



Memorandum

Memorandum No: 16-011

Date: January 21, 2016

To: Honorable Mayor and Commissioners

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

Re: FY 2016 Commission Annual Action Plan - Progress Report to Commission: Quarter 1

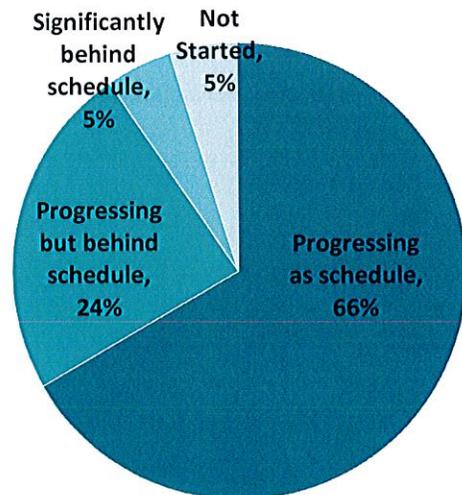
I am pleased to present the first quarter report of the FY 2016 Commission Annual Action Plan (CAAP). As you will see throughout the report, my team is actively implementing the Commission priorities defined in the spring of 2015. This annual action plan is an important short term component of the *Fast 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 FL<sup>2</sup>STAT meetings, while tactical planning and implementation occurs within Cylinder of Excellence Teams and Departments. Milestones and challenges are discussed and resources and expertise aligned where necessary to continue forward movement. Departments are assigned as leads; however, the cross-disciplinary FL<sup>2</sup>STAT 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, 14 are at or above plan, five are progressing but behind original date estimates, one is experience more significant challenges, and one has an anticipated start date of



February 2016, and so has not yet started.

**Reading 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 1

C: Stanley D. Hawthorne, Assistant City Manager  
Phil Thornburg, Interim 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 1



Elements-1		
Category	Initiative	Commission Prioritization Level
Policy Agenda	 BD 7-1 Beach Community Redevelopment Area	Top
Policy Agenda	 BD 7-1 Northwest-Progresso-Flagler Heights Community Redevelopment Area	Top
Policy Agenda	 BD 7-3.1 Beach Renourishment Plan and Funding	Top
Policy Agenda	 IN 1-1 Beach Traffic Management Plan	Top
Policy Agenda	 IN 1-1.3 17th Street Mobility Plan	Top
Management Agenda	 IN 2-1.7 Wastewater Infiltration and Inflow (CIP)	High
Policy Agenda	 IN 2-2.2 Stormwater Master Plan (CIP)	Top
Management Agenda	 IS 12-2 Procurement Modernization	Top
Management Agenda	 NE 5-2.4 Code Compliance - Process Improvement (Phase III)	High
Policy Agenda	 NE 6-1 Central City Community Redevelopment Area	High
Policy Agenda	 NE 6-1 Development Density Policy	High
Policy Agenda	 PP 3-5.2 Comprehensive Homeless Strategy	Top
Management Agenda	 PP 4-1.1 Public Private Boathouse for Crew (CIP)	Top
Policy Agenda	 PP 4-1.1 Soccer and Lacrosse Athletic Fields (CIP)	Top
Management Agenda	 PS 9 Mobile Radios	High
Policy Agenda	 PS 9-1 Lighting Solutions on the Beach	High
Management Agenda	 PS 9-1 Multi-Focused Community Policing Assessment	Top
Management Agenda	 PS 9-1 Police Motorcycle Unit	High
Management Agenda	 PS 9-2 Fire Boat Replacement	Top
Management Agenda	 PS 9-2 Fire Rescue Peak Demand Unit	High
Management Agenda	 IS 11-1 Human Resources Modernization	Top



## Category

Policy Agenda

## Commission Prioritization Level

Top

## Lead Department

Sustainable Development

## 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

**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 will utilize an existing architectural continuing services agreement to inspect the existing facility and provide cost estimates for rehabilitation. This effort is currently underway. Additional milestones will be developed once more information is available and the City Commission has provided further direction after receiving the rehabilitation cost estimates.

**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. EDSA is reviewing and preparing responses to the DRC comments, and anticipates presenting the project to the Planning and Zoning Board at their January or February 2016 meeting.

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

Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Sustainable Development

Description
<p>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 approximately 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 as a major initiative for 2016.</p> <p>This multi-tiered, 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:</p> <ol style="list-style-type: none"> <li>1. Redevelopment Plan Amendments</li> <li>2. Business Development Strategy</li> <li>3. Housing Infill Strategy</li> </ol>

Analysis
<p><b>Redevelopment Plan Amendments:</b> At the December 16, 2015 NPF CRA Advisory Board meeting, the Board voted to support and recommend the revisions to the NPF CRA Plan. The plan was scheduled to be presented to the CRA Board of Directors during the January 2016 CRA Board of Directors meeting, however, the City Manager/Executive Director of the CRA requested all NPF CRA projects and programs be placed on hold until a January 26, 2016 CRA special meeting is held to discuss the future of the NPF CRA. Milestone dates have been updated to reflect this update.</p> <p><b>Business Development Strategy:</b> In November 2015 the CRA Board of Directors approved the execution of a contract between Retail Strategies Alabama LLC and the NPF CRA to complete a two-phase project. Phase I includes a retail strategy for Fort Lauderdale within 90 days of the execution of the contract. The remainder of the contract life will be spent recruiting targeted businesses to Fort Lauderdale. The contract was successfully executed and sent to the consultant on December 12, 2015. A kick off meeting was held on December 21, 2015 to discuss next steps and collecting background information of the NPF CRA area to help craft the strategy. The Phase I strategy, due in March of 2016, will be forwarded to the CRA Board at that time.</p> <p><b>Housing Infill Strategy:</b> A revised incentive policy has been drafted. However, the City Manager/Executive Director of the CRA requested all NPF CRA projects and programs be placed on hold until a January 26, 2016 CRA special meeting is held to discuss the future of the NPF CRA.</p>

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 - 2/28/16
	Business Development Strategy	10/6/15 - 6/15/16
	CRA Board approval of vendor agreement	10/6/15 - 11/3/15
	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
	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
	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



Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Public Works

Description
<p>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.</p> <p>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.</p> <p>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.</p>

Analysis
<p>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.</p> <p>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. Currently only one Fort Lauderdale access point located at Vista Park is active for this season of construction work. There may be an opportunity within the last six weeks of this season to utilize the NE 18th Street access point.</p>

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



Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Transportation and Mobility

Description
<p>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.</p>

Analysis
<p>A project charter was completed for this project, including the development of milestones and completion dates. An implementation plan is under development and will inform the next milestone that is due in April 2016.</p>

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



### Category

Policy Agenda

### Commission Prioritization Level

Top

### Lead Department

Transportation and Mobility

### Description

The 17<sup>th</sup> 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 17<sup>th</sup> 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

This project continues to advance according to the milestones. The analysis of data collected and existing conditions is underway and will be completed by February 2016. A public meeting was held November 9, 2015 and included attendees from neighborhoods and businesses in the project area. The Project Advisory Workgroup (PAWG) held their second meeting December 10, 2015 where they reviewed data analysis, input from the public meeting, and the draft goals of the project. The data, existing conditions, and outcomes of the PAWG and public meetings will continue to be analyzed to support the development of preliminary recommendations.

On a related note, the City received notice of a grant award from the Federal Transit Authority for a Transit Oriented Development (TOD) Pilot Planning Grant. The \$1.25 million grant focuses on identifying ways to catalyze TOD along future Wave Streetcar Extensions, such as the 17th Street Corridor and will serve to further the work of this study.

### 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



## 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

City Commission approved an additional \$3.6 million to the contract on January 21, 2015; increasing the contract from \$1.5 million to \$5.1 million. Engineering staff has issued pipe lining task orders totaling approximately \$4.043 million for Pump Stations D-40 (Central Beach Alliance), A-21 (Flagler Heights), A-7 (Downtown Area), D-43 (RioVista), A-18 (Dorsey Riverbend) and A-19 (Victoria Park).

### PS D-40 (Central Beach Alliance)

Staff has completed the review of existing Closed Circuit Television Inspection (CCT V) field data and developed rehabilitation recommendations based on the pump stations runtimes. A cost estimate was developed for PS D-40 (Central Beach Alliance) for the rehabilitation of sewer mains, sewer laterals, and manholes; task orders totaling \$682,216 have been issued to the contractor. The contractor mobilized November 3, 2014 to commence rehabilitation activities at PS D-40 (Central Beach Alliance). The contractor has completed lining of all gravity main lines, installed 18 cleanouts and completed all inspections of the laterals (67 laterals) and 30 manholes. In addition, 50 laterals have been lined and 21 manholes have been rehabilitated. This project is complete.

### PS A-21 (Flagler Heights)

Engineering staff has completed the review of CCT V inspection data for previously lined sewer mains for PS A-21 (Flagler Heights) and developed a cost estimate for the rehabilitation work for a portion of the sewer lateral connections in that basin. Task orders totaling \$687,577 have been issued to the contractor to perform rehabilitation work for the sewer lateral connections. 52 sectional liners, 64 lateral liners, and 64 cleanouts have been installed and all work is completed under the current task orders.

### PS A-7 (CRA Downtown)

Contractor has completed the CCT V inspection for PS A-7's (CRA Downtown) sewer mains; the area that will be impacted by the Wave project. The objective is to evaluate and rehabilitate sewer mains, lateral connections and manholes prior to the Wave project being constructed and thereby avoid future conflict between the Wave project and the rehabilitation of City owned sanitary sewer utilities. A total of 8,323 linear feet (LF) of main lines have been inspected and 6,993 LF have been lined. In addition, four (4) point repairs will be performed. Engineering staff has reviewed the contractor's recommendations and a task order in the amount of \$473,054 has been issued. A second task order in the amount of \$135,118 for lining of 1,225 LF of large mains has also been issued of which 314 LF have been done.

### PS D-43 (Rio Vista Sewer Basin)

100% (41,424 LF) of the gravity mains and 793 sewer laterals have been inspected. Staff has completed the review of the CCT V field data, developed a cost estimate, and issued task orders to the contractor in the amount of \$715,534 for rehabilitation of 6,083 LF of sewer mains, 87 sewer laterals, 10 sewer manholes and installation of 61 sewer cleanouts. Work commenced in June 2015 and 6,083 LF of sewer mains have been lined, 60 sewer cleanouts have been installed, 84 sewer laterals have been lined, and 10 sewer manholes have been rehabilitated.

### PS A-18 (Dorsey Riverbend)

All 50,990 LF (100%) of gravity mains and 1,096 sewer laterals have been inspected. A task order in the amount of \$462,800 for the lining of 11,823 LF was issued to the contractor and all work has been completed for this portion of the project.

### PS A-19 (Victoria Park)

90% (37,450 LF) of gravity mains have been inspected. A task order in the amount of \$636,297 for lining of 14,909 LF of mains has been issued and 11,752 LF of the work has been completed. A second task order in the amount of \$250,609 for the lining of an additional 5,217

LF of mains has also been issued and 3,500 LF of the work has been completed.

PS B-1 (Coral Ridge Club Estates)

100% (70,767 LF) of gravity mains and 1,204 sewer laterals have been inspected.

The measuring and archiving of pump run times for all pump station areas to be rehabilitated has started and will be ongoing for the duration of the rehabilitation program. Pre and Post rehabilitation data will be used for determining reduction of inflow and infiltration flows.

As of September 2015, engineering staff has been directed to stop using the existing approved piggy-back contract and to continue rehabilitation efforts by utilizing Cooperative contracts. Engineering and Procurement staff are jointly working on coordinating a mechanism to implement that goal by engaging The Gordian Group. The objective is to find an alternative for buying on-call repair services and straightforward construction services at competitive prices through cooperative purchasing networks.

Utilizing Cooperative contracts will help to avoid the red tape of the traditional procurement process and still satisfy the City's local competitive bidding requirements. Engineering and Procurement staff will seek legal advice for this new procurement approach and process from the City's Legal department. Engineering staff will coordinate minimizing productivity impacts to ongoing rehabilitation goals during this transition period; it is expected however, that some impact will be inevitable until a fully implemented mechanism is established and the department learns how to manage all aspects associated with this new approach.

This initiative is on time and on budget.

**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 - 3/31/16
	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 - 12/31/16
	PS A-18 Rehabilitation of Mains, Laterals and Manholes	7/9/15 - 3/31/16
	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

Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Public Works

Description
<p>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.</p> <p><b>Phase I</b> (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.</p> <p><b>Phase II</b> (FY 2015 - FY 2018) consists of the following tasks:</p> <ul style="list-style-type: none"> <li>● Procurement of consultants through CCNA process for Phase I and Phase II projects as well as for the citywide modeling project.</li> <li>● Conduct citywide hydraulic modeling with standard risk-adjusted metrics for project valuation.</li> <li>● Design of stormwater solutions for seven specific neighborhoods' watersheds with insufficient stormwater infrastructure.</li> <li>● Prepare recommendations for City Commission for a stormwater bond to fund the construction of Phase II projects.</li> </ul> <p><b>Phase III</b> (Fiscal Year 2017-Fiscal Year 2024) is comprised of the following tasks:</p> <ul style="list-style-type: none"> <li>● Provide an updated Stormwater Master Plan (Fiscal Year 2017 - Fiscal Year 2018).</li> <li>● Construction of Phase II projects (Fiscal Year 2018 - Fiscal Year 2024) (unless grant funding warranted earlier implementation of some project areas).</li> <li>● 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).</li> </ul>

**Analysis**

This project is moving steadily ahead, and most objectives are on schedule and budget. The Phase I projects are on schedule, and completed projects are very successful. The Phase II modeling and design program is behind schedule, with award expected seven months later than the intended December 2015 award. The timeline is as follows: Review of proposals (Jan-Feb 2016), Oral presentation (Mar – Apr 2016), Contract Negotiation (May –June 2016), and Contract award and task order approvals (July 2016).

There are several issues that affect this program, including the need for design staff to assist the operations division with large and complicated repair projects. In 2015, the design staff awarded over \$644,000 in operation designs to contractors. That amount is expected to increase to \$1 million in 2017. Design staff also assisted other departments in the design of stormwater systems for City projects with an estimated project cost of \$766,000. In addition, three new 2015 stormwater Phase I projects were added, totaling \$1.3 million. Though this placed additional stress on the small but dedicated team, they managed to ensure that all of the three projects were designed and went to construction within the year. Lastly, staff increased its staff-hours for administrative work, including grant applications and environmental permitting. Stormwater environmental permits are required to be maintained in perpetuity; the continued increase in new projects requires additional staff-hours annually.

**Phase I** (FY 2014-FY 2019) originally identified 33 projects in the Storm Water Management Plan; however, that number has increased. An additional three projects were added in 2015 and one more during 2016, totaling 37 projects. The added projects are:

1. 12120 - Las Olas Isles, Venice Isle and Rio Vista Isles; tidal and stormwater improvements
2. 12112 - DelMar Place at Seven Isle Drive; tidal and stormwater improvements
3. 12021B - Harbor Beach (added to project 12021 - SE 11<sup>th</sup> Ct at Cordova Road); tidal control improvements.
4. 12192 - NE 25<sup>th</sup> Street, beach erosion improvements (will be added in 2016).

With the additional projects included, the performance target for the end of FY 2015 was to complete 16 of the 36 projects. Although that target was missed by three projects, staff estimates the delay will not affect the overall Phase I Master Plan schedule. In FY 2015, 13 of the 36 projects were constructed, of which eight are in the warranty phase and five closed out. As of December 31,, 2015, one additional project has been completed; total projects completed are now 14.

1. 11780H – NE 22<sup>nd</sup>, 23<sup>rd</sup>, and 27<sup>th</sup> Streets at Lauderdale Beach Neighborhood; stormwater improvements for beach erosion control
2. 11780O – Belmar Street; stormwater improvements
3. 11780G – SW 13<sup>th</sup> Street at SW 8<sup>th</sup> Avenue; stormwater improvements
4. 11780V – Plaza Las Olas at Intracoastal Bridge; stormwater improvement
5. 11780B – NE 20<sup>th</sup> Avenue at Victoria Park Neighborhood; tidal and stormwater improvements
6. 11780K - SW 4<sup>th</sup> Avenue at SW 5 Street; stormwater improvements
7. 11780P – NE 30<sup>th</sup> Place at NE 26 Avenue; stormwater improvements
8. 11938 – NE 2<sup>nd</sup> Street between NE 15<sup>th</sup> – 16<sup>th</sup> Avenues; stormwater improvements
9. 11780U – 1610 SE 11<sup>th</sup> Street; tidal and stormwater improvements
10. 12037 – Royal Palm Drive at Las Olas Isles; stormwater improvements
11. 12112 - DelMar Place at Seven Isles; tidal and stormwater improvements
12. 12021 - SE 11<sup>th</sup> Court at Cordova Road; stormwater

- improvements
13. 12021B - East Lake Drive at Harbor Beach Isles; stormwater improvements
  14. 12026 - 2100 SE 18<sup>th</sup> Street, tidal and stormwater improvements; Completed in December 2015

Three projects are in construction to be completed in Fiscal year 2016:

1. 12032 – NE 15<sup>th</sup> Street cul-de-sac at Coral Ridge - The construction phase started but the project was placed on hold by City staff pending further design considerations as a result of neighbors requesting redesign of the cul-de-sac to be included as a part of this project. Staff has completed the design and issued a task order for construction. Estimated completion date – April 2016
2. 12035 - NE 17<sup>th</sup> Way at Sunrise Boulevard; stormwater improvements; Estimated completion date – June 2016
3. 12120 - Las Olas Isles, Venice Isle and Rio Vista Isle; tidal and stormwater improvements; Estimated completion date – September 2016

Please note that the remaining 20 projects are currently in the planning and/or design phase.

**Phase II** (FY 2015-FY 2018) is composed of three main tasks. The first, task #1, will consist of data collection of all existing stormwater infrastructure attributes within the City that will be required to populate and complete an existing Geographic Information System (GIS) database. The second, task #2, will utilize the data collected in task #1 and develop and implement a hydraulic/hydrological stormwater model of the entire City. Lastly, task #3, will consist of the design and permitting services for individual neighborhood CIP projects including: 1) River Oaks, 2) Edgewood, 3) Progresso, 4) Durrs, 5) Dorsey-Riverbend, 6) Victoria Park, and the 7) Southeast Isles. The duration of Phase II is estimated to last for three years (between 2015 - 2018). The results of the modeling and watershed areas may trigger modifications of the proposed CIP stormwater projects to maximize efficiencies and minimize potential risks. The main tasks will be subdivided into smaller, more manageable subtasks as planning and design work progresses.

The RFQ for the study and design ended in December 2015. Construction cost estimates for proposed bonding purposes are expected in December 2017 pending results obtained from Phase II tasks.

**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

Staff is reviewing updates to the City's comprehensive plan and the Evaluation and Appraisal Report (EAR) to include data inventory and the analysis of City's ordinances pertinent to adapt to sea level rise (SLR), e.g. recommending changes to the City's seawall ordinance.

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



Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Finance

Description
<p>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.</p> <p>These areas include:</p> <ol style="list-style-type: none"> <li>1. Establishing and holding regular procurement liaison meetings;</li> <li>2. Enacting the Master Blanket purchase order process; and</li> <li>3. National Institute of Governmental Purchasings (NIGP) Engagement, including the review of the Business Process, and rewrite of the Purchasing Code and Manual.</li> </ol>

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

Category
Management Agenda

Commission Prioritization Level
High

Lead Department
Sustainable Development

Description
<p>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.</p> <p>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.</p> <p>For project management purposes, the implementation of the PI was broken up into two 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.</p>

Analysis
<p>This is a multi-phase project that began in May of 2013 and is expected to be completed by the end of December 2016. The Community Beautification Program kicked off with a soft launch in March of 2015. The Vacation Rental Program has been implemented and staff is providing regular reports to applicable City staff and the City Commission. An ordinance amendment to the vacation rental registration requirement, along with the revision to the civil citation regulations, will be completed by March 2016. The process for placement of non-ad valorem assessment on the property tax will launch in January 2016. The Residential Rental Inspection Program is expected to kick off in April 2016 and end in September 2016. However, this timeframe will be adjusted since the uninhabitable ordinance was identified as a higher priority item in order to complete Phase II projects. Lastly, the Re-occupant Certificate Program is on track to begin in October 2016 and be completed by December 2016.</p>

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 - 3/31/16
	Expansion of Unsafe/Uninhabitable Structures definition	7/17/13 - 9/16/16
	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 - 3/31/16
	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



**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**  
Project milestones and action items are currently under development for this initiative. This project is not slated to begin until February 2016.

**Milestones**



Category
Policy Agenda

Commission Prioritization Level
High

Lead Department
Sustainable Development

Description
<p>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 has held four workshops during the Summer of 2015, with the goal of soliciting neighbor feedback regarding the appropriate level of development in the City.</p> <p>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:</p> <ol style="list-style-type: none"> <li>1. Comprehensive Plan and Land-Use Plan Updates             <ol style="list-style-type: none"> <li>a. EAR/Volume II</li> <li>b. Volume I</li> <li>c. Downtown Units</li> <li>d. Beach Trips</li> <li>e. Uptown</li> <li>f. Central City</li> <li>g. Flexibility Zones</li> </ol> </li> <li>2. Central City Rezoning and Design Standards</li> <li>3. Uptown Rezoning and Design Standards</li> <li>4. Central Beach Master Plan</li> <li>5. Downtown Master Plan Update</li> <li>6. Ongoing ULDR Amendments</li> <li>7. 3-D Modeling Project</li> </ol>

Analysis
<p><b>Comprehensive Plan Evaluation and Appraisal Report:</b> The next major milestone for Phase I of this project is for the City Commission to consider approval of the EAR at a public hearing, which is scheduled for February 2, 2016. The final anticipated milestone then is the distribution of the final EAR by the end of April 2016. Concerning Phase II, the RFP to select the consultant for this phase is underway and expected to be issued by March 30, 2016.</p> <p><b>Central Beach Master Plan Design Standards:</b> Internal meetings regarding sea level rise issues were wrapped up at the end of 2015. Next, staff intends to host a public meeting on draft master plan concepts in February 2016. Around that same time frame, staff is anticipating meetings with the City Commission to discuss the approach to the public meeting regarding the draft master plan topics.</p> <p><b>Uptown Rezoning and Design Standards:</b> To date, staff has provided SFRTA with a scope of work for the 'road configuration and streetscape design plan' as the foundation of LUPA and Form Based Code. As an extension of that effort, staff has also developed the scope of work for the form based code and LUPA. The next major step is the selection of a consultant from a continuing services contract, which is anticipated to be completed by February 28, 2016.</p> <p><b>Downtown Master Plan Updates:</b> The start date for this project is anticipated for March 2, 2016 with a planned end date of March 1, 2017. A kickoff meeting is planned for March 2, 2016 with applicable key internal stakeholders. This will be followed by additional outreach, drafting of ULDR amendments and supporting master plan documents through the end of March 2017.</p> <p><i>Due to the quantity of milestones for the various projects, milestones are only included up to January 1, 2017 for most projects. A full list of milestones for each project is available in their completed project charter.</i></p>

Milestones		
	Comprehensive Plan Evaluation and Appraisal Report and Update of Comprehensive Plan Volume III	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

Commission		
	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 (Comprehensive Plan Volume III) and Phase III. Comprehensive Plan Volume I	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	11/30/15 - 3/30/15
	City Commission approval of contract with consultant for Phase II	4/30/16 - 7/1/16
	Technical review committee meeting on draft data inventory and analysis	5/1/16 - 6/30/16
	Public participation program for drafting Volume I	7/1/16 - 12/15/16
	Draft Volume I for staff review	12/1/16 - 3/30/17
	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
	Provide SFRTA with scope of work for the Road Configuration and Streetscape Design Plan as the foundation of LUPA and Form Based Code	11/1/15 - 12/1/15
	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	6/1/16 - 8/1/16

<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           stakeholders. Extend input from Envision Uptown         </li> </ul>	
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           Make revisions based on internal review         </li> </ul>	8/1/16 - 11/1/16
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           Codify the Downtown Master Plan: Design Guidelines         </li> </ul>	3/1/16 - 3/1/17
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           Conduct internal team meeting on approach         </li> </ul>	3/2/16 - 3/2/16
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           Draft ULDR Amendments and supporting documents         </li> </ul>	3/4/16 - 3/31/16
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           Conduct internal and staff review         </li> </ul>	4/1/16 - 4/28/16
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           Public outreach meeting with Civic Associations in downtown         </li> </ul>	5/5/16 - 5/5/16
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           Meeting with DDA and other stakeholders         </li> </ul>	5/6/16 - 5/6/16
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           Finalize ULDR Amendment language         </li> </ul>	5/9/16 - 5/23/16
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           Planning and Zoning Board         </li> </ul>	5/23/16 - 6/15/16
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           City Commission Meeting - First Reading         </li> </ul>	6/1/16 - 7/19/16
<ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0056b3; border-radius: 50%; margin-right: 0.5em;"></span>           City Commission Meeting - Second Reading         </li> </ul>	7/1/16 - 8/2/16

Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
City Manager's Office

Description
<p>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.</p> <p>The <i>Chronic Homeless Housing Collaborative grant (CHHC)</i> 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.</p> <p>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.</p> <p>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.</p> <p>Additionally, work will continue with enforcing the newly implemented public ordinances.</p>

Analysis
<p>The Comprehensive Homeless Strategy met some challenges in 2015 due to the Office of Inspector General Audit of the 2014 grant. Staff has worked diligently to resolve the outstanding issues and to ensure the grant program is within compliance of the Code of Federal Regulations and our most vulnerable population in Fort Lauderdale is receiving the appropriate housing and supportive services they need. Currently the program is successfully housing 14 individuals and two families with permanent supportive housing. At the December 15, 2015 City Commission meeting, the City Commission approved the renewal of the CHHC grant for 2016 and 2017/2018. Staff anticipates providing permanent supportive housing for seven more program participants in 2016, as the City continues to work toward ending chronic homelessness in Fort Lauderdale with the Broward County Continuum of Care, and other community partners.</p> <p>Implementation of the policy and procedures manual is an ongoing effort, and staff continues to participate in the Broward County Homeless Initiatives Partnership Committees as schedules permit. The County is close to announcing that Broward County has functionally ended Veteran's Homelessness, with <i>functionally</i> meaning that not all chronic homeless Veterans want or accepted housing assistance; there is a small number that are still on the street due to their own choice. Additionally, the Jail Discharge Committee is working to develop a comprehensive discharge plan. The Committee is benchmarking best practice models throughout the nation to develop the best policy for our area.</p> <p>The Broward County Point in Time Count will take place January 25-28, 2016.</p>

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

Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Parks and Recreation

Description
<p>The City of Fort Lauderdale is surrounded by rivers and canals and provides an assortment of recreational activities on the water. Additionally, Fort Lauderdale does not currently have a docking space for local high school and college rowing teams to store their boats. With this 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 at George English Park. The site is located at 1101 Bayview Drive.</p> <p>This is a multi-year project.</p>

Analysis
<p>City staff met with NOVA representatives in December 2015 to discuss the boathouse project. Initial designs will need to be redrawn based on a revised, reduced scope, and alternative sites are being considered. The new designs are expected by the end of March 2016, with full design drawings completed in late summer 2016. Construction will follow in early 2017, after the project is bid. The milestone target dates will be updated to reflect more accurate estimates, once staff receives the new designs from NOVA.</p>

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

Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Public Works

Description
<p>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.</p> <p>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.</p>

Analysis
<p>This project is in the design phase, which is approximately 60% complete. On January 5, 2016 the design consultant submitted the Development Review Committee (DRC) Site Plan application package to the Department of Sustainable Development (DSD). The DRC review meeting is scheduled for January 26, 2016.</p> <p>During the schematic design phase, the Parks &amp; Recreation Department and Fort Lauderdale Select requested alternative bid options for additional items of work that may be awarded as part of the construction contract. This required additional effort on the design team and resulted in a revised schedule. On January 6, 2016, the Parks &amp; Recreation Department approved the revised schedule. The design completion date shifted from February 7, 2016 to March 14, 2016. Consequently, the start date for the bidding phase was revised from February 8, 2016 to March 14, 2016, and the start date for construction moved from June 9, 2016 to July 15, 2016.</p> <p>Milestones have been updated to reflect the new anticipated start and completion dates.</p>

Milestones																
<table border="0"> <tr> <td>✓ Staff project initiation meetings</td> <td>7/1/14 - 10/1/14</td> </tr> <tr> <td>✓ Initial project planning</td> <td>7/15/14 - 7/28/14</td> </tr> <tr> <td>✓ Consultants Competitive Negotiations Act (CCNA) document package preparation</td> <td>8/13/14 - 10/30/14</td> </tr> <tr> <td>✓ Review of incoming proposals, oral presentations and contract award to consultant</td> <td>10/31/14 - 5/26/15</td> </tr> <tr> <td>✓ Contract execution</td> <td>5/27/15 - 7/6/15</td> </tr> <tr> <td> Design process, preparation of construction documents and permitting</td> <td>7/7/15 - 3/14/16</td> </tr> <tr> <td> Bidding preparation, solicitation and contract award of Construction Contractor</td> <td>3/14/16 - 7/14/16</td> </tr> <tr> <td> Construction of Project</td> <td>7/15/16 - 5/15/17</td> </tr> </table>	✓ 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 - 3/14/16	 Bidding preparation, solicitation and contract award of Construction Contractor	3/14/16 - 7/14/16	 Construction of Project	7/15/16 - 5/15/17
✓ 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 - 3/14/16															
 Bidding preparation, solicitation and contract award of Construction Contractor	3/14/16 - 7/14/16															
 Construction of Project	7/15/16 - 5/15/17															



**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 project has been progressing on an aggressive time-table since approval by City Commission in June 2015. Infrastructure equipment has been installed and configuration is pending frequency license. The project has met a couple of milestone delays, but this does not have a significant impact to meeting the project completion deadline, with staff working on other milestones as resolution to the delayed milestones are being addressed.

Staff has concern that a pending agreement with AT&T for connectivity to the Host Master Site can cause a significant delay in the project. The agreement is being vetted between AT&T and the City's Legal Department presently. Unfortunately, there is 90 – 120 days lead time required for the request of services, and services cannot be requested until the agreement is executed.

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 7 channels from analog system	11/1/15 - 11/30/15
↑	Subscriber upgrade/programming transitioning	11/1/15 - 2/29/16
✓	Optimize P-25 system 7 channels	12/1/15 - 12/30/15
●	Test P-25 system 7 channels	1/4/16 - 1/8/16
●	Codeplugs development	2/1/16 - 4/30/16
●	System coverage test	2/8/16 - 2/12/16
●	Console programming - transitioning	2/15/16 - 2/19/16
●	Optimize the rest of P-25 system (5 channels)	3/1/16 - 3/31/16
●	Restore 12 channel legacy system	4/4/16 - 4/8/16
●	Cut-over to P-25 system	4/25/16 - 4/29/16
●	Console programming - final	5/2/16 - 5/5/16
●	Final system acceptance - final	6/16/16 - 6/20/16
●	Subscriber programming - final	7/1/16 - 9/30/16



## 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

Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Police

Description
<p>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.</p> <p>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.</p> <p>The recommendations are in the areas of (1) Community Policing; (2) Background Investigations; (3) Citizen Complaints; (4) Recruitment and Selection; and, (5) Hiring Process.</p> <p>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.</p> <p>Regular reports to the Commission on the progress of the implementation of the recommendations will be done by the City Manager.</p>

Analysis
<p>The Police Department continues to make progress toward completing the forty-three (43) recommendations made in the Multi-Focused Community Policing Assessment. 26 have been completed and 17 remain in progress. Key milestones of several recommendations have been accomplished and samples include:</p> <ul style="list-style-type: none"> <li>• 500 Tasers have been procured and shipments are arriving.</li> <li>• Community Policing training has been integrated into the 2016 In-Service training curriculum.</li> <li>• A Procedural Justice training program has been approved and a customized curriculum is being developed.</li> <li>• Fair and Impartial Policing training has been integrated into the 2016 In-Service training curriculum.</li> <li>• A Job Task Analysis RFP has been developed by staff and will be advertised imminently.</li> <li>• New diversity rich recruiting materials are being developed. Some are currently in use.</li> <li>• The Applicant Tracking software has been procured and is being configured for use.</li> <li>• Civilian Background Investigator positions are being created and will be advertised soon.</li> <li>• The Police Psychologist Job Description is being finalized and the new position is being created.</li> </ul> <p>The Department is moving aggressively on all of the recommendations with the resource available and appreciates the tremendous cooperation received from the Human Resources Department and the Procurement Division of the Finance Department. Our results will enhance the quality of professional police services expected by our Neighbors.</p>

Milestones	
 1-5 Community Policing	7/20/15 - 3/7/16
 5.2. Formalize a Call For Service Reduction Plan	7/20/15 - 2/29/16
 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 - 1/29/16
 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 - 3/31/16
↑	6.2 All complaints should be documented as part of the Early Intervention Program.	7/20/15 - 3/31/16
✓	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 consequences of filing a false report by agency supervisors.	7/20/15 - 9/25/15
✓	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 - 4/29/16
✓	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 - 3/31/16
✓	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 - 2/29/16
✓	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 - 4/29/16
✓	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 - 10/26/15
✓	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 - 4/29/16
↑	8.7 - The FLPD should use an instrument that identifies high risk behavior.	9/7/15 - 4/29/16
↑	8.9 - Establish Core Values and incorporate them as factors in the hiring process	9/7/15 - 4/29/16
↑	8.6 - Increase personnel in Backgrounds Investigations Unit.	10/5/15 - 4/29/16
↑	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 - 1/29/16
↑	9.2 Train all lieutenants and above in Procedural Justice	7/20/15 - 4/29/16
✓	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 - 2/26/16
✓	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 - 1/29/16



Category
Management Agenda

Commission Prioritization Level
High

Lead Department
Police

Description
<p>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.</p> <p>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.</p>

Analysis
<p>Motor unit officers have been trained and the Department is ready to move forward with the expansion of the motor unit. One officer was moved over to the motor unit in December 2015, with another to be moved in January 2016. The Department will then be moving forward with the selection process for the additional positions, out of the pool of interested officers. Additionally, at the December 12, 2015 City Commission meeting, the City Commission approved the purchase of 18 police motorcycles.</p> <p>This initiative is moving forward but slightly delayed due to staffing challenges in regards to pulling officers off patrol duty, getting them trained, and placing them into the motor unit.</p>

Milestones
<ul style="list-style-type: none"> <li>✓ Recruit new motor unit sergeant and officers 6/1/15 - 10/1/15</li> <li>✓ Train new motor unit officers 6/1/15 - 10/1/15</li> <li>✓ Purchase new motorcycles 10/1/15 - 12/31/15</li> <li>■ Sustain expanded motor unit detail 1/1/16 - 9/30/16</li> </ul>



Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Fire Rescue

Description
<p>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).</p>

Analysis
<p>The Fire Rescue Department was awarded a grant through the Port Security Grant program to help cover the purchase cost of a new fire boat. The grant was awarded in September 2015, with City Commission approval of the grant amount at the October 6, 2015 City Commission meeting. Fire Rescue is working with the City Attorney’s Office and the Procurement Division to purchase the Fire Boat through a General Services Administration (GSA) contract. It is anticipated that the purchase of the new vessel will be on the March 1, 2016 City Commission meeting agenda. Milestones and target dates have been adjusted to reflect the purchasing method change from an ITB/RFP to a GSA schedule.</p>

Milestones
<ul style="list-style-type: none"> <li>✓ Apply for FY 2015 Port Security Grant Program 5/1/15 - 5/31/15</li> <li>✓ Hear fire boat specification presentations 8/1/15 - 8/31/15</li> <li>✓ FY 2015 Port Security Grant Program awarded 9/1/15 - 9/30/15</li> <li>✓ 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</li> <li>■ Update quote and obtain a GSA Schedule/contract 1/1/16 - 2/29/16</li> <li>● Procure (build) vessel and equipment 3/1/16 - 1/31/17</li> <li>● Test vessel and equipment 2/1/17 - 5/31/17</li> <li>● Continue use and testing with vessel 6/1/17 - 9/30/18</li> <li>● Provide training and commission vessel 6/1/17 - 6/30/17</li> <li>● Sustain investment 9/1/18 - 12/31/30</li> </ul>



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
On October 1, 2015 Fort Lauderdale Fire Rescue placed a peak hour rescue unit (R202) into service seven days a week during the hours of 0900-2100. The unit was placed into service to help lower first unit medical rescue response times and keep outlining rescue units from leaving their first-due jurisdictions to respond into the downtown portion of Fort Lauderdale. Rescue 202 has been in service for three months and has responded to 923 incidents. Rescue 202 is averaging 9.80 calls during the twelve hours the unit is in service.
Since the units inception, the department has seen a decrease in responses to the downtown area from the outlining medical rescue units, which in turn should reduce first unit medical rescue response times. Response times will be analyzed during the next FL <sup>2</sup> STAT meeting.

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

Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Human Resources

Description
<p>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.</p>

Analysis
<p>The Human Resources Department is actively recruiting for their open positions. Once these positions have been filled, the Department will be able to move forward with the remaining milestones within this initiative, some of which will be managed by the new hires.</p>

Milestones												
<table border="0"> <tr> <td></td> <td>Recruit for vacant positions in the Human Resources Department</td> <td>10/1/15 - 4/1/16</td> </tr> <tr> <td></td> <td>Develop and hold regular HR liaison meeting (ongoing effort)</td> <td>2/1/16 - 9/30/16</td> </tr> <tr> <td></td> <td>Develop and implement the HR Boot Camp</td> <td>2/1/16 - 9/30/16</td> </tr> <tr> <td></td> <td>Roll-out recommendations from the Recruitment and Selection report</td> <td>2/1/16 - 9/30/16</td> </tr> </table>		Recruit for vacant positions in the Human Resources Department	10/1/15 - 4/1/16		Develop and hold regular HR liaison meeting (ongoing effort)	2/1/16 - 9/30/16		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
	Recruit for vacant positions in the Human Resources Department	10/1/15 - 4/1/16										
	Develop and hold regular HR liaison meeting (ongoing effort)	2/1/16 - 9/30/16										
	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										

## 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<sup>2</sup>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.