case," or the elapsed time between the date the violation case is opened and the date the case is closed (including settlement of all financial obligations). The success of the project is measured by the reduction in number of days for case closure.

In June 2013, the Code Compliance Division and the City Manager completed a walk-through of a residential neighborhood and a commercial corridor to review violation priorities. In July 2013, a PI strategizing event was held with Code staff to analyze neighbor complaint trends and code violation data. With this information, the team developed an implementation plan that focused on standardizing and streamlining the Code Compliance process.

For project management purposes, the implementation of the PI was broken up into phases. Phase I focused on efforts easiest to implement, including setting up the necessary resource infrastructure and focusing on operational improvements which did not require legislative changes. The Phase I focus areas included People, Process, and Technology. Phase I was completed in October 2014. Phase II is ongoing and focuses on long-term efforts that require collaboration with other City departments and the City Attorney's Office. Phase II focus areas are Legislation and Process. In mid-2015, Phase III was added to accommodate new priorities and new programs.

Analysis

An individual analysis is provided below for each milestone that is not complete or at or above schedule. Staff continues to work diligently on this multi-year effort. Currently five milestones are not at or above plane.

Vacant Property Ordinance - The goal is to expand the registration requirement to all real property in the City. Any movement to effectuate this initiative has been stalled since 2015. Staff recommends removal of this item from its project charter since the political climate does not support the objective.

Placement of hard costs on tax rolls - The City Commission approved the resolution to execute the agreement between the City and the Broward County Property Appraiser's Office to place non-ad valorem assessments on the tax roll for collection. Although this step was accomplished, the County later disclosed that another agreement is required to complete the process, which requires two public meetings. The County also expressed concern about the City not designating the special assessment area by resolution – a step that was considered unnecessary by the City – and after discussions with City personnel, advised the City that the liability rests with the City. However the State Department of Revenue may still require the City to adopt the designated area by resolution in order to approve the special assessment. Since the outstanding issues remain open, the adjusted implementation date is March 2017.

Implementation of Lien Foreclosure Process - Staff submitted a list of properties to the City Attorney's Office to commence with foreclosure. A foreclosure attorney and legal secretary need to be hired to prosecute these cases.

Residential rental inspection program - A best practices study will be completed by May 2016 and anticipated adoption of an ordinance is September 2016.

Re-occupancy certificate program - No work is in progress on this item as a result of implementing new initiatives (e.g. vacation rental registration, criteria for uninhabitable structures, Community Beautification Program, amendment of civil citation ordinance and hiring/onboarding of 11 FTEs in the Community Inspections Unit).

Milestones	
Pre-work	5/1/13 - 7/31/13
Code Compliance Walk	6/9/13 - 6/30/13
Process Improvement Event	7/1/13 - 7/10/13
Code Compliance Process Improvement: Phase I	7/1/13 - 10/31/14
Code Compliance Process Improvement: Phase II - Legislation	7/1/13 - 9/30/16
Vacant Property Ordinance Amendment	7/12/13 - 9/30/16
Expansion of Unsafe/Uninhabitable Structures definition	7/17/13 - 9/30/16
Revision to Civil Citation Code	10/15/13 - 9/30/16
Lien settlement guidelines	4/21/15 - 8/13/15
Adoption of Vacation Rental Ordinance	6/1/15 - 8/18/15
Code Compliance Process Improvement: Phase II - Process	7/1/13 - 3/31/16
Lot clearing contract improvement outcomes	7/12/13 - 5/1/15
Placement of hard costs on tax roll	8/1/14 - 1/31/16
Implementation of Lien Foreclosure Process	9/1/14 - 9/30/16
Code Compliance Process Improvement: Phase III - New Programs	3/1/15 - 12/31/16
Community Beautification Program (outreach; HOA-based beautification program; leave no business behind program; special response team)	3/1/15 - 12/31/16
Vacation rental program implementation	10/1/15 - 9/30/16
Residential rental inspection program	4/1/16 - 9/30/16
Re-occupancy certificate program	10/1/16 - 12/31/16

NE 6-1 Central City Community Redevelopment Area

CAAP Category

Policy Agenda

Commission Prioritization Level

High

Lead Department

Sustainable Development

Description

The City Commission has expressed an interest in transforming the Central City area into a more vibrant, mixed-use community. This project will entail examining the CRA area and proposed amendments to the Comprehensive Plan and Unified Land Development Regulations (ULDR) as needed to achieve a mixed-use built environment.

Analysis

The overall status of this effort is yet to be defined due to current staffing within the Urban Design & Planning Division in relation to market demand, specifically within the planning and land development work group (36% vacancy rate as of March 15, 2016).

Milestones

NE 6-1 Development Density Policy

CAAP Category

Policy Agenda

Commission Prioritization Level

High

Lead Department

Sustainable Development

Description

Since the end of the recession, the City has seen a surge in development activity with several large-scale projects currently underway. In order to address this growth, the City Commission has expressed the desire to comprehensively evaluate the City's development policies to ensure that the right balance is struck between market demands, while maintaining the unique character of established neighborhoods. To that affect, the Commission held four workshops during the Summer of 2015, with the goal of soliciting neighbor feedback regarding the appropriate level of development in the City.

This is a multi-tiered, multi-year effort consolidating various long-range and development-based planning initiatives, which create the foundation for the City's Development Density Policy and include separate project charters. These current initiatives include:

1. Comprehensive Plan and Land-Use Plan Updates
    a. EAR/Volume II
    b. Volume I
    c. Downtown Units
    d. Beach Trips
    e. Uptown
    f. Central City
    g. Flexibility Zones
2. Central City Rezoning and Design Standards
3. Uptown Rezoning and Design Standards
4. Central Beach Master Plan
5. Downtown Master Plan Update
6. Ongoing ULDR Amendments
7. 3-D Modeling Project

Analysis

The City Commission adopted the **Evaluation and Appraisal Report** of the Comprehensive Plan on February 2, 2016. Next steps include reviewing the updated Comprehensive Plan data inventory and analysis and issuing an RFP to hire a consultant for the update to the Comprehensive Plan's goals, objectives, and policies (Volume I).

Progress with the **Central Beach Master Plan** continues, with a Public Input workshop held on March 29, 2016 which built upon prior stakeholder meetings. Discussion focused on potential streetscape options for the North Beach Village area, a review of existing regulations and potential changes to the zoning code for the Central Beach Area, and included a discussion on climate change and resiliency.

Staff continues to move forward on the **Uptown** effort. Currently we are working on outreach, vision setting, and the initial public meeting in collaboration with SFRTA.

Regarding the codification of the **Downtown Master Plan Design Guidelines**, we do not currently have the ability to dedicate adequate staff time toward this effort given current staffing levels in the division coupled with demand. As we staff up, more time will be dedicated towards realizing this need.

Milestones

Comprehensive Plan Evaluation and Appraisal Report and Update of Comprehensive Plan Volume II	9/15/14 - 7/31/19
Phase I. Evaluation and Appraisal Report (EAR)	10/1/14 - 4/30/16
✓ Draft major topics list for City staff review	10/1/14 - 10/24/14
✓ Submit revised draft major topics list based upon City staff comments	10/24/14 - 11/1/14
✓ Provide draft EAR for City staff review	11/1/14 - 6/30/15
✓ Facilitate public workshops	2/1/15 - 4/30/15
✓ Revise draft EAR letter based upon staff comments	3/16/15 - 10/30/15
✓ Provide EAR notification letter to City staff review	4/1/15 - 5/1/15
✓ Transmit EAR notification letter to Florida Department of Economic Opportunity	4/16/15 - 4/30/15
✓ Present draft EAR to Planning and Zoning Board	5/1/15 - 11/18/15
✓ Review of draft EAR by technical review committee	6/30/15 - 7/30/15
✓ Present draft EAR to City Commission	12/1/15 - 3/30/16
Distribute final EAR to City staff, Planning and Zoning Board, and City Commission	4/1/16 - 4/30/16
Phase II. Data Inventory and Analysis	11/30/15 - 4/30/19
Draft data inventory and analysis for City staff review	1/1/15 - 5/30/16
Issue RFP to select consultant for	

Phase II (volume I) of the Comprehensive Plan	1/29/16 - 5/31/16
Draft Volume I for staff review	4/1/16 - 5/30/17
Technical review committee meeting on draft data inventory and analysis	5/1/16 - 6/30/16
City Commission approval of contract with consultant for Phase II	6/30/16 - 8/1/16
Public participation program for drafting Volume I	9/1/16 - 2/15/17
Central Beach Master Plan Design Standards	11/1/14 - 12/15/17
Hold a City Commission meeting to select consultant	6/15/14 - 8/19/14
Hold community input/specific stakeholder meetings	1/15/15 - 4/15/15
Staff review of draft revised master plan	8/15/15 - 11/15/15
Internal meeting on sea level rise issues	11/1/15 - 12/30/15
Public meeting on draft master plan concepts	1/15/16 - 3/30/16
Meeting with City Commissioners on draft master plan concepts	2/1/16 - 3/30/16
Consultant to draft building design standards	3/30/16 - 6/30/16
City staff review of building design standards	6/30/16 - 8/30/16
Public meeting on draft central beach master plan	9/1/16 - 11/30/16
Consultant to revise draft for City staff review	12/1/16 - 1/15/17
Uptown Urban Village Land Use Amendment and Form-Based Design Code	11/1/15 - 1/1/18
Develop scope of work for the form based code and LUPA	10/1/15 - 12/31/15
Select City consultant from continuing contract under Transportation and Mobility services	1/2/16 - 2/28/16
Outreach, vision setting, initial public meeting (to be coordinated with SFRTA efforts)	3/1/16 - 5/1/16
Develop draft LUPA application and Form Based Code	5/1/16 - 6/1/16
Hold internal feedback meeting to present proposed LUPA and form based code for review by internal stakeholders. Extend input from Envision Uptown	6/1/16 - 8/1/16
Make revisions based on internal review	8/1/16 - 11/1/16
Codify the Downtown Master Plan: Design Guidelines	5/2/16 - 12/30/16
Conduct internal team meeting on approach	6/6/16 - 6/6/16
Draft ULDR Amendments, supporting documents, edits, and graphic updates to DMP	6/10/16 - 8/1/16
Conduct internal and staff review	8/1/16 - 9/1/16
Public outreach meeting with Civic Associations in downtown	9/28/16 - 9/28/16

Meeting with DDA and other stakeholders	10/1/16 - 10/1/16
Finalize ULDR Amendment language	10/2/16 - 10/31/16
Planning and Zoning Board	11/15/16 - 11/15/16
City Commission Meeting - First Reading	12/6/16 - 12/6/16
City Commission Meeting - Second Reading	12/20/16 - 12/20/16

PP 3-5.2 Comprehensive Homeless Strategy

CAAP Category

Policy Agenda

Commission Prioritization Level

Top

Lead Department

City Manager's Office

Description

The City's primary goal of the comprehensive homeless strategy is to provide a long-term, permanent housing solution for the homeless population through the Housing First model that is currently underway.

The *Chronic Homeless Housing Collaborative grant (CHHC)* supports the Housing First model by rapidly placing the chronically homeless (as defined by HUD) into permanent housing first, while facilitating the provision of treatment and supportive services, rather than providing treatment prior to the provision of housing. The current CHHC grant currently supports 22 participants.

This is a multi-year project. With renewal of the CHHC grant for 2015, the current 22 participants will continue to be provided housing and supportive services over the next calendar year.

In accordance with the terms of the CHHC Agreement with Broward County, the City will provide permanent supportive housing for chronically homeless individuals and families identified as the most vulnerable. The City collaborates with the Housing Authority of the City of Fort Lauderdale to supply the housing units, and the Broward Partnership for the Homeless Inc. to provide supportive services. Current funding for the CHHC program for 2015 is $446,929. The CHHC funding is obtained from a HUD grant that is administered by the Broward County Continuum of Care Division of Broward County. The City is approved for funding through calendar year 2015 with a 2016 renewal option in the same amount.

Additionally, work will continue with enforcing the newly implemented public ordinances.

Analysis

The Comprehensive Homeless Strategy met some significant challenges in providing permanent supportive housing for our participants in the Chronic Homeless Housing Collaborative. During the first quarter of the Fiscal Year, staff relocated 15 program participants from their apartments to hotels as the Housing Authority was working to rebuild new housing units. All but two program participants relocated by the end of December 2015 with the remaining two clients relocating to new apartments at the end of March 2016. Staff is now moving forward to bring new participants into the program.

During this quarter staff continued working with the County to finalize resolutions to the Office of Inspector General (OIG) Audit findings of the 2014 grant. As approved by the City Commission staff provided the County payment of $61,000 for ineligible expenses identified by the OIG. As payment has been received, staff is working in partnership with the County to finalize and close out the 2014 grant.

Staff has drafted and implemented the appropriate policy and procedures to ensure compliance with the Code of Federal Regulations and program rules/guidelines.

As reported previously, the County is near reporting that Broward County has functionally ended Veteran's Homelessness, with functionally meaning that not all chronic homeless Veterans want or accept housing assistance. Through the coordinated assessment and placement process, the community stakeholders have provided approximately 150 Veterans with permanent supportive housing.

The hospital and jail discharge committees continue to work on developing discharge plans that is attuned with our community resources.

The point in time count was conducted on January 25-28, 2016. The results of the count have not been released as of this writing.

Milestones

Draft policy and procedures manual and operational guidelines for the CHHC program. Implementation is an ongoing effort.	1/1/15 - 12/31/16
Participate in Broward County Homeless Initiatives Partnership Committees	7/1/15 - 12/31/16
Coordinated assessment and placement of veteran and chronic homeless into appropriate housing that will end chronic homelessness	6/1/15 - 12/31/16
To develop policy for discharge planning from Broward County Jail and local hospitals	6/1/15 - 12/31/16
Enforce City Commission approved ordinances creating public behavior standards in the City	10/1/15 - 9/30/16
✓ Submit the renewal application for the 2016 period to City Commission for execution	12/15/15 - 12/15/15
✓ Submit the renewal application for the 2017 period to City Commission for execution	12/15/15 - 12/15/15
✓ Conduct point in time count	1/1/16 - 1/31/16
Submit a request to Broward County asking them to again provide a breakdown of the point in time count for the City of Fort Lauderdale	1/1/16 - 1/31/16

PP 4-1.1 Public Private Boathouse for Crew (CIP)

CAAP Category

Management Agenda

Commission Prioritization Level

Top

Lead Department

Parks and Recreation

Description

The City of Fort Lauderdale is surrounded by rivers and canals and provides an assortment of recreational activities on the water. However, Fort Lauderdale does not currently have a docking space for local high school and college rowing teams to store their boats. With greater demand to participate in the rowing sport, the Parks and Recreation Department is working with Nova Southeastern University (NSU) to construct a boathouse to serve as a gathering place for crew members.

The boathouse will provide a home to the Nova Southeastern varsity women's rowing program, the University School rowing program, and will provide an opportunity for increased recreational public access to the water in the form of a rowing club that will be open to public membership.

This is a multi-year project.

Analysis

City staff met with Nova Southeastern University (NSU) representatives on March 16, 2016 to discuss the revised boathouse project and the need for plans to be redrawn based on a reduced scope and alternative locations. As a result of that meeting, NSU submitted a revised preliminary concept study to the City on April 13, 2016. Two sites are currently under consideration: George English Park and the Fort Lauderdale Aquatic Center (FLAC).

The proposed location at George English Park is a peninsula located at the southeast corner of the site, which separates the Middle River from a lagoon. The proposed building consists of approximately 9,300 total square feet with an estimated construction cost of $1.95 - $2.2 million. The total project cost including engineering, furnishings and other miscellaneous expenses is estimated at $2.5 - $2.85 million.

Alternatively, the west end of the FLAC could be redesigned to accomodate a boathouse as part of the future overall renovation/reconstruction of the site. This approach would entail making extensive improvements to an existing structure, including a new roof, new utilities and some new finishes. Exterior walls and windows can likely remain with minimal repair. New construction would be limited to a new boat bay and program areas. The size of the proposed building (renovated area plus new construction) would be approximately 7,900 square feet with an estimated construction cost of $1.7 - $1.9 million. The total project cost is estimated at $2.2 - $2.6 million.

The City is currently analyzing the viability of both options. However, the lack of an approved plan and the overall uncertainty surrounding the FLAC renovation project makes that site less attractive as it may further delay the boathouse project.

The milestone target dates will be updated to reflect more accurate estimates, once direction on a location and design has been given.

Milestones

Confirm available funding amount, design and construction commitment from NOVA	7/1/14 - 8/15/14
✓ Presentation of drawings for staff review and discussion	7/1/14 - 9/30/15
✓ Staff project initiation meetings	7/1/14 - 10/1/14
✓ Create drawings and initial design of boathouse in collaboration with NOVA rowing team	11/3/14 - 8/31/15
Boathouse Design	8/31/15 - 12/31/15
Construction Bid	1/1/16 - 6/30/16
Boathouse Construction	6/30/16 - 12/11/17

PP 4-1.1 Soccer and Lacrosse Athletic Fields (CIP)

CAAP Category

Policy Agenda

Commission Prioritization Level

Top

Lead Department

Public Works

Description

The Press Play Strategic Plan goal four is to 'be a healthy community with fun and stimulating recreational activities for our neighbors.' The City Commission has identified a need for facilities to meet this demand of soccer and lacrosse participants. Additionally, the City is noticing a growing recognition for competitive youth soccer programs like Fort Lauderdale Select; therefore, the City plans to construct three athletic fields to be used for either soccer or lacrosse at Mills Pond Park, located at 2201 NW 9th Avenue. This project will include installing either synthetic (artificial) turf or natural grass athletic fields with lighting.

This is a multi-year project, currently in its initiation and planning phase. Funding of $3.7 million has been allocated to this project through Park Impact Fees.

Analysis

This project is in the design phase.

On March 22, 2016, Calvin Giordano & Associates (CGA) obtained sign off from the Development Review Committee (DRC).

On March 29, 2016, CGA submitted 100% design plans and specifications for City staff and Fort Lauderdale Select's review and comments. Staff is reviewing CGA's revised construction cost estimates based on the 100% design plans.

The design completion date has shifted from March 14, 2016 to April 20, 2016, due to delay in DRC review and preparation of alternative bidding options requested by Parks & Recreation staff. An evaluation of the impact to the overall schedule is currently underway.

Public Works staff began preparation of construction bid documents with Procurement staff in mid-March, and is striving for a release of the bid at the end of April 2016.

Milestones have been updated to reflect the new anticipated completion dates.

Milestones

✓	Staff project initiation meetings	7/1/14 - 10/1/14
✓	Initial project planning	7/15/14 - 7/28/14
✓	Consultants Competitive Negotiations Act (CCNA) document package preparation	8/13/14 - 10/30/14
✓	Review of incoming proposals, oral presentations and contract award to consultant	10/31/14 - 5/26/15
✓	Contract execution	5/27/15 - 7/6/15
■	Design process, preparation of construction documents and permitting	7/7/15 - 4/20/16
●	Bidding preparation, solicitation and contract award of Construction Contractor	3/23/16 - 7/14/16
●	Construction of Project	7/15/16 - 5/15/17

PS 9 Mobile Radios

CAAP Category

Management Agenda

Commission Prioritization Level

High

Lead Department

Information Technology Service

Description

This project is to upgrade the City's mission-critical, two-way Motorola 800 MHz Trunked Radio System. This project will be an overlay system by standing up a three sites-12 channels- Motorola 800 MHz system using current industry standards; Association Public Safety Communications (APCO) Project (P25). The new P25 12 channel system will utilize a $3.319 million investment by the City Commission in Fiscal Year 2012, to upgrade the Microwave Network, a component of the City's mission-critical, two-way communications system.

Analysis

The P25 Radio Project has encountered a delay in the configuration/optimization of the new P25 Radio System. The delay is the result reaching an agreement with AT&T for Ethernet service to the Hosted Master Site (HMS). Any potential agreement at this point with AT&T has a 90-120 lead time for services. In order to move the project forth and prevent a lengthy delay, staff has negotiated a Change Order with Motorola Solutions, current P25 Radio Project vendor, to provide a microwave spur to provide connectivity to the HMS. The Change Order was approved at the City Commission meeting on April 19, 2016. The Change Order Agreement is being routed for signatures. Due in part to the Change Order, project milestones have been added, and dates of existing milestones have been updated.

Milestones	
P-25 Radio System technical design and statement of work	1/20/15 - 3/30/15
Draft Commission Memo on public safety radio system	3/9/15 - 3/10/15
Present report to City Commission on public safety radio system	4/7/15 - 4/7/15
Cost negotiation with vendor	4/10/15 - 4/30/15
Draft Commission Report	4/20/15 - 5/20/15
Contract Terms and Conditions negotiation with vendor	5/1/15 - 5/15/15
Present project to City Commission for approval	6/16/15 - 6/16/15
Agreement execution	6/17/15 - 6/30/15
Factory staging and acceptance	6/24/15 - 6/25/15
Accept delivery of equipment	6/25/15 - 6/25/15
Site preparation	6/30/15 - 7/21/15
Installation of 6 GTR 6 pack (Police, Utilities, Playa Del Sol)	7/21/15 - 8/30/15
Reconfigure antenna network	9/1/15 - 10/30/15
Removal of 12 channels from analog system	11/1/15 - 11/30/15
Subscriber radios upgrade/alignment	11/1/15 - 5/1/16
Codeplugs development (pre and post)	12/15/15 - 6/15/16
Frequency path study	4/25/16 - 5/6/16
Structural analysis	5/2/16 - 5/13/16
FCC license process including STA	5/16/16 - 5/27/16
Subscriber radio programming	5/16/16 - 7/22/16
Console programming - transitioning	6/6/16 - 6/10/16
Receipt of microwave equipment	6/13/16 - 6/15/16
Installation of microwave equipment	6/20/16 - 6/24/16
Alignment, configuration, integration, and optimization of microwave equipment	6/27/16 - 7/8/16
Configuration/Optimization P-25 system 12 channels	7/5/16 - 7/7/16
Test P-25 system 12 channels	7/11/16 - 7/15/16
System coverage test	7/18/16 - 7/22/16
Cut-over to P-25 system	7/27/16 - 7/27/16
Final system acceptance - final	8/1/16 - 8/3/16
Console programming - final	8/8/16 - 8/12/16
Subscriber programming - final	8/22/16 - 10/28/16

PS 9-1 Lighting Solutions on the Beach

CAAP Category

Policy Agenda

Commission Prioritization Level

High

Lead Department

Sustainable Development

Description

It is a Commission priority to strike an adequate lighting compromise that satisfies State and Federal environmental regulations while also providing measures of safety for neighbors and tourists. The Lighting Solutions on the Beach Project was developed to find a workable solution to improve street lighting along State Road A1A. This will be achieved in conjunction with the Streetscape Construction Project within the Central Beach Community Redevelopment Area Commission Annual Action Plan priority initiative.

Analysis

The beach streetscape project kicked off in September of 2015 and is anticipated to be completed in December 2017. At the October 12, 2015 joint City Commission and Beach Redevelopment Advisory Board (BRAB) workshop, the City Commission authorized moving forward to final design plans for the Beach Streetscape Improvement Project. The current contract with Kimley-Horn and Associates for the Beach Streetscape Improvement Project (SR A1A) includes refining the designs to 100% Construction Drawings (CDs), and preparing bid specifications.

This project will be assisting with the development of a workable solution to improved street lighting along State Road A1A while continuing to satisfy State and Federal environmental regulations for sea turtle lighting.

Milestones

✓	Presentation to City Commission (Conference Agenda)	5/7/13 - 5/7/13
✓	Beach Area Lighting Restrictions (First Public Meeting)	6/10/13 - 6/10/13
✓	Beach Area Lighting Restrictions (Second Public Meeting)	6/26/13 - 6/26/13
✓	Meeting with External Stakeholders	10/21/13 - 10/21/13
✓	Presentation to City Commission	4/7/15 - 4/7/15
●	Streetscape Construction (see Central Beach CRA: Streetscape Project)	3/1/17 - 12/31/17

PS 9-1 Multi-Focused Community Policing Assessment

CAAP Category

Management Agenda

Commission Prioritization Level

Top

Lead Department

Police

Description

On May 5, 2015, the City Commission approved consulting services from Bobcat Training and Consulting, Inc. (Bobcat) for the purpose of assisting the Fort Lauderdale Police Department assessing operations with regard to community policing, community outreach, recruiting, hiring, training, and complaint handling.

Attached to this memorandum Bobcat's "Multi-Focused Community Policing Assessment". Bobcat focused on community policing and procedural justice principles outlined by the United States Department of Justice's Office of Community Oriented Policing. The assessment includes 23 recommendations.

The recommendations are in the areas of (1) Community Policing; (2) Background Investigations; (3) Citizen Complaints; (4) Recruitment and Selection; and, (5) Hiring Process.

The Police Chief has been charged with a review of the assessment document and a plan for implementation of the recommendations. I anticipate significant involvement from other City departments and the need for additional resources to implement some of the recommendations.

Regular reports to the Commission on the progress of the implementation of the recommendations will be done by the City Manager.

Analysis

The MFCPA proposed 43 recommendations. As of April 28, 2016, the Department has completed 27 of the recommendation, or 60%. Eight of the remaining 16 recommendations are equally divided between a software related to, or components of, the RFP to reform the Department's hiring process. The other remaining eight recommendations consist of procurement of the background investigation services; Procedural Justice and Fair & Impartial Policing training; ECD policy changes; community training curriculum reviews, and the Body Worn Camera Pilot which are all in progress without any substantial obstacles at this time.

Milestones

1-5 Community Policing	7/20/15 - 9/30/16
5.2. Formalize a Call For Service Reduction Plan	7/20/15 - 6/30/16
5.4 Explore the development of a geographic-neighborhood centered plan within each patrol district.	7/20/15 - 9/30/15
5.5 Police command staff must play a larger role in the development of community organization and leadership.	7/20/15 - 7/31/15
5.6 A policing strategy is needed to engage the business community.	7/20/15 - 7/31/15
5.7 The department senior leadership has an irregular presence with lower-level officers to aid in assisting them to understand the changes that are occurring.	7/20/15 - 7/31/15
5.3 - Post Non-Classified Policies on the FLPD Website	7/27/15 - 10/30/15
5.8 In-service training should include presentations by command staff and city attorneys and discussions regarding community engagement.	7/27/15 - 10/30/15
5-1 The FLPD Command Staff should hold a retreat to outline "Community Policing" in Fort Lauderdale.	8/3/15 - 5/27/16
2-6. Complaint Management	7/20/15 - 3/31/16
6.1 There should be a review and revision of Internal Affairs procedures and handling of category 2 complaints.	7/20/15 - 7/29/16
6.2 All complaints should be documented as part of the Early Intervention Program.	7/20/15 - 7/29/16
6.2 Survey the community on an ongoing basis to measure citizen satisfaction with policing services and to assess progress over time.	7/20/15 - 7/20/15
6.3 Complaint forms should be readily available to the public in the lobby.	7/20/15 - 11/20/15
6.4 Establish a 24/7 anonymous confidential complaint hotline.	7/20/15 - 8/31/15
6.5 Citizens approaching the agency to file a citizen complaint against a police employee should not be particularly "counseled" regarding the perjury	7/20/15 - 9/25/15

	consequences of filing a false report by agency supervisors.	
✓	6.6 Consideration should be given to granting shift lieutenants the responsibility of conducting all investigations of line personnel of lesser offenses that do not rise to the level of a required Internal Affairs investigation. ...	7/20/15 - 9/30/15
↑	3-7 Recruitment and Selection	7/20/15 - 9/30/16
✓	7.1 FLPD should require that every police manager also do recruiting as a part of their job. Recruitment should be year round. ...	7/20/15 - 12/4/15
↑	7.2 The department should explore the use of an entry level assessment center for each police officer candidate.	7/20/15 - 9/30/16
✓	7.3 Require that every police officer applicant submit a written document for evaluation to determine the applicant has the requisite written communication skills for the job	7/20/15 - 8/28/15
↑	7.4 Construct the hiring process so that it is completed in no more than 120 days.	7/20/15 - 9/30/16
✓	7.5 Develop recruiting strategy to identify and hire officers that are reflective of the community served by the department	7/20/15 - 9/4/15
✓	7.6 The recruitment process needs to be analyzed to determine what efforts yield the best results.	7/20/15 - 10/30/15
✓	7.7 Collect data to determine how effective each recruiting destination may be in the future.	7/20/15 - 12/31/15
✓	7.8 Establish a recruitment and retention advisory council	7/20/15 - 12/31/15
✓	7.9 Provide an Online Employment Application	7/20/15 - 8/7/15
↑	4-8. Background Investigations	7/20/15 - 7/29/16
✓	8.8 - In addition to the information developed during the course of the BI, the investigation protocol should require at least five contacts not listed by the applicant that are developed during the course of background investigation.	7/20/15 - 8/21/15
✓	8.2 - FLPD should encourage college education for entry level police officers and for promotion.	8/3/15 - 9/4/15
✓	8.3 - Background Investigators should receive 40 hours of Background Investigation training.	8/3/15 - 8/3/15
↑	8.4 - Implement a electronic file system for applicant tracking	8/3/15 - 6/24/16
✓	8.5 - Use social media in the recruitment of applicants.	8/3/15 - 8/3/15
↑	8.1 - The FLPD Command Staff should develop a profile of an effective police officer.	9/7/15 - 9/30/16
↑	8.7 - The FLPD should use an instrument that identifies high risk behavior.	9/7/15 - 9/30/16
	8.9 - Establish Core Values and	

	incorporate them as factors in the hiring process	9/7/15 - 5/27/16
	8.6 - Increase personnel in Backgrounds Investigations Unit.	10/5/15 - 7/29/16
5-9. Training		7/20/15 - 12/30/16
	9.1 Train the entire agency in Fair and Impartial Policing	7/20/15 - 12/31/16
	9.10 Require training and issuance of Electronic Control Devices (ECD) to all sworn personnel performing line functions	7/20/15 - 12/30/16
	9.11 All sworn personnel (patrol, detectives, drug investigators, etc.) should be issued body cameras and required to record all citizen encounters	7/20/15 - 12/30/16
	9.2 Train all lieutenants and above in Procedural Justice	7/20/15 - 7/29/16
✓	9.3 Establish a career development program for sergeants and lieutenants	7/20/15 - 12/31/15
✓	9.4 Increase the number of personnel attending Crisis Intervention Training (CIT)	7/20/15 - 8/31/15
✓	9.5 Ensure that agency core values are aligned with performance evaluation	7/20/15 - 7/20/15
✓	9.6 Provide training in Community Policing and transformational leadership	7/20/15 - 12/31/15
	9.7 Make roll call training a component for key in- service areas	7/20/15 - 6/24/16
✓	9.8 Provide more training and career development programs for non-sworn personnel	7/20/15 - 9/30/15
	9.9 The current training curriculum should be made available for partner and community reviews	7/20/15 - 6/30/16

PS 9-1 Police Motorcycle Unit

CAAP Category

Management Agenda

Commission Prioritization Level

High

Lead Department

Police

Description

In 2014, a neighbor survey was conducted to assess the quality of life of neighbors and the overall provision of City services. Based on the results of the survey, visibility of police in neighborhoods, and the management of traffic flow were recognized as top priorities. An increase of officers in the Fort Lauderdale Police Department Motor Unit will enhance the department's ability to address both priorities.

This project will include the expansion of the Fort Lauderdale Police Department's Motor Unit by one Motor Sergeant and seven Motor Officers. In addition, it will include the purchase of 18 new motorcycles.

Analysis

The original motor unit squad, Squad 1, is currently in full service. Squad 1 consists of eight officers and one sergeant. The Motor Reserves has two sergeants, with one currently on active military deployment returning in June.

Squad 2, the new squad established through this project, will consist of seven full time officers and one full time sergeant, when complete and in service. Out of the seven new officers, two are currently in service having successfully passed BSO motor school, as well as the one sergeant. Two additional officers passed BSO motor school, but due to Patrol manpower shortages, the department is unable to transfer them to Sqaud 2, as of yet. Of the remaining officers sent to motor school (held from January 25, 2016 – February 5, 2016), one withdrew, two did not pass the final rides and must repeat the class, and one officer had a training crash with minor injury and did not complete the school. A new motor position announcement was posted to recruit additional officers, with the posting closing on March 31, 2016. Selections to attend motor school were made the week of April 4, 2016. Six officers will be sent to West Palm Beach Motor School starting April 29, 2016. If all six pass, the top five score earners will be selected for Squad 2. The department is hopeful that a majority of officers will pass this very challenging school.

Milestones

✓ Recruit new motor unit sergeant and officers	6/1/15 - 10/1/15
Train new motor unit officers	6/1/15 - 10/1/15
✓ Purchase new motorcycles	10/1/15 - 12/31/15
Sustain expanded motor unit detail	1/1/16 - 9/30/16

PS 9-2 Fire Boat Replacement

CAAP Category

Management Agenda

Commission Prioritization Level

Top

Lead Department

Fire Rescue

Description

Fort Lauderdale Fire Rescue serves as the primary responder for fires or other rescue-related incidents occurring along the City's waterways and on the thousands of vessels that travel the City's waterways and dock at City marinas. Additionally, Fire Rescue provides primary response and automatic/mutual aid to six other municipalities that are adjacent to the City along the Intracoastal Waterway and Atlantic Ocean. The department's existing fire boat is unreliable with extreme maintenance needs, and other deficiencies. A new fire boat, designed to the department's specifications, will alleviate many of the current challenges and provide for an appropriate level of water-based emergency response. A crew of five firefighters will operate the boat, which will be stationed at Fire Station 49. A 75/25 matching grant in the amount of $874,312 has been awarded to help cover the purchase cost of the new boat with the 25% match in the amount of $251,437.50 having been designated in the FY 2016 Community Investment Plan (CIP).

Analysis

On Tuesday, April 5, 2016, City Commission approved the GSA contract for the purchase of a rapid response firefighting vessel from Metal Craft. The requisition has been processed.

Milestones

✓ Apply for FY 2015 Port Security Grant Program	5/1/15 - 5/31/15
✓ Hear fire boat specification presentations	8/1/15 - 8/31/15
✓ FY 2015 Port Security Grant Program awarded	9/1/15 - 9/30/15
✓ Approval by City Commission of FY 2015 Port Security Grant Program grant in the amount of $874,312 (fire boat portion of grant)	10/6/15 - 10/6/15
✓ Update quote and obtain a GSA Schedule/contract	1/1/16 - 3/31/16
Procure (build) vessel and equipment	4/5/16 - 1/31/17
Test vessel and equipment	2/1/17 - 5/31/17
Continue use and testing with vessel	6/1/17 - 9/30/18
Provide training and commission vessel	6/1/17 - 6/30/17
Sustain investment	9/1/18 - 12/31/30

PS 9-2 Fire Rescue Peak Demand Unit

CAAP Category

Management Agenda

Commission Prioritization Level

High

Lead Department

Fire Rescue

Description

In 2014, Districts 2, 8, and 46 had 1,032 calls which were not handled by first-due units, and the system as a whole had 1,920 calls which were not handled by first-due units. The current system cannot continue to sustain the ever increasing call volume (9% in 2014 and a projected 10% increase for 2015). It has been determined that the best, most cost-effective, and immediate way to overcome the high demand for services during peak hours is to implement a peak hour unit. The unit will be deployed between the hours of 9:00 a.m. and 9:00 p.m., seven days a week, based on system-status management, with a crew of two firefighters/paramedics. This program will have a citywide impact, as the peak unit will allow the regular units to respond within their dedicated first-due response zones. Following routine analysis it will be determined if this program, or service levels in general, should be expanded. $297,000 has been dedicated in the Fire Rescue operating budget to cover the salaries and supplies for the peak unit.

Analysis

Rescue 202, which is a peak hour rescue unit stationed at Firehouse 2, operates daily from the hours of 0900-2100. Rescue 202 was placed into service October 1st, 2015. Over the last six months, Rescue 202 is averaging 10 calls per day for the 12 hour period the unit is in service. Factors influencing the need for Rescue 202 are the constant annual call volume increase for service in the downtown / central districts of Fort Lauderdale. Firehouse 2, which services our downtown and central districts, sustained a 39.32% call volume increase over the prior year. The Department cannot continue to sustain double digit call volume increases and continue to provide the same levels of service our neighbors expect, year after year. Even with Rescue 202 in service, the two medical rescue units at Firehouse 2 had an increase in responses over the prior year. Responses from Rescue 2 (5,892) averaged 16 per day and Rescue 8 (5,894) also averaged 16 per day, clearly demonstrating there is a need to expand the peak hour rescue unit program.

Milestones

✓	Develop staffing schedule	8/1/15 - 9/30/15
✓	Stock dedicated peak unit Rescue	8/1/15 - 9/30/15
✓	Implement and sustain peak unit	10/1/15 - 9/30/16
↑	Conduct routine analysis of the peak unit's effectiveness	11/1/15 - 9/30/16
✓	New Fire Rescue apparatuses come online, with dedicated peak unit Rescue vehicle taken from reserves	11/1/15 - 11/30/15
↑	Determine need to continue and expand peak hour and regular services	2/1/16 - 9/1/16

IS 11-1 Human Resources Modernization

CAAP Category

Management Agenda

Commission Prioritization Level

Top

Lead Department

Human Resources

Description

This project was identified as a priority initiative by the City Manager during the FY 2016 Commission Annual Action Plan prioritization sessions. Additionally, this project will help complete recommendations provided in the Public Works investigation report. This is a multi-year project, with four focus areas for FY 2016. These areas include the hiring of vacant positions in the Human Resources Department (including two Human Resources Analysts, Service Clerks, Benefits Manager, Training Specialist, Assistant Employee Relations Manager, Classification and Compensation Manager, and an Employment Manager), an HR Boot Camp, regular HR liaison meetings, and the rollout of recommendations from the Recruitment and Selection report completed by an external consultant.

Analysis

A significant number of vacancies in the Human Resources department have been filled, including the Employment Manager, Classification and Compensation Manager, Benefits Manager, two Human Resources Analysts, and a Training Specialist. Positions that still need to be filled are Service Clerk, Clerk III, two Human Resources Assistants, Human Resources Analyst, Assistant Employee Relations Manager, and Administrative Aide.

Work to develop an HR Boot Camp is underway, as are several topic-specific development opportunities. A Change Management Team has been appointed and will begin meeting to address implementation of the recommendations for revisions to the Recruitment and Selection Process.

Milestones

Recruit for vacant positions in the Human Resources Department	10/1/15 - 4/1/16
Develop and implement the HR Boot Camp	2/1/16 - 9/30/16
Roll-out recommendations from the Recruitment and Selection report	2/1/16 - 9/30/16
Develop and hold regular HR liaison meeting (ongoing effort)	4/1/16 - 9/30/16

GLOSSARY OF KEY TERMS AND ABBREVIATIONS:

Initiative: Actions and projects that were prioritized by the City Commission during their annual Commission Prioritization Workshops. Each initiative begins with an abbreviation that is in reference to the Cylinder of Excellence it is associated with in *Press Play Fort Lauderdale 2018*. The abbreviations are as follows:

- IN – Infrastructure
- PP – Public Places
- NE – Neighborhood Enhancement
- BD – Business Development
- PS – Public Safety
- IS – Internal Support

Category: This field refers to the category the initiative falls under. The categories are as follows:

- Policy Agenda – these items need additional direction and/or policy action by the City Commission and will be presented and discussed as appropriate.
- Management Agenda – the overall direction for these initiatives has generally already been provided by the City Commission. Staff will continue to implement and refine at the management level, as needed, and bring items to the City Commission's attention as necessary.

FL^{2}STAT: A systematic and innovative program that ties together *Fast Forward Fort Lauderdale 2035* (the community's long-term Vision plan), *Press Play Fort Lauderdale 2018* (the organization's five-year strategic plan), the Commission Annual Action Plan, the Operating Budget and Community Investment Plan, and budgeting for results. It is a combination of strategic planning, performance management, and process improvement. This interdisciplinary strategic performance management program utilizes a PerformanceSTAT and Balanced Scorecard approach.

Status Indicators:

✓ Completed – The initiative or milestone has been completed.

At or Above Plan – Progress is on track to meet the target end date.

Caution – Progress is being made, but the initiative or milestone is behind original target end date estimates.

Below Plan – Several challenges or significant problems are being experienced and the initiative or milestone will not meet its target end date.

No Information – Work on the initiative or milestone has not yet started.