

City of Fort Lauderdale  
**FY 2014 COMMISSION ANNUAL ACTION PLAN**  
Progress Report to Commission: Quarter 4



**WE BUILD COMMUNITY**

ATTACHMENT 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 is monitored monthly through the interdisciplinary **FL<sup>2</sup>STAT** strategic management 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**, illustrates the importance-level as ranked by Commission. Top and high priorities have been included within this report.

### 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 progress of that specific task or phase.



## 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.

**FL<sup>2</sup>STAT** – A systematic and innovative program that ties together *Fast Forward Fort Lauderdale*, the community’s long term vision plan, *Press Play*, the organization’s strategic plan, the Commission Annual Action Plan, the annual operating budget 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.

Initiatives and Milestone Status Indicators	
	<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



Home



Initiatives

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-Progreso-Flagler Heights 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 4-1.1 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	■ NE 5-2.4 Code Compliance - Process Improvement (Phase I)	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
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



## IS 12-1.1 Structurally Balanced Budget

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 City Commission adopted a Financial Integrity Principle and supporting policy of having a structurally balanced budget. The City Commission adopted the FY 2014 and FY 2015 Budget as structurally balanced. This initiative was implemented and is complete.

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. 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. 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 Predictive Policing</b> -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. The next phase of the IBM FOAK Project includes migrating the pilot system from a development environment into a production environment on both the IBM side and the city side. It also will include additional updates and improvements such as a reconfiguration of the interfaces to utilize a data feed from the regional CAD. The city has since entered into an agreement for continuing forward with the IBM project.</p> <p><b>SMARTWATER</b> - FLPD has continued the expansion of SMARTWATER distribution based on the success of the South Middle River Civic Association (SMRCA) pilot, begun in 2013. As an example of that success, in March of 2014, home burglaries were down 14% in the area of SMRCA from the previous year. There were other factors that contributed to this decrease. These factors include an increased police presence in SMRCA, a better relationship with the State Attorney's Office and the Juvenile Justice Department. SMARTWATER was definitely a piece of the of the overall strategy.</p> <p>The Fort Lauderdale Police Department continued to increase the use of SMARTWATER throughout neighborhoods in Fort Lauderdale. SMARTWATER has proven to be an important and useful tool in our overall strategy to combat crime. We continue to explore ways to pro-actively engage burglary culprits in conjunction with SMARTWATER technology.</p> <p><b>Police Laptop Computer Replacement</b> – 215 of the laptops have now been issued to Patrol. As laptops for Public Service Aides were prioritized for purchase and deployment, Patrol laptop deployment was deferred for a short period of time in order to accommodate installation of computer mounts and laptops into the Public Service Aide vehicles. In addition, it was decided to incorporate installation of the wiring required for installation of vehicle printers to be used in Field reporting. This means that that printers can be quickly installed when field reporting is deployed. As a result, the expected completion date has been moved to Dec 31, 2014.</p> <p><b>Citywide Security Cameras</b> – The fixed camera portion of this initiative was originally waiting for the wireless award to work its way through the purchasing process. On 4/11/14 we were notified there would be no award regarding the Citywide wireless services. As a result, the IT Division immediately began to evaluate fixed cameras for this project that are capable of operating with each other, without the benefit of a wireless network. Additional delays have been incurred waiting on LPR cameras to be added to a contract to use as a purchasing vehicle, getting the fixed cameras into the appropriate bid process, and working with vendors to obtain cost effective engineering drawings required for permitting. The fixed cameras have been tested and models have been selected and Bill of Materials is being developed that fits within the budget.</p>												
<b>Milestones</b>												
<table border="0"> <tr> <td></td> <td>Continue to monitor and implement the SmartWater program</td> <td>7/16/12 - 9/30/14</td> </tr> <tr> <td></td> <td>Police Laptop Computer Replacement</td> <td>10/1/13 - 12/31/14</td> </tr> <tr> <td></td> <td>Work with partners to initiate citywide security cameras</td> <td>10/1/13 - 12/31/14</td> </tr> <tr> <td></td> <td>Continue to utilize the IBM FOAK Project for Predictive Policing</td> <td>1/1/14 - 12/31/15</td> </tr> </table>		Continue to monitor and implement the SmartWater program	7/16/12 - 9/30/14		Police Laptop Computer Replacement	10/1/13 - 12/31/14		Work with partners to initiate citywide security cameras	10/1/13 - 12/31/14		Continue to utilize the IBM FOAK Project for Predictive Policing	1/1/14 - 12/31/15
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Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Sustainable Development

Description
<p>The objective of the Comprehensive Economic Development 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 5 years, and to set broader goals and objectives to be implemented within 10 years.</p> <p>The Economic Development Strategic Plan (EDSAP) will provide a benchmark assessment tool that will be used to comparatively analyze selected statistics for ten cities, including Fort Lauderdale. The benchmarking tool will be used as a comparative assessment of all cities used for benchmarking and the City of Fort Lauderdale to make policy or organizational changes to support the continued success and improvement of the local economy. The Plan will also provide implementation strategies and tactics that can be used to provide the necessary resources to carry the mission and vision of the plan. EDSAP's recommendations will be focused on small business and entrepreneurial growth, retail recruitment and preservation strategies for selected geographic areas, and promoting more job retention and growth for local corporate headquarters and local targeted industries.</p> <p>The Plan will be developed with substantial community input including over 100 stakeholder interviews, seven public meetings, extensive research and review of national case studies, and extensive collaboration with multiple City of Fort Lauderdale staff members. Implementation of the Economic Development Strategic Plan will require investment in personnel, capital and operating expenditures. An initial estimate of \$7.2M over the next five-years is outlined to implement the plan. The recommendations are expected to provide quick returns on investments if the key elements of the plan are successfully carried out over the next five years. It is also envisioned that the framework of the plan will allow it be easily reconciled with other City-sponsored strategic planning/implementation efforts such as the Community Investment Plan, the Community Redevelopment Plans, NCIP/BCIP projects and the allocation of other general fund resources.</p> <p>The 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> </ul>

Analysis
<p>Fort Lauderdale City Commission identified the creation of an Economic Development Strategic Plan (EDSAP) as an Annual Action Plan priority for Fiscal Year 2014.</p> <p>An Economic Development Strategic Plan was identified in the City's Strategic Plan – <i>Press Play 2018</i> in the Business Development Cylinder of Excellence; and aligns with the Fast Forward 2035 Vision Plan under the "We Are Prosperous" statement. The EDSAP project was broken up into two phases:</p> <ul style="list-style-type: none"> <li>• <b>Phase I</b> – was completed in early 2014 and it comprised of the creation of an economic development profile report of economic and demographic trends for the City of Fort Lauderdale and six specifically selected subareas – Galt Ocean Mile, North Beach, South Andrews/17<sup>th</sup> Street, Sistrunk Boulevard, Downtown and Cypress Creek/Uptown.</li> <li>• <b>Phase II</b> – included public stakeholder meetings held in December 2013 and January 2014 to solicit input and feedback in a SWOT analysis format and a Retail and Commercial market assessment report of the entire city, with additional analysis provided for the selected subareas. This phase provided the strategic framework and implementation tactics that will be carried out by City staff through local partnerships, and by obtaining additional training that will provide for more programming focused on assisting local businesses.</li> </ul> <p>The final version of the EDSAP will include the following components:</p> <ul style="list-style-type: none"> <li>• Comprehensive mission statement and core set of values for the City of Fort Lauderdale</li> <li>• A snapshot of the Fort Lauderdale economy and associated development trends, including insights on tourism, marine industry, foreign direct investment/trade, infrastructure investment, technology and residential development.</li> <li>• An economic dashboard to comparatively evaluate economic prosperity against other competitive cities across the state and country.</li> <li>• A strategic implementation plan for economic development that can be applied citywide, with specific emphasis on the retail development activities in the six subareas. Some of the strategic initiatives will include:</li> </ul> <p>A final version of the draft plan was presented to the City Commission on October 7, 2014. Upon the conclusion of that meeting the City Commission requested a workshop on this topic to be held on December 2<sup>nd</sup> an hour and a half before the regularly scheduled City Commission conference meeting.</p> <p>After the City Commission meeting subsequent presentations have been given to the Economic Development Advisory Board and the Chamber of Commerce Business First Committee. Other presentations are being scheduled with other community-based and partner organizations prior to the December 2nd workshop/meeting.</p>

Milestones
✓ City Commission to award the contract 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
✓ Present Strategic Plan Approach to commission 9/19/13 - 9/19/13
✓ Release RFP 9/19/13 - 9/19/13

- SE 17th Street / South Andrews Avenue

The Economic Development Strategic Plan is divided into five major sections:

- Section 1: Introduction
- Section 2: Benchmarking Assessment Tool & Recommended Strategies
- Section 3: Retail Development and Recruitment Strategy
- Section 4: Targeted Industry, Small Business and Entrepreneurial Development
- Section 5: Organizational Plan and Funding

✓ Release RFP	7/17/13 - 7/17/13
✓ RFP Proposals Due	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	6/30/14 - 6/30/14
✓ DSD and Wildan staff meet to discuss draft report	8/11/14 - 8/22/14
✓ Plan review, comments, recommended changes by City Staff	8/11/14 - 8/22/14
✓ Final Draft from Wildan	8/29/14 - 8/29/14
✓ Final Project Presentation to City Staff/Stakeholders	9/2/14 - 10/7/14
✓ Present Final Report to City Commission	10/7/14 - 12/2/14
↑ City Commission Workshop for the City Economic Development Strategic Plan	12/2/14 - 12/2/14
↑ City Economic Development Strategic Plan adoption by resolution	12/2/14 - 3/30/15





Category
Policy Agenda

Commission Prioritization Level
Top

Lead Department
Parks and Recreation

Description
<p>In the 2013 Neighbor Survey, 17% of respondents indicated satisfaction with the City's efforts to address homelessness. This was a decrease from 23% the previous year. 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 Chronic Homeless Housing Collaborative (CHHC) project was created to assist the chronically homeless obtain housing and supportive services.</p> <p>The chronically homeless, as defined by the US Department of Housing and Urban Development (HUD), is an individual with a disabling condition who has been continuously homeless for one year or more or who has had at least four episodes of homelessness in the past three years. A homeless person, as defined by HUD, is a person living in an emergency shelter or in a place not fit for human habitation.</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>

Analysis
<p>The Chronic Homeless Housing Collaborative (CHHC) supports housing for 22 units, 20 units for singles and 2 two-bedroom units for families. All 22 units were turned over to the City by the Housing Authority. The program's 19th participant moved in on 10/10/14.</p> <p>A new Intensive Case Manager was hired by Broward Partnership for the Homeless on 9/29/14 to fill a position recently vacated by one of the CHHC program's two case managers. This will enable the program to move forward with filling the remainder of the units.</p> <p>The CHHC program operations moved from the Parks &amp; Recreation Department to the Neighbor Support Division of the City Manager's Office in October. Staff will be applying for HUD funding for the project in 2016.</p> <p>The related ordinances amending Code of Ordinances, Section 19-7 have all been approved by Commission.</p>

Milestones	
✓ Agreement Commission Acceptance	12/17/13 - 12/17/13
↑ Furnish and prepare housing units	1/1/14 - 12/1/14
✓ Two case managers hired by Broward Partnership for Homeless (BPHI)	1/1/14 - 1/17/14
✓ Vulnerability Index	1/1/14 - 1/31/14
✓ 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**

During the last quarter of FY 2014, the NPF CRA Five-Year Strategy has included the advanced construction of several key, privately funded projects and progress on several key CRA projects. Construction has significantly progressed on developments such as the mixed-use projects in Flagler Village (Manor and Edge); and the National Rebuilding Day project garnered great local publicity for the redevelopment area. Additionally, much anticipated community improvements such as wireless cameras and enhanced lighting for the Sistrunk corridor are in various stages of implementation.

During FY 2014 progress was made in the completion of the planning and design work needed to make more significant investments in FY 2015 in capital improvement projects such as the neighborhood enhancements programmed for Progresso Village, the Flagler Greenway and the Northwest Neighborhoods. On September 16, 2014 the Lighting Upgrade for Sistrunk was presented to the City Commission for approval. The materials for the Sistrunk Lighting Upgrade have been ordered and they're expected to be replaced and upgraded within the first two quarters of FY 2015. Moreover, the Progresso Village Enhancement Project is expected to move forward with the final design for the FY 2015. Additionally, the Branding and Marketing Award Contract was recommended to the CRA Advisory Board on October 22, 2014 and is anticipated to be presented at the City Commission meeting on November 4th, 2014. Additionally, the City Economic Development Strategic Plan is expected to be adopted for resolution in FY 2015 and incentive programs are expected to rehabilitate private and publicly owned properties.

During FY 2014 the NPF CRA several businesses that sought funding and established within the NPF CRA area are: Jimmy John's Gourmet Sandwich Shop, the Shoppes on Arts Avenue, among others. Moreover, Yacht Chandler's was approved by the City Commission to open their Headquarters on the old Bally's Fitness building (located in Sunrise Blvd), that has been vacant for almost 10 years, bringing activity and approximately 60 jobs to the area.

Lastly, staff is also utilizing external partners such as the Urban Land Institute (ULI) and Florida Atlantic University to help advance our redevelopment efforts. The ULI has completed a professional/peer review report of the proposed NW RAC Zoning amendments and city staff will be hosting ULI on a two-day Technical Assistance Panel to discuss additional redevelopment opportunities on September 30, and October 1, 2014. The Florida Atlantic University Center for Urban and Environmental Solutions will be conducting an Urban Intervention Project focused on obtaining public input and generating ideas to activate the Sistrunk Corridor. Moreover, as stated by the Economic Development Strategic Plan staff is undergoing training to provide cutting edge business accelerator and innovation district programs that will promote further development in the NPF CRA area: Economic Gardening Pilot Program; Kauffman Foundation FastTrac and 1 Million Cup Programs; and Soft Skills Training Program.

**Business Development Program Update:** Applications for the business development programs are being distributed at individual and group meetings with existing or new businesses looking for funding to support a redevelopment project. Some of these meetings are initiated by the proactive solicitation of selected property and business owners throughout the district to also determine if they need help with professional design services or to create a business plan to further understand if the project makes a sound investment. Applications submitted are primarily reviewed by two different divisions within DSD; CRA and Urban Design. Projects are reviewed by CRA to determine eligibility, application review and recommendation for funding. Projects are reviewed by Urban Design to determine if the project meets zoning, site plan, and architectural requirements. Only after the review by both divisions are projects recommended for approval. Additionally, a cross-section of DSD staff members meet once a month to discuss CRA issues such as development projects, incentives, zoning and general development ideas that may be viable in the area.

**Branding and Marketing Contract Update:** Over the past several years, the business and property owners in the NPF CRA have been concerned that the unique marketing needs of the area have not been attended to properly. In response to a RFP for Marketing and Branding Services for the area, an evaluation committee of City staff members has recommended a marketing and public

relations firm to be hired to fill this void in service delivery. It is further suggested that the recommended vendor, The Mosaic Group, have contract flexibility that would allow them to hire local sub-contractors that are familiar with the previous marketing and branding efforts to best address the needs of the neighborhood.

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
✓	Adopt Business Development Program Guidelines	10/15/13 - 10/15/13
✓	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 - 3/18/14
✓	Shoppes on Arts Avenue Phase I	11/10/13 - 1/30/14
↑	Flagler Village Monument Sign/Street Sign Matching Funds (CRA funding; Neighbor Support is project manager)	11/19/13 - 9/30/14
↑	Henry Square - Streetscape Grant (CRA funding; Developer is project manager)	11/19/13 - 12/31/14
↑	NCIP/BCIP Projects within NPF CRA (CRA funding; Neighbor Support is project manager)	11/19/13 - 9/30/14
↑	NW Neighborhood Enhancements (CRA funding; PW is project manager)	11/19/13 - 9/30/14
■	Progresso Village Enhancement Project (CRA funding; PW is project manager)	11/19/13 - 9/30/14
■	Sistrunk Lighting Upgrade (CRA funding; Parks is project manager)	11/19/13 - 9/30/14
↑	The Pearl - Streetscape Grant (Construction Phase) (CRA funding; Developer is project manager)	11/19/13 - 12/31/14
■	Wireless Surveillance Cameras/Public Wi-Fi (CRA funding; FLPD & ITS are project managers)	11/19/13 - 9/30/14
■	Mizell Center Upgrades (Construction Phase) (CRA funding; Parks is project manager)	1/19/14 - 9/30/14
✓	Release Branding and Marketing RFP	3/10/14 - 3/10/14
✓	Receive Proposals for Branding and Marketing RFP	4/8/14 - 4/8/14
■	Award Branding and Marketing Contract (CRA funds and administers program)	9/1/14 - 9/30/14
■	Flagler Arts and Technology Village (F.A.T. Village) Streetscape Enhancements (CRA funding; TAM is project manager)	10/1/14 - 9/30/15
●	Sistrunk Enhancement - Undergrounding Utilities (CRA funding; project manager unassigned)	10/1/14 - 9/30/16

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
The City has successfully negotiated pension changes with the Fraternal Order of Police (FOP) for their bargaining unit members. With regard to pension restructuring with the International Association of Firefighters (IAFF), the City is still negotiating with IAFF. It is hoped that negotiations will conclude soon so that changes can be ratified and codified.

Milestones	
✓ Notify FOP Union leaders of intent to negotiate a successor agreement	1/1/13 - 3/1/13
✓ Notify IAFF Union leaders of intent to negotiate a successor agreement	1/1/13 - 3/1/13
✓ Begin Negotiations with FOP	3/1/13 - 4/30/13
✓ Begin Negotiations with IAFF	3/1/13 - 4/30/13
✓ Negotiate Collective Bargaining Agreement (FOP)	5/1/13 - 11/12/13
■ Negotiate Collective Bargaining Agreement (IAFF)	5/1/13 - 12/31/14
✓ Union Ratification (FOP)	11/18/13 - 11/22/13
✓ City Commission Ratification and Approval of Pension Ordinance Changes (FOP)	12/3/13 - 1/7/14
■ Union Ratification (IAFF)	1/1/15 - 1/31/15
■ City Commission Ratification and Approval of Pension Ordinance Changes (IAFF)	2/1/15 - 3/31/15



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. 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:</p> <p><b>Ordinance and Policy Revision</b></p> <ol style="list-style-type: none"> <li>1. Streamline event-permitting process and reduce event permitting costs</li> <li>2. Allow for vendors in the Riverwalk District</li> <li>3. Allow interim uses/improvements on vacant sites and/or in vacant storefronts</li> </ol> <p><b>Unified Event Calendar</b></p> <ol style="list-style-type: none"> <li>4. Develop an "app" for coordinated event planning and to provide the public with "one-stop viewing" for all Riverwalk District/Greater Fort Lauderdale events</li> </ol> <p><b>Cross River Transportation Service</b></p> <ol style="list-style-type: none"> <li>5. Phase 1 to coincide with special events</li> <li>6. Phase 2 regular service tied into new developments</li> </ol> <p><b>Finalize Management Strategy</b></p> <ol style="list-style-type: none"> <li>7. Identify composition of stakeholders to participate: those who benefit, those who provide resources</li> <li>8. Establish overall governance and organization</li> <li>9. Develop recommendations for a funding plan to program and operate district</li> <li>10. Develop score and identify potential funding source for branding and marketing plan</li> </ol> <p><b>Smoker Park &amp; Esplanade Park</b></p>

Analysis
<p>The Riverwalk ULI Report went to City Commission Conference in August. The Commission has requested a workshop to discuss and prioritize the recommendations. The workshop is scheduled to take place on October 22, 2014. While a FY 2015 Project Charter was completed for Riverwalk, based on the Riverwalk District Plan and the CIP funding, the Charter will be updated and refined based on the outcome of this workshop.</p> <p>The development of a coordinated event planning and unified event calendar for public viewing of Riverwalk events is in progress.</p> <p>Riverwalk improvement assets purchased to date include the purchase and installation of two 10-station fitness equipment centers on the Riverwalk and at Smoker Park. Two drinking fountains for the fitness centers were purchased and installed in June 2014. Ten Adirondack chairs were purchased and installed. Five concrete chess tables were also purchased and will be installed in designated spots along Riverwalk. The area has also been activated with paddle boards, yoga, and boot camp. The purchase of two food sale kiosks is in the procurement process.</p> <p>\$70,000 has been proposed in the FY 2015 budget to provide Riverwalk Fort Lauderdale with funding to hire a person who will be responsible for the day-to-day operations of the area, and \$300,000 has been proposed in the Community Investment Plan budget to add the Riverwalk extension to link Riverwalk to Las Olas Blvd.</p> <p>The waterway circulator will run continuously throughout the day to six stops along the north and south sides of the river, for 10 hours a day, every day of the week.</p>

Milestones																														
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11. Short-term "edits" tied into new developments

12. Long-term redesigns as part of CIP



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 the 2013 Neighbor Survey, 65% 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 and 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. The original Median Landscape Plan was presented to the City Commission on 9/3/13 (CAM 13-1205) however revised median signage options were again presented to the Commission on 1/7/14 (CAM 13-1699).</p>

Analysis
<p>Public Works has released the bid to Procurement for the three signs located on City right-of-ways. The schedule will be provided when it is confirmed by Procurement.</p> <p>Public Works advises that Broward County has not yet provided the tentative approval for the proposed locations. The State has required more specific information regarding several locations to provide additional input. Public Works will obtain surveys for the locations in question.</p> <p>Median sod installations are continuing. The following medians have been resodded:</p> <ol style="list-style-type: none"> <li>1. NW/NE 13 Street</li> <li>2. Broward Blvd</li> <li>3. Commercial Blvd (approx. NE 20 Ave to intra-coastal)</li> <li>4. Federal Hwy (NE 13 St to NE 65 St )</li> <li>5. NE 18 Ave (approx. NE 62 St to Commercial)</li> <li>6. Sunrise Blvd</li> <li>7. Andrews Ave (South of Davie Blvd)</li> <li>7b. Andrews – North of Cypress Creek rd</li> <li>8. Mc Nab Rd. (East of NW 21 Ave to NW 31 Ave)</li> <li>9. Bayview Dr (Commercial to Federal hwy)</li> <li>10. Melrose Park (3000 block of SW 2 St)</li> <li>11. NE 55 St</li> <li>12. SW 11ct</li> <li>13. NE 9 Ave (behind Galleria)</li> <li>14. Davie Blvd</li> <li>15. Powerline Rd</li> <li>16. SE 13 St area (hospital dist)</li> <li>17. Cypress Creek</li> </ol>

Milestones
<ul style="list-style-type: none"> <li>✓ Release sod bid 2/15/13 - 3/29/13</li> <li>✓ Install sample median on Sunrise Blvd 11/4/13 - 12/31/13</li> <li>Construction and Signage installation 6/16/14 - 10/17/14</li> <li>↑ Install plants, trees and sod 6/16/14 - 9/15/14</li> <li>↑ Initiate Agreement with Broward County 9/15/14 - 6/15/15</li> <li>↑ Initiate Construction Agreement with FDOT 9/15/14 - 11/15/14</li> </ul>

 Release signage bid for Phase I signs (City owned)	9/15/14 - 10/15/14
 Award Construction Contract Phase I	11/18/14 - 11/18/14
 Present Design Package Award to Commission for Phase I	11/18/14 - 11/18/14
 Construction of SR A1A landscape project	12/15/14 - 12/31/16
 Present FDOT grant agreement to City Commission	6/15/15 - 6/15/15





Category
Policy Agenda

Commission Prioritization Level
High

Lead Department
Public Works

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 in Mills Ponds Park 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> <p>Engineering staff for the construction related portion of this project include Pedram Zohrevand and Luisa Fernanda Arbelaez.</p>

Analysis
<p>This initiative has been prioritized in the FY 2015 Commission Annual Action Plan.</p> <p>The City plans to construct three (3) athletic fields to be used for either soccer or lacrosse at Mills Pond Park including drainage and lighting. Staff will evaluate using natural or synthetic (artificial) turf-grass. The project does not include bleachers or other amenities. The Consultants Competitive Negotiations Act (CCNA) documents are currently being advertised.</p> <p>It is estimated that the request for approval of ranking and authorization to enter into negotiations will be brought in front of the City Commission on December 2, 2014.</p> <p>Staff plans to present a motion to award a contract at the February 17, 2015 City Commission meeting.</p>

Milestones	
✓ Determine funding source	10/24/13 - 3/4/14
✓ 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
✓ Project Review	6/2/14 - 6/30/14
✓ Consultants Competitive Negotiation Act (CCNA) document preparation	8/1/14 - 9/5/14
↑ Review of incoming proposals, oral presentations and contract award	9/25/14 - 2/16/15
● Design phase with preparation of construction documents and permitting	2/17/15 - 9/16/15
● Preparation of bid document, solicitation and contract award to construction contractor	9/17/15 - 1/13/16
● Construction	1/14/16 - 9/16/16



Category
Policy Agenda

Commission Prioritization Level
High

Lead Department
Public Works

Description
<p>In the 2013 Neighbor Survey, our neighbors rated stormwater and drainage improvements as number one in importance when considering Community Investment - Capital Improvement Projects. Results of the survey indicate the level of satisfaction with the prevention of tidal related flooding is at 32% and satisfaction with the prevention of storm water related flooding is 27%. The City Commission identified stormwater management as a top priority for Fiscal Year 2014, and 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>This project is a comprehensive Stormwater Master Plan with a three (3) phased approach to address stormwater and tidal flooding in the City. Phase I consists of thirty-three (33) projects. Phase II consists of the conducting a city-wide model along with standard risk-adjusted metrics for project valuation and addressing seven (7) neighborhoods with insufficient infrastructure. Phase III covers the construction of Phase II projects and the implementation citywide long term solutions to sea level rise and higher level of service for the City based on comprehensive stormwater models.</p> <p>Staff completed it initial analysis and presented recommendations for Phase I of the Stormwater Master Plan on January 22, 2014. 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>This is a multi-year process with work currently underway for the Phase I improvements. Thirty-three (33) Phase I projects have been identified with known storm or tidal flooding occurrences and will be addressed and completed over the next five years. Twelve (12) of the thirty-three (33) projects will be completed this year as follows: Four (4) projects have been constructed, three (3) projects are currently under construction and five (5) projects are currently under design to be completed this year.</p> <p>Staff is currently working on defining the scope of work for the remaining twenty-one (21) projects in Phase I.</p> <p>There are seven (7) projects identified for Phase II that addresses flood issues in seven (7) specific neighborhoods with insufficient infrastructure. The duration of Phase II projects is estimated to last for three (3) years and is planned to start in FY 2015. It is estimated that the Consultants Competitive Negotiations Act process (CCNA) for Phase II projects will commence in October 2014.</p> <p>A workshop is scheduled on October 29, 2014 to identify the best modeling approach in collaboration with Broward County, South Florida Water Management District, FIU and FAU.</p> <p>The development of a Citywide long term solution to storm and sea flooding that will take into account level of service and stormwater models including climate change and sea level rise data will be included in Phase III of this project, scheduled for FY 2015-2017.</p>

Milestones
<ul style="list-style-type: none"> <li>✓ Present to City Commission at Conference Meeting 1/22/14 - 1/22/14</li> <li>✓ Facilitate stakeholder discussion 2/1/14 - 2/28/14</li> <li>✓ Alliance for Innovation Facilitated Event on Stormwater Financing for the Future 2/28/14 - 2/28/14</li> <li>✓ Research and analyze funding sources 3/3/14 - 5/30/15</li> <li>✓ Provide recommendations in Proposed FY 2015 Budget and Multi-year CIP 7/1/14 - 9/1/14</li> <li>↑ Draft an RFP for a financial consultant to evaluate stormwater rate options 9/1/14 - 10/31/14</li> <li>● Issue the RFP for a financial consultant to evaluate stormwater rate options 10/31/14 - 11/30/14</li> <li>● Complete Phase II design 1/1/15 - 12/31/17</li> <li>● Investigate adopting a green or low impact design standard in Chapter 47 - Unified Land Development 1/1/15 - 12/31/17</li> <li>● Investigating adopting seawall heights in Chapter 8-Boats, Docks, Beaches and Waterways 1/1/15 - 12/31/17</li> <li>● Investigating updating of current ordinances in Chapter 28-Water, Wastewater and Stormwater to include a level of service 1/1/15 - 12/31/17</li> </ul>

● Update the stormwater policies in the City's Comprehensive Plan	1/1/15 - 12/31/17
● Review the findings of the rate study	3/1/15 - 3/31/15
● Present Final Framework for approach for stormwater program to City Commission	4/1/15 - 4/30/15



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> <li>• Utility Box Wraps</li> </ul>

Analysis
<p>All improvements were made to Las Olas Boulevard at SE 1st and 2nd Avenues. Flashing Beacons will be installed at 2nd Avenue by 10/30/14. The design of Las Olas and SE 3rd Avenue is under final review by Broward County. The last painting event should occur by the end of October after ADA ramps and striping are completed. Staff is working with the County on the pedestrian crossings on Andrews and 3rd Avenues. The County is providing their final comments to the plans by early October with construction anticipated by the end of October. NW 4th Sreet design is almost complete. Construction will be complete by late October. Utility box wrap designs are underway. All projects should be complete by 12/30/14.</p>

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Category
Policy Agenda

Commission Prioritization Level
High

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>The project consists of transporting 550,000 cubic yards of sand onto a truck and then place it on the beach. 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>The Interlocal Agreement (ILA) is still outstanding as the County continues to address the projected cost-share and any conditions that may be present in the Corps permit once issued. On October 7, 2014 the City Commission granted a temporary construction easement to Broward County to allow contractors access the beach via the City's right-of-way. Segment II Short Protection Project will nourish approximately 4.94 miles of critically eroding shoreline between Hillsboro Inlet and Port Everglades. A total of 750,000 cubic yards of sand will be placed, of which 550,000 cubic yards will be placed in the City portion. The sand hauling for beach nourishment is still tentatively scheduled for late Fall 2014/early 2015 start.</p> <p>Access agreements allowing the County's contractors to access the beach via City's right of way was approved at the October 7, 2014 Commission Meeting. Six access points will be utilized.</p> <p>The National Marine Fisheries Service (NMFS) is targeting a completion date of October 31, 2014 for their biological opinion related to the United States Army Corps of Engineer permit (USACE). The USACE needs to receive and review the opinion but it appears they are prepared to give NMFS a 10 day notice to accept all the documentation to address their concerns if necessary. The permit should be issued shortly thereafter.</p> <p>The project is still proceeding, but is currently delayed due to the lack of a US Army Corps of Engineer permit. The issuance of the permit is key, because that drives the ILA and construction. Funding for this project is also dependent of execution of the ILA. The City's cost share of the project will range between \$5.3 million to \$11.0 million.</p> <p>Coordination efforts with Broward County are ongoing.</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
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
Conduct Beach Nourishment Activity	11/1/14 - 4/30/16

<b>Category</b>
Management Agenda
<b>Commission Prioritization Level</b>
High
<b>Lead Department</b>
Sustainable Development
<b>Description</b>
<p>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 citywide 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.</p> <p>For project management purposes, the implementation of the PI was broken up into Phase I and Phase II. Phase I focuses on the "low hanging fruit", setting up the structures, and the City Manager's 90 Day Initiatives. The associated milestones are Technology, Legislation, People, and Process. Phase II focused on the long term implementation and collaboration with City Departments. The associated milestones are Environment, People, and Process.</p> <p>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 2013. The success of the project will be measured by the reduction in number of days for compliance.</p>

<b>Analysis</b>
<p><b>Process - Lot clearing.</b> Earlier in the year, the lot clearing was streamlined to shorten the turnaround time between the notification date of the violation and abatement action performed by the City. The final step in the process is to procure lot clearing services to achieve better control of the process and ensure the lot is cleared within 48 hours of notice by division staff. Initially, division staff wanted to piggyback off of the City of Hollywood's lot clearing contract. This concept was abandoned since Hollywood's procedures added unnecessary steps into the condensed process. Division staff is preparing the technical scope of services for the bid solicitation and will be submitted to the procurement office in August. Staff is working with the procurement division to release the bid solicitation before October 24, 2014 and trying to determine an estimated cost for disposal (e.g. tires, hazardous materials, paint, electronics, etc.) to meet this deadline.</p> <p><b>Process - Adoption of lien settlement guidelines.</b> Currently, the lien settlement application is processed by division staff and negotiations are conducted by the division manager. At the scheduled negotiation meetings, the division manager is accompanied by division staff as well as a city attorney if the property owner is being represented by legal counsel. The length of these discussions may take 45 minutes to 1 ½ hours dependent on the complexity of the case and the extent of the deliberation to negotiate a reduced amount. The consumption of time and resources, along with the desire to maintain transparency in the process, the division manager drafted guidelines to improve the administration of the process and to recommend the petitioner to appear before the Special Magistrate settle the outstanding amount due to the City. The Special Magistrate will be provided with a property information sheet, current photographs of the property, an affidavit for the cost of prosecuting the case, and lien reduction matrix for each case to guide him/her in the deliberation process for the reduction of the code lien. The division manager is recommending the following provisions to implement this program: 1. Authorize the City Manager or designee to process the requests for hard cost liens and waterworks liens since the petitioner will be required to pay the full amount of the hard cost lien and pay the amount calculated by the matrix for the water works lien rather than bring these items before the Special Magistrate or the City Commission 2. Bring all other lien settlement requests before the Special Magistrate for the reduction of code fines/liens 3. Adopt a standard application fee of \$200.00 and an expedited processing fee of \$900.00 4. Allocate 15% of the lien settlement amount to Code's Training Fund and the balance will be earmarked for the Nuisance Fund. The intended date for placement on the City Commission agenda is November 4, 2014.</p> <p><b>Process - Revision to the civil citation code.</b> The intent is to streamline the civil citation process and insert a provision that will allow the civil penalty to accrue daily after the compliance timeframe specified on the citation has lapsed, unless the violator submits a written request for an administrative hearing within 15 days of the date of the citation. Ordinance C-08-36 requires all civil citations – whether in noncompliance of violation and/or nonpayment of fine – go before the Special Magistrate, and the process will continue to follow these established guidelines. The existing civil citation form will need to be modified to conform to the new code provision, if adopted by the City Commission, and any outstanding penalties will be forwarded to a collections agency. The anticipated date for placement on the City Commission agenda is November 4, 2014.</p> <p><b>Process - Board up code revision to require the use of only the polycarbonate material.</b> The City procured the services of a board up company to utilize polycarbonate material rather than plywood boards to secure nuisance properties. Staff discussed the feasibility of requiring property owners to board up properties using this system and the legality of enacting a code that may be stricter than the Federal Government's board up requirements or prohibiting the standards stipulated in the Florida Building Code (FBC) standards. Staff is recommending that the City adhere to the FBC guidelines to secure properties using plywood board and after 180 days of the board up require the owner to replace the plywood boards with the polycarbonate system if the necessary site improvements are not completed within the 180 day timeframe. This framework may require the owner to submit an engineer's report affirming the structural integrity of the polycarbonate system to be installed as part of the board up certificate application. This item will not</p>

move forward to the City Commission.

**Process - Designation of the entire City as a Special Assessment District.** Staff's objective was to present legislation to the City Commission that would authorize the City to assess interest against hard cost liens and place these hard costs on the property tax bill for collection. As a result of surveying other municipalities about their respective process, staff recommends establishing the City as a special assessment district. In doing so, it allows for the interest accrual and placement of the abatement lien as a special assessment on the tax bill for collection. If the special assessment is not satisfied when ad valorem taxes are due, a tax certificate may be issued on the property and subject the property to loss of title. This approach creates a better incentive for property owners to maintain their properties and satisfy outstanding account receivables with the City. The City Attorney's Office is evaluating the legislation and related documents obtained by the Code Compliance Division from other cities (Sunrise, Tamarac, and Palm Coast). The target date for placement on the City Commission agenda is November 18, 2014.

**Legislation - Authorize code officers to issue citations for work without a permit.** The goal was to intensify efforts in the field and enable code compliance officers to issue citations for work in progress without a permit. The Board of Rules and Appeals (BORA) attorney opined that code compliance officers without proper certification in the construction industry may not issue citations or violation notices for work without a permit. The Code Compliance Division and Building Division agreed that a referral-type system is the most appropriate method to utilize resources. If the code compliance officer determines that exterior work in progress is being performed without a permit, the code compliance officer will send an email message, along with the property address and photographs, to the interim building official describing the nature of the work in progress at the site. The interim building official will evaluate the information and determine the action steps to be carried out by the building inspectors. Staff conducted a survey with a sample size of three municipalities – Sunrise, Coral Springs, and Miami Gardens. One city adopted language in their code that would enable the code officer to issue a citation, the other municipality is adhering to the opinion issued by the BORA attorney, and at the third city, which is located in Miami-Dade County, the code officer issues a civil citation citing FBC 105.1. In this scenario, the code officer checks the permit system to locate a permit for the work, contacts the Chief Building Inspector to determine whether the work requires a permit and/or to issue a stop work. However, only the building official or their designee, i.e. inspector, may issue a stop work order. Pursuant to FBC Section 110, the Chief Building Inspector is involved. If the case goes to hearing the building inspector provides the technical testimony. The code officer will only attest to the fact the work was performed without a permit. Staff received instructions to move forward with the appropriate legislation for City Commission. The intended City Commission Agenda date is December 16, 2014.

**Legislation - Authorize the City Attorney's Office to proceed with lien foreclosure action.** This year Code Compliance Division developed a list of properties with persistent code violations, significant deterioration, and excessive calls for service for code and/or police response. The occupancy status and total fine accumulation played a negligible role in the criteria for identifying nuisance properties since the impact of the structure on the neighborhood was the overriding principal. A list of eighty three (83) properties was established and reduced to six (6) critically distressed properties. These six (6) properties will be presented to the City Commission to authorize the City Attorney's Office to proceed with lien foreclosure action. The City Attorney's Office is in the process of hiring a foreclosure firm or law clerks to manage this case load.

**Legislation - Amendment to the vacant property registration ordinance.** The goal is to expand the registration requirement to all real property in the City. The proposed amendment to Ordinance C-12- 38 will require the registration of all real property in the City regardless of when the mortgage foreclosure process is initiated or when the property is vacated. The proposed Ordinance also applies to all vacant distressed properties in good standing with the lender and expands the registration requirement to include commercial property. This item is awaiting approval to be placed on a City Commission meeting agenda.

**Legislation - Expansion of the unsafe structures definition.** The intent is to expand the definition of an unsafe structure and to establish criteria for uninhabitable structures, which will subject these structures that meet the criteria to demolition. The proposed language was drafted and in the process of being reviewed internally by the Building Division. Thereafter the Code Compliance Division will review the document for minimum housing related concerns. Staff is preparing this item to be placed on the November 18, 2014 City Commission meeting agenda.

<b>Milestones</b>		
✓	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
■	Legislation	7/11/13 - 10/31/14
✓	People	7/11/13 - 3/28/14
■	Process	7/11/13 - 10/31/14
✓	Technology	7/11/13 - 3/28/14





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
<p>All stakeholders and 251 existing projects have been entered into Unifier by administrative staff. The projects have been populated and updated with all relevant historical and current data by the Project Managers. In addition, a project shell has been created in the system for the approved FY 2015 projects.</p> <p>Project Managers have received basic and intermediate training; additional training sessions are planned for end of October where the focus will be on more advanced usage. Inspectors have received special training relating to creating daily reports in Unifier.</p> <p>It has been determined not to proceed with a Sprint 2 or integration with FAMIS at this time. Staff is continuously testing, evaluating and developing the software, including the implementation of the Time Sheet business process.</p> <p>At the Commission Meeting on August 19, 2014, the City Commission approved the purchase of Panoptra, a software reporting tool that will allow staff to generate customized reports and improve the monitoring and control of projects from Unifier. It is estimated that Panoptra will be fully integrated by November 30, 2014.</p> <p>Staff is reevaluating the best approach to train selected employees in database management and maintenance of the system as well as uDesigner (Application Programming Interface - API) to maximize the efficiencies in-house for maintenance as well as developing and creating additional custom designed business processes.</p>

Milestones	
✓ Data collection, validation and system setup	9/2/13 - 6/30/14
✓ Execute Software Contract with Vendor	9/2/13 - 12/31/13
✓ City Commission Approval of Contract	1/7/14 - 1/7/14
✓ Train staff on new software	3/1/14 - 7/3/14
✓ Begin use of new software program to provide efficient and effective project management (without financial intergration)	6/30/14 - 9/30/14
↑ Implementation of Panoptra software reporting tool	8/26/14 - 11/30/14
↑ Continuing training of all staff	10/1/14 - 10/31/14



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
All Aboard Florida (AAF) representatives met with City staff on the station design plans and associated agreements, which are scheduled to go to Commission in November. Staff has been working with the AAF and Broward Metropolitan Planning Organization on safety upgrades to meet quiet zone designation.  This initiative has been prioritized in the FY 2015 Commission Annual Action Plan.

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 - 12/31/14
✓	Meet with the County on bus station requirements	11/13/13 - 11/13/13
↑	Review and Finalization of Transit Oriented Development Site Plans (Through the Development Review Committee Process) Submitting by the Florida East Coast Industries.	1/2/14 - 12/30/16
✓	Presentation to Commission	4/1/14 - 4/1/14
↑	Update Crossing Agreements Between the City and the FEC Regarding Construction and Maintenance Responsibilities	5/1/14 - 2/27/15
●	Construction of Quiet Zone (QZ) Safety Improvements and QZ Designation Along the FEC Corridor	10/1/14 - 12/30/16
●	Submission of an Economic Development Administration (EDA) Grant for Construction of a Pedestrian Bridge	10/1/14 - 12/31/15



Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Transportation and Mobility

Description
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.

Analysis
Staff is working through the National Environmental Policy Protection Act (NEPA) process for a potential maintenance and storage facility location change. Phase 1B is currently undergoing 30% design. The final design contract for Phase 1A was awarded at the August 22nd South Florida Regional Transportation Authority Board meeting. The vehicle procurement is expected to be advertised by November. Coordination with other City departments and the partnership (external agencies) is occurring weekly on various subjects.  Milestone dates have been updated to reflect the new anticipated completion dates.

Milestones		
✓	Amendment of Interlocal Agreement	10/1/13 - 12/31/13
✓	Budget Amendment	10/1/13 - 12/3/13
✓	Process and Execute a Second Wave Partnership Agreement Amendment	10/1/13 - 1/30/14
■	Work with partners on the branding of the Wave	11/19/13 - 2/27/15
↑	Provide Land for the Maintenance and Storage Facility and the Remaining Cash Balance of the \$10.5 Million Capital Contribution to the South Florida Regional Transportation Authority	1/2/14 - 1/30/15
■	Process and Execute an Interlocal Agreement with Broward Health to Accept a Capital Contribution to the Project	3/3/14 - 2/27/15
↑	Process and Execute a Wave Partnership Agreement Amendment	4/1/14 - 12/31/14

Category
Management Agenda

Commission Prioritization Level
Top

Lead Department
Finance

Description
<p>As stewards of public funds, the City of Fort Lauderdale must ensure the proper handling of finances, utilize best practices, and deliver high quality services by providing an overarching outlook to guide the City, thereby preserving the integrity of the organization and providing financial sustainability.</p> <p>The financial integrity of the City of Fort Lauderdale is of utmost importance and adopting a set of principles and policies is a key element to maintaining this integrity. The financial integrity principles and policies set forth the basic framework for the overall fiscal management of the City.</p> <p>This effort 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.</p>

Analysis
<p>The City Commission adopted the Financial Integrity Principles and Policies document with the adoption of the FY 2015 Budget. The financial integrity principles and identified policies will be reviewed and updated as necessary, but will be comprehensively evaluated at least every five years. This initiative was implemented and is complete.</p>

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

Category
Budget Priority

Lead Department
Public Works

Budget Allocation
\$250,000.00

Description
<p>The Federal Highway Administration (FHWA) bridge sufficiency formula is rated on a 0 - 100 scale, with 100 being the best. The rating is based on four variables: 1) structural adequacy and safety (55%), 2) serviceability (30%), 3) essentiality for public use (15%), and 4) special reductions (up to 13%).</p> <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 April 15, 2014, 40.00% of the City's bridges had a Sufficiency Rating of less than 50% and are either Structurally Deficient or Functionally Obsolete.</p> <p>The City has developed 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 underwater inspections of bridges were completed at the end of July. The project is progressing, although as the tidal variations impacted the underwater inspection schedule the project is approximately four weeks behind schedule.</p> <p>The consultant delivered the final report for the Bridge Master Plan to the City in the first week of August. It has been reviewed and analyzed by staff to determine the structural integrity of the bridges to be able to recommend prioritization of future replacement and repairs. The content of the report including analysis will be presented to the City Managers office in October and upon City Manager approval will be scheduled for City Commission presentation. Staff anticipates this will be on the November 18th agenda.</p>

Milestones
<ul style="list-style-type: none"> <li> <span style="color: green;">✓</span> Develop Scope of Services for Consultant Services <span style="float: right;">9/19/13 - 10/31/13</span> </li> <li> <span style="color: green;">✓</span> Release RFQ <span style="float: right;">11/8/13 - 11/8/13</span> </li> <li> <span style="color: green;">✓</span> Scoring of Submittal - Presentations by Shortlisted Firms <span style="float: right;">12/9/13 - 12/16/13</span> </li> <li> <span style="color: green;">✓</span> Recommendation to Commission to authorize negotiations with top ranked firm <span style="float: right;">2/4/14 - 2/4/14</span> </li> <li> <span style="color: green;">✓</span> Negotiate pricing with top ranked firm contingent upon Commissions approval <span style="float: right;">2/5/14 - 3/7/14</span> </li> <li> <span style="color: green;">✓</span> City Commission Award of Contract and Task Order(s) <span style="float: right;">3/18/14 - 3/18/14</span> </li> <li> <span style="color: green;">✓</span> Notice to Proceed <span style="float: right;">4/15/14 - 4/15/14</span> </li> <li> <span style="color: green;">✓</span> Conduct Bridge Inspections <span style="float: right;">4/16/14 - 7/25/14</span> </li> <li> <span style="color: yellow;">■</span> Presentation of report to City Commission <span style="float: right;">6/17/14 - 12/17/14</span> </li> </ul>



Cylinder of Excellence
Infrastructure

Lead Department
Public Works

Budget Allocation
\$2,400,000

Description
<p>The Public Works Engineering Division is completing a citywide pavement assessment management program to implement the \$2.4 million pavement resurfacing work 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>The Pavement Management System report provided ratings for city roads based on the Pavement Condition Index (PCI) as shown below:</p> <ul style="list-style-type: none"> <li>Failed (0 to 10) 0.46 miles or .09%</li> <li>Serious (11-25) 1.45 miles or .28%</li> <li>Very Poor (26-40) 5.57 miles or 1.06%</li> <li>Poor (41-55) 22.65 miles or 4.31%</li> <li>Fair (56-70) 98.40 miles or 18.74%</li> <li>Satisfactory (71-85) 184.45 miles or 35.13%</li> <li>Good (86-100) 212.04 miles or 40.39%</li> </ul> <p>The findings from this report is being used to generate a schedule for street overlay based on condition and available budget.</p>

Analysis
<p>The planned microsurfacing work for FY 2014 has been completed. The permanent thermo plastic striping is at 40% completion with an estimated 100% completion date of October 31, 2014.</p> <p>In preparation for Phase II in Fiscal Year 2015, staff will incorporate lessons learned from FY 2014 and expand outreach activities prior to the start of work in each neighborhood. Coordination of informational activities and schedules will take place together with Neighborhood Support to efficiently be able to reach Home Owners Associations and Councils of Civic Associations well in advance of planned construction. Staff will also continuously update the City hosted website dedicated to this project.</p> <p>Staff will also re-examine the logistics of the completed construction to implement better practices for Phase II, i.e. full lane closures, allow for enough drying time and prevention of tire marks and imperfections etc.</p>

Milestones														
<table border="0"> <tr><td>✓ Presentation of Pavement Management Plan to City Commission</td><td>12/3/13 - 12/3/13</td></tr> <tr><td>✓ Contract for Microsurfacing Advertised</td><td>3/13/14 - 4/16/14</td></tr> <tr><td>✓ Bids due</td><td>4/16/14 - 4/16/14</td></tr> <tr><td>✓ Contract award for microsurfacing to City Commission for approval</td><td>5/20/14 - 5/20/14</td></tr> <tr><td>✓ Completion of Paving Work</td><td>6/30/14 - 9/30/14</td></tr> <tr><td>✓ Notice to proceed issued to contractor</td><td>7/1/14 - 7/1/14</td></tr> <tr><td>✓ Website created for public outreach</td><td>8/1/14 - 9/30/14</td></tr> </table>	✓ Presentation of Pavement Management Plan to City Commission	12/3/13 - 12/3/13	✓ Contract for Microsurfacing Advertised	3/13/14 - 4/16/14	✓ Bids due	4/16/14 - 4/16/14	✓ Contract award for microsurfacing to City Commission for approval	5/20/14 - 5/20/14	✓ Completion of Paving Work	6/30/14 - 9/30/14	✓ Notice to proceed issued to contractor	7/1/14 - 7/1/14	✓ Website created for public outreach	8/1/14 - 9/30/14
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✓ Website created for public outreach	8/1/14 - 9/30/14													

Category
Budget Priority

Lead Department
Public Works

Budget Allocation
\$780,000.00

Description
<p>The City of Fort Lauderdale is committed to be a fully connected city of tomorrow by 2035. This can only be achieved by providing safe, convenient, accessible and comfortable connections. The 2013 Neighbor Survey results indicates that 52% of neighbors are satisfied with the availability of sidewalks in the City. Additionally, 29% of our neighbors responded that the maintenance of streets, sidewalks and infrastructure should receive the most emphasis from City leaders over the next two years.</p> <p>As part of the comprehensive effort to address the concerns of our neighbors, 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 a GIS inventory of all 420 miles of City owned sidewalk and an interactive report with with sidewalk deficiency GIS location, type and length of damage and geo-referenced photo.</p> <p>The sidewalk report and GIS database will outline sidewalk connectivity deficiencies and allow the city to properly prioritize and address the areas of need and will link the sidewalk infrastructure with the City's future Walkability map.</p>

Analysis
<p>The inspection data and final report was submitted to the City by the consultant, Atkins, on July 9, 2014. Following the delivery of the report Project Managers performed field audits to validate data and encountered discrepancies and quality issues on the photographs attached and referenced in the report for a large number of sites. Atkins is still working on the final revised report to include higher quality photographs. At this point they have completed the retake of approximately 5,500 photos and expect to complete all of the retakes by the end of October 2014. The completion is not impacting the quality of the data or preventing staff from proceeding.</p> <p>Staff has analyzed the data from the report and presented a draft presentation to the Public Works Director, the Budget Department and Transportation and Mobility Department (TAM). The presentation was also made to the City Manager's office in October and it was determined that the formal comprehensive assessment presentation to the City Commission will be scheduled for December 2, 2014.</p> <p>A contract for sidewalk repair is contingent upon the City Commissions approval.</p> <p>Milestones have been updated to reflect new anticipated completion dates.</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 - 7/10/14
↑ Presentation to City Commission of Consultant Report	7/8/14 - 12/2/14
■ Contract for Sidewalk Repairs	8/19/14 - 11/4/14

Category
Budget Priority
Lead Department
Sustainable Development
Budget Allocation
\$400,000.00

**Description**

This initiative will focus on amending the City’s Unified Land Development Regulation (ULDR) to implement and codify several master planning projects, including the Northwest Regional Activity Center (RAC) Master Plan (in progress), Central Beach Master Plan (in progress), and recently adopted update to the City’s Downtown Master Plan that incorporated transit oriented development (TOD) guidelines. Other ULDR amendments include aligning the ULDR with the overall Downtown Master Plan in order to eliminate redundancies, as well as incorporating an amendment to the City’s Land Use Plan that will increase the number of allowable dwelling units in the Downtown RAC. A portion of the FY 2014 Department of Sustainable Development budget was used to hire two consultant firms to assist with the preparation of the Central Beach Master Plan and Comprehensive Plan Evaluation and Appraisal Report (EAR). The funds will be used towards professional services supplementing technical aspects of these projects. The Neighborhood Development Criteria Revisions (NDCR) is expected to commence in FY 2015.

**Analysis**

Fiscal Year 2014 Summary

The Central Beach Master Plan and the Comprehensive Plan Evaluation and Appraisal Report have been prioritized in the FY 2015 Commission Annual Action Plan.

**FY 2014 Estimated Expenditures**

Central Beach Master Plan: \$197,000  
 Comprehensive Plan Evaluation & Appraisal Report (EAR): \$150,000  
 Downtown Units LUPA application fees: \$14,000

*Total estimated expenditures for FY 2014: \$361,000*

**Central Beach Master Plan and Comprehensive Plan EAR - FY 2014 department expenditures** include the hiring of consultants to assist the department on two CAAP items related to this effort. The first RFP, for the Central Beach Master Plan, has been completed and a consultant, Redevelopment Management Associates, was approved by the City Commission at its August 19, 2014 meeting. A contract is currently under review by the City Attorney’s Office and the consultant is anticipated to commence the project in October 2014. The delay in the start date may impact the overall project schedule.

The second proposal is for the Comprehensive Plan Evaluation and Appraisal Report (EAR) and the Data Inventory and Analysis for the EAR-based Comprehensive Plan Amendments (i.e. Volume II). The selection of the consultant, The Corradino Group, occurred at the September 3, 2014 City Commission meeting. A contract has been finalized and a kick-off meeting with the consultant and City staff occurred on October 2, 2014.

**TOD Guidelines** - On February 4, 2014 the City Commission adopted a Resolution approving amendments to the City’s Downtown Master Plan to incorporate transit oriented development (TOD) guidelines. The purpose of the guidelines is to guide and encourage future development within proximity to premium transit stations in Downtown Fort Lauderdale, including the Wave Streetcar and future All Aboard Florida station. The next step is to prepare and adopt amendments to the City’s ULDR in order to implement elements of the TOD guidelines, such as changes to land uses, reductions in parking, and applying the Downtown Master Plan design guidelines to non-residential development. Staff is currently working on the code amendments.

**NWRAC Master Plan** - On June 19, 2014 DSD/UD&P retained the services of the Urban Land Institute (“ULI”) for a Technical Assistance Panel (“TAP”) review to provide expert, multidisciplinary advice on the proposed Zoning Code amendments for the Sistrunk Boulevard Corridor. The ULI Tap report was received the first week of September 2014. Thereafter, staff finalized internal analysis and coordinated a final NWRAC Master Plan Open House with members of the public at the City’s Sustainable Development Center building on September 25, 2014, to show final product of various community input and staff’s proposal.

**Downtown Master Plan** - The original intent of this project was to update the Downtown Regional Activity Center (RAC) section of the City’s Unified Land Development Regulations (ULDR) in order to better align with the City’s Downtown Master Plan. This would include zoning text amendments that focus on eliminating urban design redundancies between the ULDR and Downtown Master Plan, incorporating proposed changes to the City’s Land Use Plan that would increase the number of allowable dwelling units in the Downtown RAC by 5,000 units, and making applicable zoning text changes that will incorporate the City’s recently adopted transit oriented development (TOD) guidelines that were added to the Downtown Master Plan. The proposed Land Use Plan Amendment to increase the residential density in the Downtown RAC was delayed in order to include a 15% affordable housing set-aside in response to recently adopted changes to the Broward



County Land Use Plan. This Land Use Plan Amendment was submitted to the Broward County Planning Council in July 2014 and is currently pending review and approval by the Broward County Planning Council, the County Commission and the Florida Department of Economic Opportunity. The Planning Council's first reading is anticipated to occur in December 2014.

In addition, the overall scope of updating the Downtown RAC section of the ULDR has expanded in order to effectively plan for and include additional ordinance updates that will help make the Downtown RAC a more walkable, bikeable and transit-friendly downtown, while better aligning the ULDR with the Downtown Master Plan design guidelines. Over the next few months, Staff will be evaluating the ULDR to consider zoning text and zoning map amendments that aim to simplify the number of zoning districts in the Downtown RAC so that it matches the three Character Areas of the Downtown Master Plan, while eliminating redundancies between the ULDR and Downtown Master Plan, such as permitted land uses and parking requirements.

Staff is also working on several other projects that could impact the timeframe of this effort. These projects include a Street Tree Ordinance for the Downtown RAC and improvements to street sections for Andrews and 3rd Avenues that will incorporate Complete Streets concepts, such as the Wave Streetcar, sidewalks and/or bicycle lanes.

Milestones		
	NE 6-1.6 Amend the NW RAC Zoning Regulations and implement design guidelines	3/19/13 - 1/31/15
	IN 1-2.7 Develop and implement a Transit-Oriented Development (TOD) ordinance	7/1/13 - 4/30/15
	NE 6-1.7 Codify the Downtown Master Plan design guidelines	10/1/13 - 10/7/14
	NE 6-1.8 Codify the Central Beach Master Plan design guidelines	10/13/13 - 10/20/15
	NE 6-1.3 Comprehensive Plan Evaluation and Appraisal Report and Comprehensive Plan Volume II	4/1/14 - 6/30/16