

City of Fort Lauderdale  
**FY 2014 COMMISSION ANNUAL ACTION PLAN**  
Progress Report to Commission: Quarter 1



## HOW TO READ THIS REPORT

This FY 2014 Commission Annual Action Plan Report provides an at-a-glance summary of progress with Fort Lauderdale City Commission priorities. These priorities were developed during the spring and summer of 2013 through collaboration by Department Directors and the City Commission, leading to an ultimate ranking of actions and projects, referred to as initiatives with the strategic planning and budgeting processes. Within this report, each initiative is associated with a Cylinder of Excellence, a Department as the lead, a brief description of what the initiative is, an analysis of progress, and key milestones and dates. The information in this report was generated from ClearPoint software, the City's strategic performance management software, which allows for the monthly reporting and analyzing of data. Progress with the Action Plan is monitored monthly through the interdisciplinary FL<sup>2</sup>STAT program, the City's approach to exponential improvement.

### SUMMARY

The Initiative Summary provides an index of the Commission Annual Action Plan initiatives and Budget Priorities. The first column, titled **Category**, organizes the initiatives according to the following categories: Policy Agenda, Management Agenda, and Budget Priorities. The second column, titled **Initiatives**, contains the initiative name. The name itself begins with an abbreviation for the Cylinder of Excellence that the initiative falls within. To further align the initiatives, the number following the abbreviation corresponds to the goal and objective of the City's Five-Year Strategic Plan, *Press Play Fort Lauderdale 2018*. For example, Initiative PP 3-1: *Riverwalk District Plan* is linked to the Public Places Cylinder of Excellence, and more specifically is tied to the objective 3-1: *Improve access to and enjoyment of our beach, Riverwalk, waterways, parks, and open spaces for everyone*. The third column: **Commission Prioritization Level**, applies only to initiatives in the Policy and Management categories and illustrates the importance-level as ranked by Commission: only Top or High priorities have been included.

### INITIATIVE PROGRESS

Each initiative is presented with a one-page summary of information. It includes a **Description** which provides a summary and/or brief history of the initiative that describes the project and its purpose. Initiatives that received increased budget allocations in the FY 2014 Budget have the amount indicated in the **Budget Allocation** field. The **Analysis** field is intended to provide a status update on the progress of the initiative. It will indicate whether the project is on schedule and discuss any relevant issues that have arisen during the process. The **Milestone** field is intended to provide a broken down view of the steps needed to complete the initiative along with anticipated completion dates. The status indicator to the left of the Milestone title indicates the status of the milestone.



**GLOSSARY OF KEY TERMS AND ABBREVIATIONS:**

**Initiative** – Actions and projects that were prioritized by the City Commission during the spring and summer of 2013. 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 Cylinder
- PP – Public Places Cylinder
- BD – Business Development Cylinder
- NE – Neighborhood Enhancement Cylinder
- PS – Public Safety Cylinder
- IS – Internal Support Platform

**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 Commission and will be presented and discussed as appropriate.
- Management Agenda – the overall direction for these initiatives has generally already been provided by the Commission. Staff will continue to implement and refine at the management level as needed and bring items to the Commission’s attention as necessary.
- Budget Priority – these items received increased budget allocations in the FY 2014 Adopted Budget and quarterly updates on progress were requested by Commission.

**FL<sup>2</sup>STAT** – A systematic and innovative program that ties together the organization’s Strategic Plan, the Commission’s Annual Action Plan, the 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.

<b>Initiatives and Milestone Status Indicators</b>	
	<b>Completed</b> – The initiative or milestone has been completed.
	<b>At or Above Plan</b> – Progress is on track to meeting the CAAP target date.
	<b>Caution</b> – Will not meet the key dates outlined in the CAAP but is still making progress.
	<b>Below Plan</b> – Is not meeting the key dates outlined in the CAAP and is experiencing several challenges and/or significant problems.
	<b>No Information</b> – Work on the initiative or milestone has not started.



# CAAP & Budget Priority Progress Report

FY 2014 Commission Annual Action Plan



Category	Initiative	Commission Prioritization Level
Policy Agenda	IS 12-1.1 Structurally Balanced Budget	Top
Policy Agenda	PS 9-1.1 Crime Reduction Strategy and Action Plan	Top
Policy Agenda	BD 7-1.3 City Economic Development Strategic Plan	Top
Policy Agenda	PP 3-5.2 Comprehensive Homeless Strategy	Top
Policy Agenda	NE 6-1 Northwest CRA Five-Year Strategy	Top
Policy Agenda	IS 12-1.3 Pension Restructuring for Sustainability for Police and Fire	Top
Policy Agenda	PP 3-1.6 Riverwalk District Plan	High
Policy Agenda	PP 3-2.1 Landscape Beautification and Maintenance Program	High
Policy Agenda	PP 4-2 Soccer and Lacrosse Athletics Fields Increase	High
Policy Agenda	IN 2-2.2 Stormwater Management Plan	High
Policy Agenda	IN 1-2.2 Downtown Walkability Plan	High
Policy Agenda	BD 7-3 .1 Beach Renourishment Plan and Funding	High
Management Agenda	IN 2-1 Engineering Project Management	Top
Management Agenda	IN 1-1.2 All Aboard Florida Passenger Rail and Station Area Plan	Top
Management Agenda	IN 1-1.3 The Wave Streetcar	Top
Management Agenda	IS 12-1 Financial Policies, including Financial Integrity Principles and Policies	Top
Management Agenda	NE 5-2.4 Code Compliance - Process Improvement	Top
Budget Priority	IN 2-1.4 Bridges Master Plan	Not Applicable
Budget Priority	IN 2-1.1 Street Resurfacing	Not Applicable
Budget Priority	IN 1-2.3 Sidewalk Program	Not Applicable
Budget Priority	NE 6-1.1 Ordinance Updates for Various Master Plans	Not Applicable

Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
City Manager's Office

Description
In an effort to maintain long term sustainability for the City, a structurally balanced budget is required. Structurally balanced means that on-going revenues match on-gong expenditures. The City met this goal with the adoption of the FY 2014 budget. In order to maintain a structurally balanced budget going forward, it will be necessary to align the FY 2015 proposed operating expenditures with the estimated available revenues. One time expenditures, however can be funded from one time revenues.

Analysis
The FY 2015 Budget Calendar and the Strategic Planning and Budgeting Cycle Map have been set for the FY 2015 Budget cycle. The calendar will include multiple budgetary review sessions to include extensive analysis of both revenues and expenditures to ensure that the City continues to maintain a structurally balanced budget. During the next quarter, departments will begin building their operating budgets and capital improvement requests. Once complete, the respective revenue, budget and Community Investment Plan (CIP) review committees will commence.

Milestones	
 Revenue Estimating Conference Committee Recommendation	3/15/14 - 4/30/14
 Ten Year Forecast Update for Fiscal Year 2015	4/1/14 - 5/30/14
 City Manager submits a Structurally Balanced Preliminary Budget to the City Commission for consideration	6/1/14 - 6/30/14
 City Manager submits a Structurally Balanced Proposed Budget to the City Commission for consideration	7/1/14 - 7/31/14
 City Commission adopts a Structurally Balanced Budget	9/1/14 - 9/30/14

<b>Category</b>
Policy Agenda
<b>Commission Prioritization Level</b>
Top
<b>Lead Department</b>
Police
<b>Budget Allocation</b>
Citywide Security Cameras and Public Safety Strategies (\$1 million); Police Laptop Computers (\$700,000)
<b>Description</b>
<p>The Police Department's formal crime reduction strategy and action plan is composed primarily of four different yet interwoven projects, all of which are designed to allow the Department to effectively address crime throughout the City. The four primary strategies are:</p> <p><b>IBM Predictive Policing</b> - On January 23, 2013, FLPD officially kicked off a First of a Kind (FOAK) partnership with IBM to begin the development of a City Resource Optimization Solution (CROS) program with regard to predictive policing. FLPD is one of only two police agencies nationwide being tapped by IBM for inclusion in this project (the other being Minneapolis, Minnesota). Through this collaboration, IBM plans to develop an innovative software system designed to improve efficiency by leveraging the vast amounts of data available within the City.</p> <p><b>Smartwater</b> - SmartWater is an asset protection system in the form of a clear liquid which contains a unique forensic code that is extremely robust and guaranteed to last a minimum of 5 years within all weather conditions. It is applied to items of value – personal, commercial, and industrial – which are frequently the target of theft. The non-hazardous patented liquid leaves a long-lasting identifying mark that is invisible except under ultraviolet black light. Traces of SmartWater found on stolen property can be scientifically analyzed to identify the owner.</p> <p><b>Police Laptop Computer Replacement</b> – The FY 2014 Adopted Budget allocated \$700,000 for Police laptop computers.</p> <p><b>Citywide Security Cameras</b> – The FY 2014 Adopted Budget allocated \$1 million for citywide security cameras.</p> <p>When viewed as a group, these strategies will allow the Police Department to more accurately assess emerging trends, more readily identify persons responsible for those trends and more effectively allocate resources to combat those trends.</p>

<b>Analysis</b>								
<p><b>IBM</b> - As of December 31, 2013, the pilot project has ended, and we are moving into the actual implementation phase of the product that was created as a result of this First Of A Kind (FOAK) project. The Police Department is now using the product to help address crime issues and trends, and IBM continues to provide support for the product in its current configuration. Any future changes to the product will only be completed by IBM after the City has purchased licenses. The City is currently exploring the licensing costs and feasibility. In the meantime, IBM continues to assist us as we begin bringing additional users on-board.</p> <p><b>SmartWater</b> – The Criminal Investigations Division (CID) has initiated several operations utilizing the different SmartWater applications.</p> <p>In November, CID's Burglary Squad initiated operations involving three area pawn shops, wherein jewelry marked with SmartWater tracer solution was sold at these locations. Thus far, this operation has resulted in the arrests of two subjects for Dealing in Stolen Property (Organized).</p> <p>In December, CID's Burglary Enforcement and Suppression Team conducted an operation in 203 and 104 Zones targeting known Intelligence Led Policing (ILP) burglary offenders. Detectives placed a decoy vehicle including a laptop computer and bag in the back seat, marking said laptop with Smart Water grease. This operation led to the arrest of three subjects for the commission of burglary. One of the subjects was photographed utilizing black light which confirmed the Smart Water made contact with his hands and arms. It should be noted that this subject is a confirmed ILP offender.</p> <p><b>Police Laptop Computer Replacement</b> – 270 police laptop computers (replacements) have been ordered and are beginning to be delivered. Those laptops will be imaged and then tested by City IT personnel. At that point they will be rolled out to the end users.</p> <p><b>Security Cameras</b> - Police personnel are currently working in conjunction with City IT personnel to identify the equipment necessary to provide both mobile and fixed security camera systems. Those systems will be designed to work in unison with one another, as well as with other existing systems currently in use throughout the City. The focus at this particular time is on the mobile camera platform. To that end, the assigned personnel will be visiting nearby jurisdictions to view the products they now employ. Following that process, a platform will be designed that meets our specific needs and the purchasing process will begin. As these types of camera systems are readily available, the plan currently calls for the rollout and testing of our own mobile camera platform near the end of April of 2014.</p>								
<b>Milestones</b>								
<table border="1"> <tr> <td> SmartWater</td> <td>7/16/12 - 12/31/13</td> </tr> <tr> <td> Police Laptop Computer Replacement</td> <td>10/1/13 - 2/28/14</td> </tr> <tr> <td> Security Cameras</td> <td>10/1/13 - 7/31/14</td> </tr> <tr> <td> IBM FOAK Project for Predictive Policing</td> <td>1/1/14 - 12/31/15</td> </tr> </table>	 SmartWater	7/16/12 - 12/31/13	 Police Laptop Computer Replacement	10/1/13 - 2/28/14	 Security Cameras	10/1/13 - 7/31/14	 IBM FOAK Project for Predictive Policing	1/1/14 - 12/31/15
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 IBM FOAK Project for Predictive Policing	1/1/14 - 12/31/15							

Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Sustainable Development

Description
<p>The creation of a Comprehensive Economic Development Plan was identified by the City Commission as a Top Priority. The objective of the plan is to sustain, expand and diversify the City's economic base by enhancing the business climate and creating higher paying jobs, thereby increasing the City's tax base and improving the quality of life for all residents. A key element of the plan will be to identify key strategies and action items that can be implemented within a 5 years, and to set broader goals and objectives to be implemented within 10 years.</p> <p>Specific geographic areas to be evaluated include:</p> <ul style="list-style-type: none"> <li>• The Fort Lauderdale Executive Airport (FXE)/Uptown Business District</li> <li>• The Galt Ocean Mile</li> <li>• North Beach</li> <li>• The Downtown Regional Activity Center (DRAC) / East Las Olas Boulevard</li> <li>• Sistrunk Boulevard</li> <li>• SE 17th Street / South Andrews Avenue</li> </ul>

Analysis
<p>On December 3<sup>rd</sup>, City staff provided an executive summary of the Phase I of the Economic Development Strategic Plan to City Commission (Commission Agenda Memorandum 13-1481). Phase I of the project is an Economic Development Profile of the City of Fort Lauderdale; the profile report is also segregated into six geographic sub-areas which are the focus of the strategic plan.</p> <p>Six (6) public meetings were held in December 2013 at locations within the geographic areas identified as focus areas for strategic plan. Meetings averaged between 20-30 persons and were a mixture of residents, business owners, developers and property owners. The consultant team prepared a summary report of the public meetings which was provided to Commission.</p> <p>During the City Commission discussion on the Phase I report, additional public meetings were requested in January 2014 to augment the public meetings held in December 2013. The City Commission acknowledged that holding the additional public meetings in January would likely impact the project schedule. The stakeholder meetings, including one-on-one interviews and focus group meetings, were scheduled to be completed by late December 2013 however these meetings will not occur until the week of January 13, 2014. With the additional meetings in January 2014 the anticipated project completion adjusts and it is anticipated that a final draft will be ready for the City Commission in late March 2014.</p>

Milestones	
✓ Present Strategic Plan Approach to commission	9/19/13 - 9/19/13
✓ Release RFP	9/19/13 - 9/19/13
✓ RFP Proposals Due	9/19/13 - 9/19/13
✓ Evaluation Committee	9/19/13 - 10/19/13
✓ Oral Interview with RFP Finalist	9/19/13 - 10/19/13
✓ City Commission to award the contract	9/19/13 - 9/19/13
✓ Phase I – Economic Development Profile Report for the City and each geographic area	10/7/13 - 11/7/13
✓ Public Meetings (Minimum 6)	11/8/13 - 2/17/14
↑ Stakeholder Meetings (Minimum 5)	11/8/13 - 1/30/14
↑ Consultant Submits Draft Report	1/30/14 - 2/18/14
↑ Submit Final Report to City Commission	2/18/14 - 3/18/14

<b>Category</b>
Policy Agenda
<b>Commission Prioritization Level</b>
Top
<b>Lead Department</b>
Parks and Recreation
<b>Description</b>
<p>The City Commission has identified homelessness as a top priority. In a 2012 City survey, 23% of residents indicated satisfaction with the City's efforts in this area. As homelessness is of primary concern, the City has collaborated with several partners to potentially reduce the incidence of homelessness in Fort Lauderdale. The City of Fort Lauderdale was accepted to become Broward County's partner in a Housing and Urban Development (HUD) Continuum of Care (CoC) Competition on August 28, 2012. This project supports Public Places Objective 5: Work with partners to reduce homelessness by promoting independence and self-worth through advocacy, housing and comprehensive services.</p> <p>The intent of the HUD CoC Homeless Assistance Program is to reduce the incidence of homelessness by assisting homeless individuals and families to move to self-sufficiency. The CHHC project was created to assist the chronically homeless obtain housing and supportive services.</p> <p>In accordance with the terms of the 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.</p>

<b>Analysis</b>										
<p>The City of Fort Lauderdale has partnered with Broward County's Homeless Initiative Partnership Division to fund a new permanent supportive housing project to help the chronically homeless transition from homelessness to living as independently as possible. Several City departments are collaborating to implement strategies to impact homelessness. The Police Department has assigned an officer to conduct homeless outreach and is a partner in the CHHC project. The Fire Department is on the alert as a first responder, and is also a partner in the CHHC project. Sustainable Development has committed match funding via Housing and Community Development's Emergency Shelter Grant funds.</p> <p>On December 17, 2013, the Commission adopted a resolution to enter into a grant agreement with Broward County and accept the \$440,117 grant. The grant will support the following services: Supportive Services: \$84,630, Operations: \$92,300, Leasing: \$248,304, and Administration: \$14,883. The City's partners in the grant include: Broward Partnership for Homeless, Inc. (BPHI); Housing Authority of the City of Fort Lauderdale (HACFL); Salvation Army of Broward County; United Way of Broward County; Task Force Fore Ending Homelessness, Inc. The HACFL will supply the housing units, BPHI will provide support services, the United Way of Broward County will provide a \$30,000 cash match, the TaskForce Fore Ending Homelessness will assist in locating the most vulnerable, and the Salvation Army will assist with temporary shelter.</p> <p>The City has hired a Homeless Project Grant Coordinator to coordinate the administrative requirements of the grant. BPHI conducted interviews to hire two new case managers. Both of the Intensive Case Managers were on board at BPHI as of January 22, 2014. Staff is purchasing the furnishings required to prepare the housing units, in consideration of purchasing and grant requirements. Six units will be furnished initially. The remaining units will be furnished and inhabited throughout the year of the grant.</p> <p>The Point-in-Time count was conducted during the week of January 20, 2014. Six Parks &amp; Recreation Department employees volunteered their time to participate in the count during the 4 am - 8 am shift of January 21, 2014. The results of the Count and Vulnerability Index will not be available for several months. It is not yet known when those results will be available.</p> <p>The City Commission conducted a community workshop on January 29, 2014 to heighten awareness of homeless issues. The public workshop focused on three proposed ordinances concerning (1) the public feeding of the transient population; (2) public behavior; and (3) solicitation on the sidewalks and public roadways. The City Commission agreed to move forward quickly with the "public behavior" and the "solicitation on the sidewalks and public roadways" ordinances. The City Commission, while recognizing the need for a "public feeding of the transient population" ordinance is necessary, feel that this issue is more complex and that the current proposed ordinance needs to be reworked and modified to ensure that the City is not inadvertently negatively impacting the groups that are assisting with trying to solve this problem. This meeting in conjunction with the three proposed ordinances is a positive first-step in addressing the homeless concerns in the City.</p>										
<b>Milestones</b>										
<table border="1"> <tr> <td> Agreement Commission Acceptance</td> <td>12/17/13 - 12/17/13</td> </tr> <tr> <td> Two case managers hired by Broward Partnership for Homeless (BPHI)</td> <td>1/1/14 - 1/17/14</td> </tr> <tr> <td> Furnish and prepare housing units</td> <td>1/1/14 - 12/1/14</td> </tr> <tr> <td> Vulnerability Index</td> <td>1/1/14 - 1/31/14</td> </tr> <tr> <td> Point-in-time count</td> <td>1/20/14 - 1/24/14</td> </tr> </table>	 Agreement Commission Acceptance	12/17/13 - 12/17/13	 Two case managers hired by Broward Partnership for Homeless (BPHI)	1/1/14 - 1/17/14	 Furnish and prepare housing units	1/1/14 - 12/1/14	 Vulnerability Index	1/1/14 - 1/31/14	 Point-in-time count	1/20/14 - 1/24/14
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 Point-in-time count	1/20/14 - 1/24/14									

Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Sustainable Development

Description
<p>The Northwest-Progresso-Flagler Heights Community Redevelopment Agency (NPF CRA) was created in 1995 to eliminate slum and blighting conditions in the areas near downtown Fort Lauderdale and northwest Fort Lauderdale. The NPF CRA is a 30-year community redevelopment program set to expire in 2025.</p> <p>Both the near downtown area and the northwest Fort Lauderdale district have been the focus of a number of studies and planning efforts since the 1960's. A variety of charrettes and workshops have been held to discuss community needs and help create a vision for the area to further refine and guide planning and development. Historical issues that have been identified throughout the entire redevelopment area include:</p> <ul style="list-style-type: none"> <li>· Unemployment higher than the Broward County average;</li> <li>· Lack of private capital investment;</li> <li>· Need for improved development regulations;</li> <li>· Lack of property maintenance;</li> <li>· Deferment of maintenance by absentee owners; and</li> <li>· The need for improved streetscapes</li> </ul> <p>The development of a five-year program for the NPF CRA was developed to create a transparent and simple framework to prioritize our efforts and chart a course for success. The NPF CRA Five-Year Program developed outlines a clear vision and mission for the NPF CRA over the next five years. The program also includes a set of core strategic objectives and development goals that will maintain priorities and also utilize performance measurement to evaluate our progress.</p>

Analysis
<p>The NPF CRA five-Year spending program was approved by the Community Redevelopment Agency Board of Directors on October 15, 2013. The spending plan was developed to create a long-term sustainable development framework that will have immediate, short-term results and long term impacts on the target area and on the lives of the residents who live in the redevelopment area. The NPF CRA Five-Year Strategic Program will be funded based on a historical trend of positive tax increment growth for the last five years. Positive tax increment growth is assumed and when combined with existing NPF CRA assets there will be excess of \$25M, minus operating expenses, to spend over the next five years. Projects identified in the five-year spending plan are located throughout the redevelopment area and can be categorized as investments in infrastructure, quality of life upgrades, and strategic redevelopment investments that will have long-term development impacts.</p> <p>A comprehensive list of the targeted investments can be found in the NPF CRA 5-Year Strategic Program. Projects that are expected to be completed or funding is expected to be utilized during this fiscal year are provided below:</p> <ul style="list-style-type: none"> <li>· The Pearl (Street Grant)- Approved by CRA Board 8/20/13</li> <li>· Henry Square pending approval (Street Grant) CRA Board on Jan 22<sup>nd</sup></li> <li>· Flagler Arts and Technology Village (F.A.T. Village) Streetscape Enhancements</li> <li>· Wireless Surveillance Cameras/Public Wireless Access Point (Wi-Fi) (4 years maintenance)</li> <li>· Mizell Center Upgrades</li> <li>· Progresso Village Enhancement Project</li> <li>· Wave Contribution</li> <li>· Sistrunk Lighting Upgrade</li> <li>· Flagler Village Monument Sign/Street Sign Matching Funds</li> <li>· Property and Building Improvement Program/Façade Grant/Tax Rebate</li> <li>· NCIP/BCIP Projects within NPF CRA (waiting on CDBG funding)</li> </ul> <p>So far, \$1,439,307 has been approved by the CRA Board in support of the spending plan.</p> <p>CRA staff is working with area property owners to host an open house/property tour to promote the Property and Building Improvement and Commercial Façade Renovation program. The open house and tour event is anticipated in first quarter of 2014. In the meantime applications for the funding programs were provided to several property owners on Sistrunk that have expressed interest in upgrading their properties since the five-year spending plan was announced. Applications will be sent to all commercial property owners in the area informing of the new programs. For Sistrunk Boulevard, a targeted property portfolio has also been created to allow all department personnel to better understand property ownership and help market the incentive programs.</p>

Milestones	
 Prepare NPF CRA Five-Year Spending Program	3/1/13 - 3/1/13
 Present Spending Program to NPF CRA Advisory Board	8/24/13 - 8/24/13
 Present Spending Program to CRA Board	10/15/13 - 10/15/13
 Prepare Budget Amendments for Capital Project identified in spending program	10/21/13 - 12/17/13
 Adopt Business Development Program Guidelines	12/17/13 - 12/17/13

Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Human Resources

Description
To support the mission of building community by providing best in class municipal services with financial integrity, the City is seeking to restructure the Police and Firefighters Retirement System to ensure that the retirement and benefit system is financially sustainable. This must be done through the collective bargaining negotiation process with the Fort Lauderdale Fraternal Order of Police (FOP)Lodge Number 31, for Police Officers, Sergeants, Lieutenants and Captains, and with the Fort Lauderdale Professional Firefighters, Inc., International Association of Firefighters (IAFF), Local 765, for Firefighters, Driver-Engineers, Fire Lieutenants, Fire Safety Lieutenants and Fire Inspectors.

Analysis
<p>Since negotiations began in May of 2013, approximately ten (10) negotiation sessions were conducted, along with a Joint Pension Workshop held in August 2013. The City successfully reached three-year agreements with the Police groups, which were ratified by the FOP and City Commission in November/December 2013. A few of the plan design changes are:</p> <ul style="list-style-type: none"> <li>• A reduction in the multiplier from 3.38% to 3% for members hired on or after April 1, 2014.</li> <li>• Maximum Accrual reduction from 81% to 75% of salary for members hired on or after April 1, 2014.</li> <li>• Final Average Compensation will be increased from two (2) highest years to five (5) highest years for members hired on or after April 1, 2014.</li> </ul> <p>Implementing these pension changes and others will result in a savings of \$160 million over the next 30 years. Negotiations with IAFF are still underway. The next negotiation session between the City and IAFF is scheduled for February 25, 2014.</p>

Milestones	
<input checked="" type="checkbox"/> Notify IAFF Union leaders of intent to negotiate a successor agreement	1/1/13 - 3/1/13
<input checked="" type="checkbox"/> Notify FOP Union leaders of intent to negotiate a successor agreement	1/1/13 - 3/1/13
<input checked="" type="checkbox"/> Begin Negotiations with FOP	3/1/13 - 4/30/13
<input checked="" type="checkbox"/> Begin Negotiations with IAFF	3/1/13 - 4/30/13
<input type="checkbox"/> Negotiate Collective Bargaining Agreement (IAFF)	5/1/13 - 12/31/13
<input checked="" type="checkbox"/> Negotiate Collective Bargaining Agreement (FOP)	5/1/13 - 11/12/13
<input checked="" type="checkbox"/> Union Ratification (FOP)	11/18/13 - 11/22/13
<input type="checkbox"/> City Commission Ratification and Approval of Pension Ordinance Changes (FOP)	12/3/13 - 1/7/14
<input type="checkbox"/> Union Ratification (IAFF)	1/1/14 - 1/31/14
<input type="checkbox"/> City Commission Ratification and Approval of Pension Ordinance Changes (IAFF)	2/1/14 - 2/28/14

Category
Policy Agenda

Commission Prioritization Level
High

Lead Department
Parks and Recreation

Description
<p>The Riverwalk District Plan was initiated to improve and enhance the blocks north and south of the New River in Downtown Fort Lauderdale. The intent was to build on existing assets to create a regional landmark destination that will generate significant economic and social value for the City and improve accessibility along the Riverwalk.</p> <p>The "Implementation Matrix" was developed to drill down on specific initiatives necessary to achieve the short-term actions as presented during the March 2011 City Commission meeting. The projects, as outlined in the Implementation Matrix are as follows:</p> <ol style="list-style-type: none"> <li>1. Ordinance &amp; policy revision             <ol style="list-style-type: none"> <li>a. Streamline event-permitting process and reduce event-permitting costs</li> <li>b. Allow vendors in the Riverwalk District</li> <li>c. Allow interim uses/improvements on vacant sites and/or in vacant storefronts</li> </ol> </li> <li>2. Unified event calendar</li> <li>3. Cross-river transportation service             <ol style="list-style-type: none"> <li>a. Phase I to coincide with special events</li> <li>b. Phase II regular service tied into new developments</li> </ol> </li> <li>4. Finalize Management Strategy             <ol style="list-style-type: none"> <li>a. Identify composition of stakeholders to participate (those who benefit, those who provide resources)</li> <li>b. Establish overall governance and organization</li> <li>c. Develop recommendations for a funding plan to program and operate district</li> <li>d. Develop scope and identify potential funding source for branding and marketing plan</li> </ol> </li> </ol>

Analysis
<p>A meeting was held to update the City Manager and staff on the Special Event Process Improvement currently underway. Staff will also meet to review the recommendations during the end of January. Meeting topics include legal implications, document management system, fee analysis, security deposits, revenue sub-object code, established site plans, and manual development. Consideration will be made to include a separate sections specific to the Riverwalk in the events manual. The recommendations will be presented to the Commission during a March Conference meeting.</p> <p>Staff has begun discussions with the Water Taxi to implement transportation services to coincide with special events. The Water Taxi transportation services will begin in February.</p>

Milestones	
 Streamline event-permitting process	10/7/13 - 2/3/14
 Create Cross-river transportation service to coincide with special events	1/6/14 - 6/9/14
 Identify composition of stakeholders who benefit and provide resources	2/3/14 - 8/1/14
 Allow for vendors in the Riverwalk District	2/3/14 - 8/1/14
 Develop coordinated event planning and unified event calendar	2/3/14 - 8/1/14
 Allow interior uses	2/12/14 - 8/12/15
 City Commission Update	2/17/14 - 3/31/14
 Establish overall governance and organization	8/1/14 - 12/1/14
 Develop recommendations for funding plan to program and operate district	8/1/14 - 12/1/14
 Develop scope and identify potential funding source for branding and marketing plan	2/12/15 - 8/12/15
 Allow interim uses	2/12/15 - 8/12/15

Category
Policy Agenda

Commission Prioritization Level
High

Lead Department
Parks and Recreation

Budget Allocation
Landscape Beautification and Maintenance (\$500,000); Entranceways and Signage (\$220,000)

Description
<p>The physical appearance of our thoroughfares and public places can ultimately affect the quality of life of our neighbors. Improvements to the physical environment can in turn attract others to the community. In a 2012 City survey, 66% of respondents indicated satisfaction with the overall appearance of the City. Public Places Objective PP 3-2 is to enhance the City's identity and appearance through well-maintained green spaces, major corridors, gateways, and medians. The City has taken steps to initiate improvements in this area.</p> <p>Staff requested funding to improve the overall appearance of the City's medians via landscaping and entryway signage. A median landscape median improvement budget was approved for Fiscal Year 2014. Funding has been allocated toward the installation of new entryway signage (\$220,000) and landscape beautification and maintenance (\$500,000). Staff will also increase mowing cycle frequencies as a result of the adjusted funding.</p> <p>Median improvements will include the addition of new plant material and new welcome signage at initially approximately 22 different locations. The target date for the installation of the new signs is prior to the end of fiscal year 2014. This target may be revisited if necessary.</p> <p>Park supervisors measured, identified, and prioritized those medians requiring new sod. As the new sod is installed, fertilizer will be applied throughout the installation process. Staff volunteering to be on the Median Landscape Team met, created design options, and identified specific medians in need of improvement. The Median Landscape Plan including median design options was presented to the City Commission on September 3, 2013.</p> <p>On October 1, 2013, staff applied to the Florida Department of Transportation for a \$100,000 Florida Highway Beautification Council Grant for SR A1A median landscape improvements. It is not yet known if grant funds will be awarded. However, it is anticipated staff may find out the results of the grant by January 2014. If awarded, the 12-month grant period will be from July 2014 through May 2015.</p>

Analysis
<p>The City Commission selected their preference from the Median Landscape Plan presentation in September 2013 and the sample sign was installed on Sunrise Boulevard. This pilot was revealed to City staff at a monthly meeting and following a discussion on the appearance of the sign, the design was referred to the Public Affairs Office (PAO) for additional refinement. The PAO adjusted the design and added blue waves to the bottom of the conceptual rendering of the sign to visually improve the sign. The new design was approved by Commission on January 7, 2014. Upon completion, construction of the median signage will be turned over to Engineering for fabrication, permitting and installation. Engineering has reviewed the project construction timeline.</p>

Milestones	
<input checked="" type="checkbox"/> Release sod bid	2/15/13 - 3/29/13
<input checked="" type="checkbox"/> Install sample median on Sunrise Blvd	11/4/13 - 12/31/13
<input type="checkbox"/> Release signage bid	3/17/14 - 4/16/14
<input type="checkbox"/> Award Construction Contract	4/17/14 - 6/16/14
<input type="checkbox"/> Construction and Signage installation	6/16/14 - 9/15/14
<input type="checkbox"/> Install plants, trees and sod	6/16/14 - 9/15/14

Category
Policy Agenda

Commission Prioritization Level
High

Lead Department
Parks and Recreation

Description
<p>Healthy communities engage their residents by providing opportunities for neighbors to grow, socialize, as well as recreate. Access to safe, fun, and enriching programming, additionally encourages physical activity, reduced television time and improved mental stimulation.</p> <p>This project is in furtherance of Public Places Goal 4: Be a healthy community with fun and stimulating recreational activities for our neighbors. This initiative involves the development of a Soccer and Lacrosse Athletic Complex as a means of increasing access to recreational athletic fields. Staff will review options for the location of the Soccer and Lacrosse field as well as a funding source for the development of the complex.</p>

Analysis
<p>The City Manager and Parks &amp; Recreation staff met with the president of the travel soccer group on January 8, 2014 to discuss this project and review options for the location.</p> <p>An item to present a funding proposal and the use of impact fees to build the facility has been prepared for the February 4, 2014 Commission meeting.</p>

Milestones	
 Determine funding source	10/24/13 - 2/4/14
 Commission meeting discussion	12/3/13 - 2/4/14
 Determine location	12/4/13 - 2/28/14
 Present funding and facility options at City Commission Conference Meeting	12/17/13 - 3/4/14

Category
Policy Agenda

Commission Prioritization Level
High

Lead Department
Public Works

Description
<p>The 2012 Neighbor Survey results identified stormwater management as a top concern, rating the level of satisfaction with the prevention of tidal and storm related flooding at 34%. The City Commission identified stormwater management as a top priority for Fiscal Year 2014, and has directed staff to develop a comprehensive plan to alleviate flooding conditions using available data and model results to strategically plan the placement of resources.</p> <p>Current challenges and limitations that will be considered include the 1) High groundwater table 2) Low-lying residential streets 3) Sea level rise 4) low and deteriorating seawalls 5) Aging infrastructure 6) Absence of stormwater infrastructure and 7) A lack of green space.</p> <p>A recommended level of service and funding plan will also be developed with a cost structure that will be equitable in rate allocation.</p>

Analysis
<p>A presentation of staff recommendations for Phase 1 of the Stormwater Management Plan will be made to the City Commission on January 22, 2014. The City, in partnership with the Alliance for Innovation, will host a facilitated discussion to evaluate options for stormwater protection. Paths for discussion include 1) No change in funding structure - status quo 2) Raise rate structure 3) Set rate structure based on risk and vulnerability 4) Initiate a bond program or 5) Use a combination of funding. The results of this effort will be presented to the City Commission in late April/early May 2014.</p> <p>The update to the Surface Water Management Model is underway. The process is expected to take one year to complete. Milestone was adjusted to reflect a completion date of 7/31/14.</p>

Milestones	
 Update Surface Water Management Model to include Climate Change and Sea Level Rise	8/1/13 - 7/31/14
 Update existing ordinances and develop a "green" design standard for stormwater	8/1/13 - 7/31/14
 Present to City Commission at Conference Meeting	1/22/14 - 1/22/14
 Facilitate stakeholder discussion	2/1/14 - 2/28/14
 Alliance for Innovation Facilitated Discussion	2/28/14 - 2/28/14
 Research and analyze funding sources	3/3/14 - 5/30/14
 Present Final Framework for approach for stormwater program to City Commission	4/15/14 - 5/6/14
 Complete Stormwater Rate Study	6/30/14 - 6/30/14
 Provide recommendations in Proposed FY 2015 Budget and Multi-year CIP	7/8/14 - 7/8/14

Category
Policy Agenda

Commission Prioritization Level
High

Lead Department
Transportation and Mobility

Budget Allocation
\$500,000.00

Description
<p>The Downtown Walkability Program includes a variety of improvements in Downtown Fort Lauderdale aimed at making it safer and more comfortable for pedestrian movement. Projects include painted intersections, pedestrian crossing improvements, and elements of complete streets along specific corridors. All projects will be completed by September 2014.</p> <p>The following projects have been identified to implement the CIP Walkability Funding.</p> <ul style="list-style-type: none"> <li>• Painted Intersections on Las Olas Boulevard</li> <li>• Pedestrian Crossing Improvements on Andrews Avenue and 3rd Avenue</li> <li>• Pedestrian Crossing Improvements on Broward Boulevard</li> <li>• NE/NW 4th Street between US1 and NW 7th Avenue (project includes milling and resurfacing, bike lanes, decorative crosswalks, sidewalks, and ADA upgrades)</li> </ul>

Analysis
<p>Staff has been working on the program to move forward with careful consideration of the Wave Streetcar project, and other planned infrastructure projects within the Walkability Program limits. Coordination also took place with project partners and area stakeholders before establishing the final set of projects to implement. Staff has since presented the final list of projects to management, and has started implementation.</p> <p>Painted Intersections:</p> <p>Transportation and Mobility will bring creativity and color to intersections by adding innovative designs while encouraging traffic calming through repaired intersections also known as painted intersections.</p> <p>Staff is in the process of advertising a "Call to Artist" to design the artwork for the identified intersections. The advertisement will be placed in the Sun Sentinel, Career Builder and email blasts to organizations.</p> <ul style="list-style-type: none"> <li>• Las Olas Boulevard and SE 1st Avenue</li> <li>• Las Olas Boulevard and SE 2nd Avenue</li> <li>• Las Olas Boulevard and SE 3rd Avenue</li> </ul> <p>Pedestrian Crossings:</p> <p>The advertisement will be released by the end of January 2014 The crossing at SE 1<sup>st</sup> Street and 3<sup>rd</sup> Avenue will be completed in partnership with Broward County, which should be installed by no later than March 2014. The additional crossings, at NE 1<sup>st</sup> Street and 3<sup>rd</sup> Avenue and NE 1<sup>st</sup> Street and Andrews Avenue, will be completed by May 2014.</p>

Milestones
 Complete Right-of Way Survey 10/1/13 - 11/30/13
 Complete Pedestrian Crossing Improvements on Andrews and 3rd Avenues 10/1/13 - 5/30/14
 Complete Painted Intersections on Las Olas Boulevard 11/18/13 - 5/30/14
 Complete Pedestrian Crossing Improvements on Broward Boulevard 2/24/14 - 5/30/14
 Complete Streets Improvements on NE/NW 4th Street 2/28/14 - 9/26/14

Category
Policy Agenda

Commission Prioritization Level
High

Lead Department
Public Works

Description
<p>The planned project for beach renourishment efforts has stalled awaiting the required permits from Broward County and United States Corps of Engineers.</p> <p>Though planning efforts continue, work cannot begin until both permits are issued. The County was hoping to be able to put sand on the beach for at least a few months in 2014 but that is in doubt now as the delays in permits continue.</p> <p>The County held a meeting to discuss the funding options and for Fort Lauderdale the range is \$5.36m – \$11.06m depending on amount, if any, from the federal and state governments.</p>

Analysis
<p>Broward County is currently experiencing permit problems with Florida Department of Environmental Protection and US Army Corps of Engineers. The County staff did not support the draft state permit due to what they felt were excessive monitoring requirements and liability for non-project related impacts. Broward County staff reports progress is being made on negotiating the state permit but cannot determine when the Army Corps permit will be issued. The state permit must be issued prior to the Corps permit. The County has been told that the Army Corps comments may be available at the end of February. In the meantime, the County is continuing to develop bid documents and Interlocal agreements with the three coastal municipalities to lay the foundation for beginning work in November of 2014 pending the permits.</p> <p>Sand is currently being delivered to municipalities to our north using funding the Army Corps received under the Flood Control and Coastal Emergency Funding from the Hurricane Sandy Bill. Extra funding was only available for beaches that had been previously renourished. The Army Corps is only adding sand to the upland portion of the beach, not into the water, making the beaches higher, not wider.</p> <p>Staff requested Eric Myers from Broward County attend the February 18 City Commission Conference meeting to update the Commission.</p>

Milestones	
 Coordinate efforts with Broward County	7/1/12 - 7/16/14
 Identify funding for project	7/16/12 - 12/31/13
 Conduct beach renourishment and sand hauling	10/1/13 - 4/29/16

Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Public Works

Description
The Public Works Engineering Division is tasked with implementing the City's Community Investment Plan which provides for new construction and proactive maintenance of the City's infrastructure and the continued growth and vitality of our City. To maximize efficiencies, provide for increased accountability to the various stakeholders, and to implement professional project management in line with industry standards, a new project management plan has been developed that provides for increased training and the implementation of a new comprehensive project management software program.

Analysis
The contract with the vendor was approved by City Commission on January 7, 2014, contingent on final approval by the City Attorney's office. An on-site meeting will be scheduled with the vendor in February to perform the process mapping to setup the system. Data will be populated based on current information and will not be migrated from the current ETS (Engineering Tracking System) to insure only the most up-to-date information is migrated over to the new system. The data will be uploaded into the tool in February/March, with Beta testing planned for March. Staff will then be trained on the Oracle tool prior to the anticipated full scale testing and system launch in April 2014.

Milestones	
 Execute Software Contract with Vendor	9/2/13 - 12/31/13
 Data collection, validation and system setup	9/2/13 - 3/31/14
 City Commission Approval of Contract	1/7/14 - 1/7/14
 Train staff on new software	3/1/14 - 3/31/14
 Launch new software program	4/1/14 - 4/1/14

Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Transportation and Mobility

Description
The All Aboard Florida (AAF) project includes construction of a new inter-regional rail station and multi-modal transportation hub in Downtown Fort Lauderdale. The project serves as a regional rail service making connections to the Wave Streetcar, providing much needed access to the major activity generators in the City. It is expected that transit oriented development (TOD) will occur in the area close to the station, further advancing the City's agenda for access, connectivity, and sustainable development. City staff is working with AAF representatives on station area plans.

Analysis
<p>Meetings have been ongoing between the City, Broward County, and All Aboard Florida (AAF) representatives on development of station area plan. Additional meetings are anticipated throughout the year.</p> <p>As part of the necessary parcel acquisition for the All Aboard Florida (AAF) project, the Florida East Coast Industries (FECI) needed a signed letter from the City regarding a utility easement and future utility relocation of Florida Power and Light Company (FP&amp;L) existing utility facilities. This was approved at the January 22, 2014 Commission meeting. The letter will be signed and delivered by the City to the FECI by January 28, 2014</p> <p>City staff has been working with Broward County and AAF representatives on the development of station area plans. It is anticipated that designs will be finalized by no later than October 2014. That process is politically complex, requiring input and approvals from multiple jurisdictions and regulatory agencies, and may take up to a year to complete.</p>

Milestones	
 City Signature of a Utility Easement and Future Utility Relocation Letter	10/1/13 - 1/31/14
 Finalize Station Area Design/Plan	10/1/13 - 9/30/14
 Meet with the County on bus station requirements	11/13/13 - 11/13/13

<b>Category</b>
Management Agenda
<b>Commission Prioritization Level</b>
Top
<b>Lead Department</b>
Transportation and Mobility
<b>Description</b>
<p>The Wave Streetcar is a 2.7 mile starter streetcar system planned for Downtown Fort Lauderdale. More than just a mobility project, it seeks to integrate land use with economic development and transportation while being environmentally friendly. The South Florida Regional Transportation Authority is the federal project sponsor and is leading design and construction of the system. The City is actively involved in all aspects of developing and delivering this project. Broward County will be the owner of the system once it is constructed, with Broward County Transit as the operator.</p>

<b>Analysis</b>
<p>The Wave Streetcar is currently in the project development phase. The TIGER funded project is nearing completion of 30% design plans. The Small Starts phase will start 30% design work after the first of the year. The final design procurement is scheduled to be advertised by second quarter next year. Much public involvement is anticipated next year regarding the stations. Staff is heavily involved with all aspects of implementing this project.</p> <p>Staff is currently participating on a branding committee, which is focusing on the design and development of the Wave logo and color theme (including the vehicle coloring). A meeting is scheduled in December with this working group with hopes that by February, the committee's recommendation can be provided to City Management.</p>

<b>Milestones</b>						
<table> <tr> <td>✓ Amendment of Interlocal Agreement</td> <td>10/1/13 - 12/31/13</td> </tr> <tr> <td>✓ Budget Amendment</td> <td>10/1/13 - 12/3/13</td> </tr> <tr> <td> Work with partners on the branding of the Wave</td> <td>11/19/13 - 4/19/14</td> </tr> </table>	✓ Amendment of Interlocal Agreement	10/1/13 - 12/31/13	✓ Budget Amendment	10/1/13 - 12/3/13	 Work with partners on the branding of the Wave	11/19/13 - 4/19/14
✓ Amendment of Interlocal Agreement	10/1/13 - 12/31/13					
✓ Budget Amendment	10/1/13 - 12/3/13					
 Work with partners on the branding of the Wave	11/19/13 - 4/19/14					

<b>Category</b>
Management Agenda
<b>Commission Prioritization Level</b>
Top
<b>Lead Department</b>
Finance
<b>Description</b>
This project is on-going and is a collaborative effort between the Finance Department and the Budget/Grants and CIP Office to develop guiding Principles and supporting fiscal integrity policies.

**Analysis**

The Committee met and developed an outline which includes four(4) Financial Integrity Principles and various supporting Financial Integrity Policies. The outline was presented to the City Manager for consideration. During the next quarter, the Committee will be meeting with the City Manager to further refine the outline and set up a plan of action to complete the policies. The drafting of the policies is continuous.

<b>Milestones</b>		
	Staff identifies Financial Integrity Principles and related policies and submits outline to the City Manager for consideration	10/1/13 - 10/31/13
	Staff refines Financial Integrity Policies and identifies the department responsible for updating or drafting the policy	10/1/13 - 11/30/13
	Financial Integrity Policies are drafted and presented to the City Manager for consideration on a quarterly basis	10/1/13 - 9/30/14
	Financial Integrity Policies are presented to the Budget Advisory Board for consideration on a quarterly basis	4/1/14 - 9/30/14
	Commission level policies are presented to the City Commission for review and approval with the adoption of the Fiscal Year 2015 Budget	7/1/14 - 9/30/14

Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Sustainable Development

**Description**

The focus of the Code Compliance - Process Improvement (PI) effort was to identify operational issues and potential efficiency opportunities. The methodology used consisted of analyzing neighbor complaints and code violation data from the Community Plus system as well as develop City-wide heat map. Afterwards, the Code Compliance Division and the City Manager completed a walk through a residential and commercial area to review priorities as well as concerns. Lastly, a PI Event took place at the Mizell Center that took into account all prior analysis and developed an implementation plan that focused on standardizing and streamlining the code compliance process.

The goal of the Code Compliance Process Improvement initiative is to ensure compliance of code violations as promptly as possible. The performance metric selected to evaluate the outcomes of the Process Improvement initiative is the "Length of Code Compliance Cases," or the elapsed time between the date the violation case is opened and the date the case is complied. The baseline value has been defined as 132 days, calculated as the average length of all complied cases in Fiscal Year 2012. The success of the project will be measured by the reduction in number of days for compliance.

**Analysis**

The implementation plan is organized around five main subject areas: Technology, Legislation, Environment, People, and Process. Within these categories, there are a total of 23 action items that are anticipated to be completed within the second quarter of 2014.

**Technology:** All code officers received new laptops that were pre-loaded with the water billing application to allow Code Officers to research property ownership via the water billing process. Additionally, within the next month code officers will receive training on the Cayenta software program.

**Legislation:** Many of the proposed ordinance changes will be moving forward for Commission approval in March. (Chapters 9 and 18) Additionally, staff is currently working on a new RFQ to perform lot clearing services and is anticipated to be completed and awarded in April, 2014.

**Environment:** Staff has been working with Neighbor Support to implement an Adopt-A-Neighbor program. This program partners Code Enforcement, HCD, and Neighbor Support (volunteers) to assist low income, veterans, elderly and the handicapped to mitigate minor code violations such as painting, landscaping, etc. Staff anticipates the 'SOFT' roll out of the program to begin by the end of January, 2014 and assisting a property owner in February, 2014. Staff will notify the date, time, and location of the first property the City is assisting via the Adopt a Neighbor program. Additionally, staff is coordinating ride-along with area police officers as a continuous effort in building better relationships and understanding of each division's roles in building better communities.

**People:** Staff has evaluated the Lot Clearing process and has made some minor adjustments to the process. Currently, staff are working on options to shorten the compliance time frame and manage the lot clearing function with multiple contracted services. Upon evaluation, staff will be issuing an RFQ with the objective to begin in April, 2014. There will be an ordinance revision coming forward to allow for the shortened time frame for compliance.

**Process:** Staff is continually updating the top 10 worst Code Enforcement cases that are presented at the FL2 stat meetings. A contract was awarded to a contractor on January 22, 2014 to perform board up services for the City utilizing the polycarbonate material rather than plywood. Staff is working with the Treasury Department to implement a process to include code enforcement liens in the work orders submitted to a third party vendor to attempt collections. Staff is coordinating with the IT division to include the code information in the request for collections.

Milestones	
✓ Pre-work	5/1/13 - 6/18/13
✓ Code Compliance Walk	6/19/13 - 6/30/13
✓ Process Improvement Event	7/1/13 - 7/10/13
↑ Technology	7/11/13 - 3/28/14
↓ Legislation	7/11/13 - 3/28/14
↑ Environment	7/11/13 - 2/28/14
Management Agenda	7/11/13 - 3/28/14
↓ Process	7/11/13 - 3/28/14

Category
Budget Priority

Lead Department
Public Works

Budget Allocation
\$250,000.00

Description
<p>If a bridge is deemed Structurally Deficient or Functionally Obsolete (determined by FHWA), in conjunction with a Sufficiency Rating of less than 50%, then the bridge qualifies for replacement per FHWA. As of today, June 12, 2013 44.23% of the City's bridges have a Sufficiency Rating of less than 50% and are either Structurally Deficient or Functionally Obsolete.</p> <p>The City is developing a scope of services to prepare a Bridge Maintenance Master Plan that will review, rate and prioritize the condition of the City's multiple bridges. The plan will provide a strategic approach to implementing a maintenance, repair and replacement schedule to insure the integrity of its bridge infrastructure. The plan will provide costs to appropriately forecast costs over multiple years.</p>

Analysis
<p>The City received responsive bids to the Request for Qualifications for a Citywide bridge assessment. The Selection Committee has selected TranSystems, Inc. as the top ranked firm. On February 4, 2014, staff will present the Committee recommendation to the City Commission with a request to negotiate pricing with TranSystems, Inc., subject to Consultants Competitive Negotiations Act (CCNA) guidelines. A comprehensive project plan will be developed following City Commission approval.</p>

Milestones		
	Develop Scope of Services for Consultant Services	9/19/13 - 10/31/13
	Release RFQ	11/8/13 - 11/8/13
	Scoring of Submittal - Presentations by Shortlisted Firms	12/9/13 - 12/16/13
	Recommendation to Commission to authorize negotiations with top ranked firm	2/4/14 - 2/4/14
	Negotiate pricing with top ranked firm contingent upon Commissions approval	2/5/14 - 3/7/14
	City Commission Award of Contract and Task Order(s)	3/18/14 - 3/18/14

Cylinder of Excellence
Infrastructure

Lead Department
Public Works

Budget Allocation
\$470,000

Description
<p>The Public Works Engineering Division is working on a citywide pavement assessment management program for \$2.5 million worth of pavement resurfacing planned in FY 2014. The project includes the development of a database containing validated inventory information, inspection data collected in compliance with American Society for Testing and Material (ASTM) standard of practice, objectively computed Pavement Condition Index (PCI).</p> <p>Street resurfacing needs will be identified and prioritized based on the program data.</p>

Analysis
<p>A presentation of the Pavement Management Plan was made to the City Commission on December 17, 2013. The MicroSurfacing bid package is being finalized and will be advertised in January 2014 with recommendation for award presented to the City Commission in February 2014. Staff is proposing 24 miles of micro-paving be completed under this contract. Work orders for "poor" roadways will be presented to City Commission in April. All paving work will be completed by August 2014. Those roads identified as "fair" are being prioritized so they can be addressed under subsequent work orders, so they do not deteriorate further.</p>

Milestones	
 Presentation of Pavement Management Plan to City Commission	12/3/13 - 12/3/13
 Street Resurfacing Work Orders to City Commission for Approval	4/8/14 - 4/8/14
 Completion of Paving Work	6/30/14 - 8/31/14

Category
Budget Priority

Lead Department
Public Works

Budget Allocation
\$780,000.00

Description
<p>The City is embarking on a Citywide Sidewalk Assessment program utilizing a continuing services consultant contract with Atkins. Work to be performed under the consultant task order includes:</p> <ul style="list-style-type: none"> <li>-a GIS inventory of all 420 miles of City owned sidewalk</li> <li>-Interactive report with with sidewalk deficiency GIS location, type and length of damage and geo-referenced photo</li> </ul> <p>The database provided by the consultant can be updated as necessary based on future sidewalk installation, repairs and inspections. Work orders for needed repair/replacement will be prepared and presented to the City Commission for approval.</p>

Analysis
<p>A notice to proceed to the vendor, Atkins, will be issued in early January to assess the condition of existing sidewalk. The data collection will be completed by end of March 2014, and the final database received from Atkins by end of April 2014. Based on the information provided, work orders will be initiated for existing sidewalk that has been identified as deficient. Work orders will be presented to the City Commission in May-June, with repairs to follow over following six months.</p> <p>Staff will work toward completing repairs by the end of fiscal year-September 30, 2014.</p>

Milestones	
 City Commission Approval of Consultant Task Order	1/7/14 - 1/7/14
 Notice to Proceed to Consultant	1/13/14 - 1/24/14
 Data Collection Completed	3/31/14 - 3/31/14
 Sidewalk Database Received	4/30/14 - 4/30/14
 City Commission Approval of Work Orders for Repair	7/8/14 - 7/8/14

<b>Category</b>
Budget Priority
<b>Lead Department</b>
Sustainable Development
<b>Budget Allocation</b>
\$400,000.00
<b>Description</b>
<p>To ensure that zoning enhances neighborhood character and creates walkable and livable communities, the CAAP initiatives the Urban Design and Planning Division will focus on include amending the NW Regional Activity Center Zoning Regulations, the Central Beach Master Plan Design Guidelines, Updating the Comprehensive Plan Evaluation and Appraisal Report, and Updating the Downtown Master Plan with TOD guidelines . The funds will be used towards professional services supplementing technical aspects of these projects.</p> <p>The Neighborhood Development Criteria Project is expected to commence in FY 2015.</p>

<b>Analysis</b>
<p>The Budget Allocation will be divided into four different request for proposals (RFPs) to implement various Department of Sustainable Development (DSD) CAAP initiatives during FY 2014. Staff is currently preparing the RFPs, which will include various tasks associated with several Department of Sustainable Development initiatives. The draft RFPs are anticipated to be completed in February 2014, followed by the selection of consultants for these projects in March 2014.</p> <p><u><a href="#">NE 6-1.4 Complete Neighborhood Development Criteria Revisions (NDCR) Project</a></u></p> <p>This project is currently on hold, pending the selection of a consultant to assist with its completion.</p> <p><u><a href="#">NE 6-1.6 Amend the NW RAC Zoning Regulations and Implement Design Guidelines</a></u></p> <p>The first phase addressed the moratorium of alcohol outlets, such as convenience and liquor stores that was codified in August of 2013. The second phase (FY 2014) will involve the implementation of the NWRAC Master Plan that encompasses rezoning of the NWRAC area to a mixed-use corridor, implementation of Design Guidelines and Zoning regulations with public outreach involvement.</p> <p><u><a href="#">NE 6-1.7 Codify the Downtown Master Plan Design Guidelines</a></u></p> <p>The purpose of this assignment is to amend <i>Section 47-13. Regional Activity Center Districts</i> of the City's Unified Land Development Regulations (ULDR) to better align the Downtown Regional Activity Center (RAC) zoning regulations with the City's Downtown Master Plan and eliminate redundancies between the two documents. The ULDR will also be updated to reflect updates to the City's Downtown Master Plan, including new Transit Oriented Development (TOD) guidelines, which were recommended for approval by the Planning &amp; Zoning Board on January 15, 2014. City Commission review of the TOD guidelines is anticipated in February 2014.</p> <p><u><a href="#">NE 6-1.8 Codify the Central Beach Master Plan Design Guidelines</a></u></p> <p>In the months following the November 16, 2013 North Beach Village Area public workshop, City staff will meet with stakeholders to further refine the public's vision and prepare draft Beach design guidelines and streetscape standards based on the community's input. Follow-up meetings and/or presentations will be scheduled throughout 2014 to present recommendations before proceeding to City Commission for approval and adoption. City staff will concurrently analyze means to address short-term improvements in the North Beach Village in order to reflect comments received from the public. This work will include identifying and prioritizing potential capital improvements that align with the design and streetscape improvements proposed as part of the Central Beach Master Plan, and as further refined to address public input provided at the workshop.</p> <p><u><a href="#">IN 1-2.7 Develop and Implement a Transit Oriented Development (TOD) Ordinance</a></u></p> <p>Phase 1 of the project, which includes preparation of Transit Oriented Development (TOD) guidelines for the Downtown Regional Activity Center (RAC), is nearing completion with the Planning &amp; Zoning Board's recommendation for approval on January 15, 2014. City Commission review of the TOD guidelines is anticipated in February 2014. Zoning amendments associated with the guidelines is anticipated to be completed in March 2014. Phase 2 will commence in FY 2014 and will include an expansion of the TOD guidelines for areas located outside the Downtown RAC.</p> <p><u><a href="#">NE 6-1.3 Comprehensive Plan Evaluation and Appraisal Report and Comprehensive Plan Volume II</a></u></p> <p>Amending the Comprehensive Plan is a three-step process. In the first phase, the Department of Sustainable Development will prepare an Evaluation and Appraisal Report (EAR) that evaluates the current Plan to reflect changes in State and local requirements since the last time the Comprehensive Plan was updated (in 2008). Following the submittal of the evaluation and appraisal notification letter to the State, DSD will prepare the update to the City's Comprehensive Plan. The Comprehensive Plan shall provide the principles, guidelines, standards, and strategies for the orderly and balanced future economic, social, physical, environmental, and fiscal development of the area that reflects community commitments to implement the plan and its elements. Phase 2 will include preparation of Volume II of the Plan, which will be prepared in accordance with Chapter 163, Part II, F.S. and will include updates to existing conditions and trends based on current U.S. Census data and other sources. Phase 3 includes</p>

preparation of Volume I of the Comprehensive Plan (Goals, Objectives and Policies) and will be completed between 2015 and 2016.

### Supporting Elements

 	<b>NE 6-1.3 Comprehensive Plan Evaluation and Appraisal Report and Comprehensive Plan Volume II</b> Cylinders of Excellence
 	<b>NE 6-1.4 Complete Neighborhood Development Criteria Revision (NDCR) Project*</b> Cylinders of Excellence
 	<b>NE 6-1.6 Amend the NW RAC Zoning Regulations and implement design guidelines*</b> Cylinders of Excellence
 	<b>NE 6-1.7 Codify the Downtown Master Plan design guidelines</b> Cylinders of Excellence
 	<b>NE 6-1.8 Codify the Central Beach Master Plan design guidelines</b> Cylinders of Excellence
 	<b>IN 1-2.7 Develop and implement a Transit-Oriented Development (TOD) ordinance</b> Cylinders of Excellence