



**PRESS PLAY**  
**FORT LAUDERDALE**  
*Progress Report, May 2017*



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# OVERALL PROGRESS



I am pleased to present the most recent *Press Play Fort Lauderdale 2018* Progress Report, which reflects how much the City has accomplished toward reaching the goals outlined in the Strategic Plan. This is the second progress report we have presented since the Strategic Plan was adopted in 2013. It is important to remember that the goals of the Strategic Plan are aspirational, the objectives are innovative and the initiatives are complex.

Of the 191 initiatives contained in *Press Play Fort Lauderdale*, 42% of the initiatives have been completed and another 46% are in progress at various stages. Approximately 3% of the initiatives are not completely directed by the City, and staff has transitioned or is collaborating on those projects with partner organizations, such as Broward County, Florida Department of Transportation, Brightline and others. The remaining 9% of projects will be started in the future.

Please take a moment to review our collective progress, which underscores the hard work staff does day in and day out. I would like to thank our Community Builders who remain committed to implementing and achieving these ambitious goals and bringing us closer to becoming “the City you never want to leave.”

Lee R. Feldman, ICMA-CM  
City Manager





30%

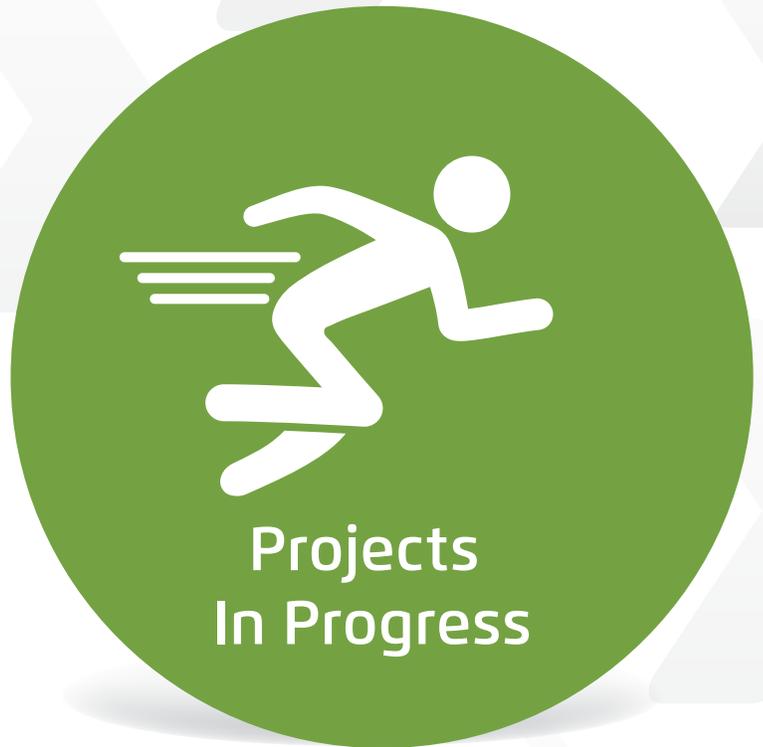


9%

Projects Relayed to Partner



Projects In Progress



11%

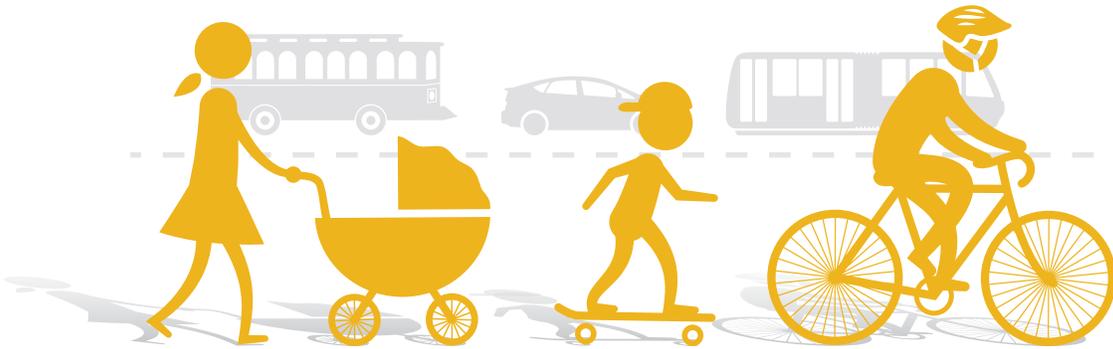
Future Projects



51%



**G1** *GOAL 1: Be a pedestrian friendly, multi-modal City.*



**TOTAL PROJECTS**

**Future Projects**



- Central Broward East-West Transit (light rail) Project
- Increase commuter car-pooling, incentivize & encourage mass transit use

**Projects In Progress**



- Improve bus & mass transit amenities
- City Parking Study
- Implement the Broward Boulevard Gateway project
- Incorporate university talent & knowledge into planning & design of urban areas
- Downtown Mobility Hub Agreement
- Implement the Downtown Walkability Study
- Develop a citywide comprehensive public/private sidewalk policy & plan
- Develop bike amenities
- Transit-Oriented Development ordinance
- Implement traffic calming mechanisms
- Implement the Vision Zero Five-Year Action Plan

**Projects Related to Partner**



- Monitor All Aboard Florida implementation
- Work with partners to construct the Wave Streetcar
- Construct Americans with Disabilities Act (ADA) accessible transit stops
- Maximize the Advanced Traffic Management System project

**Projects Completed**



- Strategically route & expand the Sun Trolley
- Implement & monitor the parklets pilot program
- Develop & implement the Connectivity Master Plan
- Adopt Complete Streets guidelines



**G2** GOAL 2: Be a sustainable and resilient community.



**TOTAL PROJECTS**

**Future Projects**



- Explore & determine the environmental compliance rate
- Identify & implement wastewater reuse opportunities
- Participate in regional Long-Term Water Supply Strategies (C-51)

**Projects In Progress**



- Continue executing a road condition evaluation & maintenance
- Complete the comprehensive Canal Dredging Master Plan & Rate Structure
- Implement the Bridge Master Plan
- Update the Water & Wastewater Master Plan
- Address excessive Infiltration & Inflow
- Implement the Stormwater Management Plan
- Evaluate & implement solutions to address flooding concerns
- Continue to Rehabilitate Swales
- Implement the Sustainability Action Plan
- Create & monitor the Sustainability Scorecard
- Examine mandating commercial recycling through code amendments
- Explore the best & highest use of the compost site
- Use National Pollution Discharge Elimination System results to prioritize waterways for clean-up

**Projects Related to Partner**



**Projects Completed**



- Consider placing utilities underground when feasible
- Develop a Water Capacity Model
- Incorporate sea level rise & resiliency projections into Stormwater Management Plan & Flood Hazard Mitigation Program
- Implement the Flood Hazard Mitigation Program for Neighbors
- Identify potential Adaptation Action Areas (AAA) & develop AAA policies
- Develop an approach for the future Sustainability Action Plan update
- Implement a Multi-Family/ Commercial Recycling Program
- Explore the potential of turning yard waste collected by Parks & Rec. into free mulch for neighbors
- Examine the possibility of using sludge from water & wastewater operations more efficiently
- Monitor the salt intrusion line & implement best practices, reuse & other practices to hold the line



48%



0%

Projects Relayed to Partner



Projects In Progress

4%

Future Projects



48%



**G3**

**GOAL 3: Be a community that finds opportunities and leverages partnerships to create unique, inviting, and connected gathering places that highlight our beaches, waterways, urban areas, and parks.**



## Future Projects



- Partner with Broward County Cultural Division to implement Creative Broward 2020

## Projects In Progress



- Increase athletic fields capacity for Soccer & Lacrosse
- Install docks to increase access to our public places
- Accomplish the Riverwalk District Plan
- Work with partner agencies to implement a Landscape Beautification & Maintenance Program
- Create & install a unified way-finding program
- Enliven public places with art
- Continue the Anti-Panhandling program
- Implement a comprehensive homeless strategy & City action plan

## Projects Related to Partner



## Projects Completed



- Enhance & expand pedestrian & bike-friendly connections & amenities
- Work with school board to open school parks to community
- Identify & prioritize highly visible waterways for cleaning & beautification
- Create a Fort Lauderdale Parks & Recreation Foundation
- Establish a beautification & maintenance rating program for public places landscaping
- Continue Florida-Friendly landscaping & create wildlife gardens
- Examine the potential for creating an Arts & Public Places ordinance
- Develop community partnerships to increase tree plantings
- Ensure the right tree is planted in the right place
- Modernize the current tree protection ordinance



**G4**

**GOAL 4: Be a healthy community with fun and stimulating recreational activities for our neighbors.**



**TOTAL PROJECTS**

### Future Projects



### Projects In Progress



- Identify & offer recreation programs in line with sport & activity trends
- Explore the impact of recreational activities & programming on juvenile success & diversion
- Create a special events policy & guidelines
- Incorporate sustainability at events

### Projects Relayed to Partner



### Projects Completed



- Collaborate with recreational & wellness service providers to identify needs & target senior programming
- Expand wellness & therapeutic programs

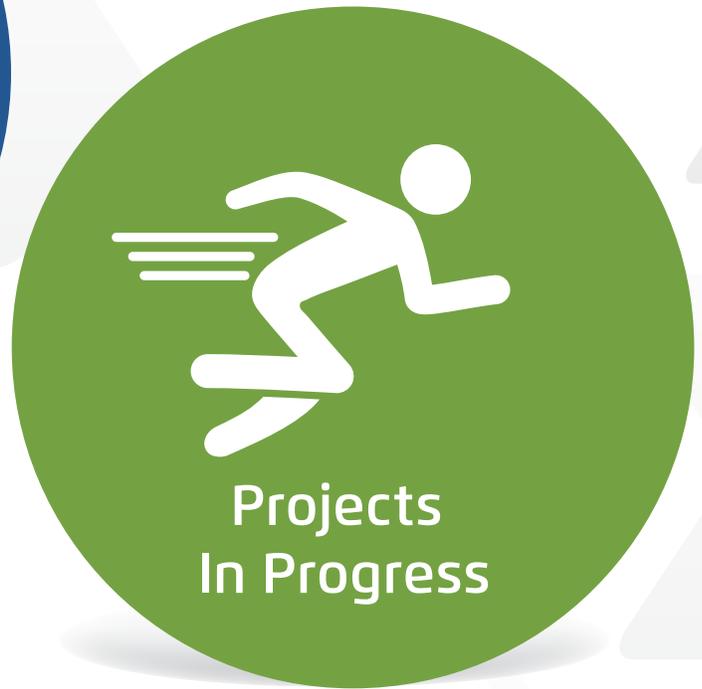


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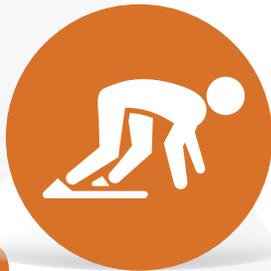
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Projects Relayed to Partner



10%

Future Projects



43%



**G5**

**GOAL 5: Be a community of strong, beautiful, and healthy neighborhoods.**



**11**  
**TOTAL PROJECTS**

## Future Projects



## Projects In Progress



- Develop a neighborhood communication toolkit to increase involvement
- Maximize talent & skills through City Boards & Committees
- Develop the Design & Construction Manual for a Sustainable & Resilient Community
- Continue the Adopt-a-Neighbor Program & develop a program evaluation methodology

## Projects Related to Partner



## Projects Completed



- Administer a volunteer service program through the Neighbor Support Office
- Conduct neighborhood assoc. outreach to facilitate formal recognition by City
- Promote the Florida Friendly Yards programs and/or Broward Naturescape
- Coordinate neighborhood & waterway clean-up events
- Implement findings from Code Enforcement Process Improvement
- Become a Certified Community Wildlife Habitat by the National Wildlife Federation
- Increase locally grown food & biodiversity through sustainable community & residential gardens & urban agriculture



**G6**

**GOAL 6: Be an inclusive community made up of distinct, complementary, and diverse neighborhoods.**



**TOTAL PROJECTS**

## Future Projects



- Codify the Downtown Master Plan design guidelines
- Work with development community & housing advocates to complete & implement Housing & Market Study

## Projects In Progress



- Incorporate modifications to the ULDR for optimal neighborhood growth
- Review & update draft historic surveys
- Complete the Neighborhood Development Criteria Revisions initiative
- Codify the Central Beach Master Plan design guidelines
- Provide land use & zoning for range of housing options to match community & business needs

## Projects Related to Partner



## Projects Completed



- Prepare the Comprehensive Plan Evaluation & Appraisal
- Implement the Innovative Development ordinance
- Amend the Northwest Regional Activity Center zoning regulations & implement design guidelines



33%



Projects Completed

4%



Projects Relayed to Partner



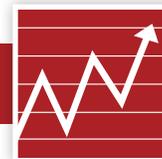
Projects In Progress



Future Projects

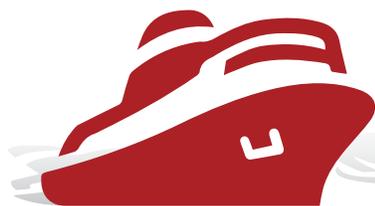
42%

21%



**G7**

**GOAL 7: Be a well-positioned City within the global economic and tourism markets of the South Florida region, leveraging our airports, port, and rail connections.**



**TOTAL PROJECTS**

### Future Projects



- Integrate & prioritize Community Investment Plan (CIP) infrastructure investments to enhance targeted industries
- Track the economic & quality of life impacts resulting from CIP & streetscape investments

### Projects In Progress



- Evaluate & expand our portfolio of business attraction incentives
- Promote Fort Lauderdale as a year-round destination for domestic & international travel
- Implement the City's Economic Development Action Framework Promote sustainable business practices & development; develop "Green Business" incentives; reduce permit costs & reduce business tax
- Implement Small Business Development Program to enhance long-term viability of local economy
- Incorporate Business First feedback into City business development efforts
- Annually review & streamline development & permitting process to reflect feedback & trends
- Develop & monitor business success performance indicators
- Quantify the value & level of protection of sand dunes
- Examine the highest & best use of airport property

### Projects Related to Partner



### Projects Completed



- Develop & implement Marine Industry Strategy
- Develop a How-To Resource Guide & Welcome Packet for businesses
- Evolve & improve Business Tax Receipt process
- Maintain Greater Fort Lauderdale Alliance Platinum Certification for Streamlined Development Review & Permitting Process & pursue International Accreditation Service Building Department accreditation
- Update Beach Renourishment Plan to include sand dunes & beach vegetation for natural protection against extreme weather
- Work with community partners & agencies to develop sustainable funding plan
- Implement the Uptown Trolley
- Promote & develop Foreign-Trade Zone to grow import & export businesses



**G8**

**GOAL 8: Be known for educational excellence.**



**TOTAL PROJECTS**

## Future Projects



- Connect with colleges, universities & trade schools to identify & track new programs for targeted industry talent development
- Create business incubators
- Develop performance indicators for tracking the connection of skills development with jobs

## Projects In Progress



## Projects Relayed to Partner



- Develop a strategy & action plan to mentor & sponsor schools & students to achieve educational excellence

## Projects Completed



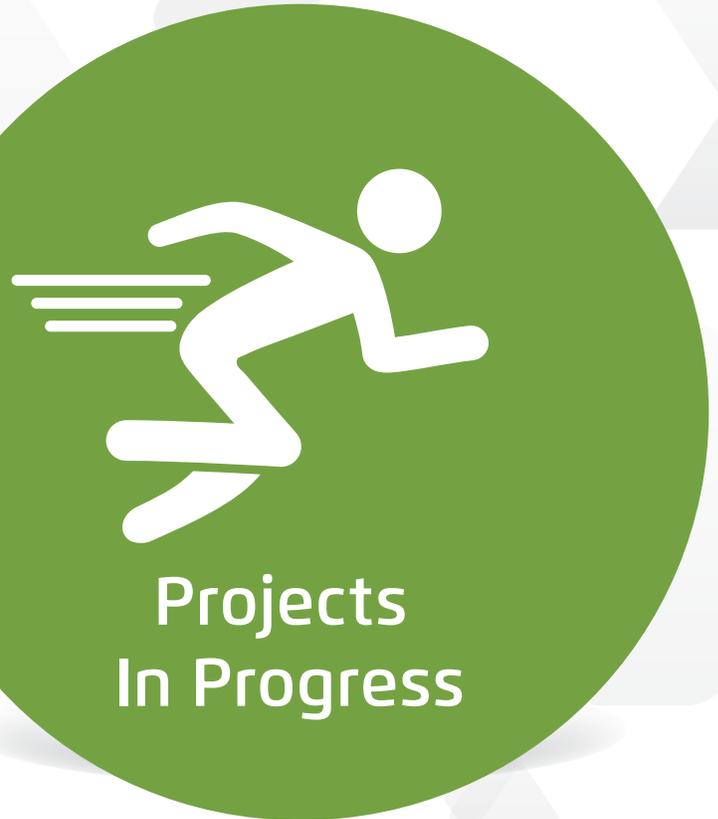


33%



4%

Projects Relayed to Partner



7%

Future Projects



56%



**G9**

**GOAL 9: Be the safest urban coastal City in South Florida through preventative and responsive police and fire protection.**



**TOTAL PROJECTS**

### Future Projects



- Continue to explore alternative funding for joint Police & Fire Rescue tactical & medical training facility

### Projects In Progress



- Continue to implement Crime Reduction Strategy & Action Plan
- Continue to enhance daily crime meetings through Intelligence-Led Policing Address juvenile criminal activity & prevent repeat offenders
- Continue to implement electronic ticketing & crash reporting
- Implement electronic reporting
- Implementing public cameras in high crime areas
- Implement the IBM First of a Kind "FOAK" project
- Implement the Automatic Vehicle Location system
- Continuously evaluate the effectiveness & cost/benefits of red light cameras
- Remain on leading edge of advanced pre-hospital medical interventions
- Conduct routine patient satisfaction surveys

### Projects Related to Partner



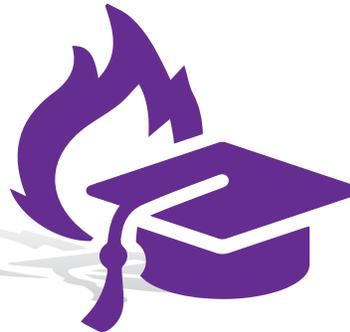
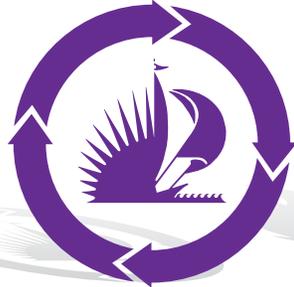
### Projects Completed



- Support public safety in parks & prevention of vehicle break-ins during events
- Transition to the County's 911 Dispatch
- Increase awareness with patrons regarding beach/water conditions



**G10** GOAL 10: Be a City well-prepared for and responsive to all hazards.



**12**  
TOTAL  
PROJECTS

### Future Projects



- Increase Disaster Preparedness presentations in community

### Projects In Progress



- Purchase new software to accommodate annual fire inspection billing
- Increase utilization of fire stations for public health needs, counseling, testing & immunizations
- Increase public education opportunities & roles in community awareness
- Maintain well-trained & cross-trained Fire Rescue Department

### Projects Related to Partner



- Partner with agencies to address mental health, elderly, neglect, homelessness issues

### Projects Completed



- Produce citywide Comprehensive Emergency Management Plan
- Routinely update Continuity of Operations Plan
- Ensure excellent internal emergency management coordination of executive leadership, personnel, resources, communications
- Continue to assess & reduce risk through tests & drills of emergency management planning
- Increase participation & advanced training of new & existing CERT members
- Increase in-house training for City employees (CPR & confined space entry)

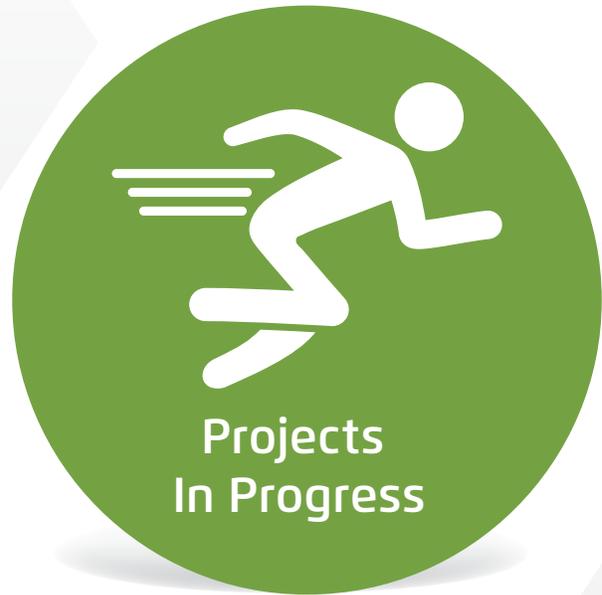


57%



0%

Projects Relayed to Partner



6%

Future Projects



36%

# INTERNAL SUPPORT



**G11**

**GOAL 11: Be a well-trained, innovative, and neighbor-centric workforce that builds community.**



**TOTAL PROJECTS**

## Future Projects



- Implement internal "We Build Community" employee recognition toolbox
- Develop succession planning program

## Projects In Progress



- Establish comprehensive "We Build Talent" employee training & development program
- Revise employee evaluation processes
- Implement employee engagement tools
- Improve communication of City policies & procedures
- Utilize professional associations & benchmarking for continuous improvement
- Communicate performance management results with employees & neighbors
- Implement Lean Process Improvement Plan
- Develop modern communications & branding strategy
- Develop & implement SharePoint as a modern intranet to improve internal communication
- Allow City customers to pay any bill at any City location
- Implement a citywide Electronic Document Management System

## Projects Related to Partner



## Projects Completed



- Develop employee safety program
- Maximize participation with employee health & wellness center
- Implement Fast Forward Fort Lauderdale 2035 through the FL2STAT model
- Routinely conduct Neighbor Survey
- Upgrade City website
- Develop employee newsletter
- Implement social media policy
- Explore creation of a call center
- Conduct a test pilot of Wi-Fi in public parks
- Implement Information Technology Strategic Plan
- Utilize effective governance model to oversee technology decisions



**G12**

**GOAL 12: Be a leading government organization, managing resources wisely and sustainably.**



### Future Projects



- Explore employee pool car system using existing vehicles



### Projects In Progress



- Procure & advance implementation of Enterprise Resource Planning system
- Implement KRONOS, time & attendance automation management software
- Routinely examine & improve procurement & payment processes
- Reduce fuel consumption & maximize efficiencies in City vehicles & equipment
- Conduct water & energy conservation & efficiency audits
- Implement energy management systems



### Projects Relayed to Partner



**23**  
**TOTAL PROJECTS**

### Projects Completed



- Achieve structurally-balanced budget
- Implement strategically prioritized Five-Year Community Investment Plan Provide fiscally sustainable employee pensions
- Maintain available fund balance minimums per City Commission policy
- Maintain budget that continues to earn GFOA Distinguished Budget Presentation Award
- Prepare annual Popular Report in conjunction with Comprehensive Annual Financial Report
- Continue to grow use of purchasing cards with vendors
- Maintain National Purchasing Institute Award of Excellence in Procurement
- Develop policy for sustainable product purchasing
- Implement Spend Analysis software to achieve procurement efficiencies
- Continue to expand & monitor local supplier spending
- Expand use of departmental informal electronic quoting
- Continue to use Florida-friendly & drought-tolerant landscaping
- Integrate energy efficient retro-fits & sustainable design elements in City facilities
- Establish preventative maintenance program for City facilities
- Maximize best use of City real estate

# INFRASTRUCTURE

**G1:** *Be a pedestrian friendly, multi-modal City.*

**O1:** **Improve transportation options and reduce congestion by working with agency partners**

Status	Project	CAAP	Analysis
	IN 1-1.1 Strategically route and expand the Sun Trolley as an overall complement to upcoming major transportation projects	✓	<p>The City of Fort Lauderdale received a grant in FY 2016 to develop a Transit Master Plan for the Sun Trolley and Water Trolley systems in order to create more sustainable transit system.</p> <p>The plan was developed through public involvement, review of existing plans, operational analysis, and an assessment of the City's needs, opportunities, and vision. The recommendations include both short and long term improvements to enhance the efficiency of the Sun Trolley services and additional opportunities to expand service to new areas when the opportunity allows.</p>
	IN 1-1.2 Monitor All Aboard Florida implementation, and advocate for the City's best interest	✓	<p>As of December 2016, construction of the Brightline project (formerly known as All Aboard Florida) between Miami and West Palm Beach was reported to be more than 70% complete. Over the course of 2016, significant construction work occurred at the grade crossings in the City, in addition to the downtown station. Over the coming months, construction work will now include double tracking and signal installation along the corridor, in addition to major rehabilitation of the Florida East Coast Railway New River bridge.</p>
	IN 1-1.3 Work with partners to construct the Wave Streetcar, including the Transit-Oriented Development (TOD) ordinances and connections to airport, port, and rail stations	✓	<p>The Florida Department of Transportation (FDOT) has led the project through the Design-Build procurement process and produced the necessary specification documents for the Design-Build teams to bid on the project. The first advertisement of the Request for Proposal (RFP) was released in the spring of 2016. The construction team will be selected in 2017. The procurement of the streetcar vehicle is also underway, the manufacturer to be determined in the summer of 2017. The City continues to work with FDOT on the planning and environmental phase of this project. This project will incorporate the planned extension of the Wave Streetcar along 17th Street to the Broward County Convention Center and to the Fort Lauderdale/Hollywood International Airport.</p>
	IN 1-1.4 Improve bus and mass transit amenities such as shelters and incorporate green design when feasible		<p>The City continues to work with Broward County to enhance and increase bus shelters and amenities. These shelters are being developed with green design, including solar lighting and bike rack facilities. The City is also contributing to the design of the Wave Streetcar stations.</p>
	IN 1-1.5 Work with partners to plan for the construction of Central Broward East-West Transit (light rail) Project in 2020		<p>This project will incorporate the planned extension of the Wave Streetcar along 17th Street to the Broward County Convention Center and to the Fort Lauderdale/Hollywood International Airport.</p>



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

Status	Project	CAAP	Analysis
	IN 1-1.6 Partner with agencies and businesses to increase commuter car-pooling and to incentivize and encourage mass transit use.		Prioritization and allocation of resources will be evaluated within the strategic plan five-year timeframe.
	IN 1-1.7 Develop balanced public/private parking amenities that address future changes in modal share, such as motorcycles and scooters. Incorporate innovative design and sustainable practices that reduce greenhouse gas emissions		The City is currently undertaking a City parking study. The project includes evaluating parking demand, supply, parking requirements and existing utilization of the City's various parking facilities to confirm financial stability of the City's parking fund and address its short- and long-term parking needs.  The Parking Division is currently developing and renovating parking lots with an island heat coating, Florida friendly landscaping, energy efficient lighting, and bicycle amenities. These features incorporate a green design into projects.
	IN 1-1.8 Implement the Broward Boulevard Gateway project to reduce congestion and calm traffic through transit planning and investment improvements to east-west connections, including: traffic signal synchronization, streetscapes, and review of traffic flow patterns in the downtown		The City is continuing to move forward on a number of projects, either directly or in partnership, included within the Broward Boulevard Gateway project. Significant projects include the Tunnel Top Plaza on Las Olas Boulevard, and the Florida Department of Transportation's project along Broward Boulevard from Interstate 95 to US-1, which will include bike lanes. The Florida Department of Transportation is working to improve signal timing.
	IN 1-1.9 Implement and monitor the parklets pilot program		In 2013, the City Commission approved Fort Lauderdale's Parklet Pilot Program, with the first parklet completed at Gran Forno on Las Olas Boulevard in early 2014. Complete program information, design and permitting requirements, and applications are available on the City's website.
	IN 1-1.10 Incorporate university talent and knowledge into the planning and design of urban areas		Transportation and Mobility has been partnering with Florida Atlantic University (FAU) for the past few semesters. The City also partnered with the Florida Atlantic University School of Architecture on a National Endowment for the Arts (NEA) grant project "Botanizing North Beach Village," which was used to inform the Central Beach Master Plan.

**O2: Integrate transportation land use and planning to create a walkable and bikeable community**

Status	Project	CAAP	Analysis
	IN 1-2.1 Plan for the MPO Hub network to connect people from live centers to employment centers		The Downtown Mobility Hub agreement with the Broward Metropolitan Planning Organization was initiated in late 2016. The City is in the process of hiring a Project Manager who will initiate and manage the project.
	IN 1-2. 2 Implement feasible short and long-term Downtown Walkability Study results	✓	The Downtown Walkability Plan continues to be implemented through the Community Investment Plan (CIP) annual funding. A progress report was developed at the end of 2016, which indicated 51 of the 78 recommendations in the plan are underway or complete. Several projects are completing design and set to be constructed in the first half of 2017. Examples of projects completed include painted intersections, pedestrian crossing, utility box wraps, and construction of bike lanes, all within the downtown area.



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

Status	Project	CAAP	Analysis
	IN 1-2.3 Develop a citywide comprehensive public/private sidewalk policy and plan to improve sidewalks and connections		The City completed a comprehensive sidewalk assessment, determining 106 of the 465 miles of sidewalks were in need of repairs with an estimated cost of \$15M. The City identified \$3.2M in risk reduction funds and awarded a contract to repair the sidewalks that presented the greatest risk to the City (City-owned sidewalks, sidewalks in high traffic public areas, sidewalks with major tripping hazards due to City-owned tree roots). Since contract award, almost 55% of the \$3.2M has been expended. Future work on this project will include evaluating options to revise the City's ordinance and policy for sidewalk repairs.
	IN 1-2.4 Develop bike amenities		Both the Transportation and Mobility and Parks and Recreation Departments continue to develop bike amenities throughout the City and at parks. Efforts will be enhanced through the Citywide Parking Study and the Transit Oriented Development Pilot Project that was initiated in late 2016 and will include policy and design changes to encourage bicycle parking. The project includes the development of a Design Manual for a Sustainable and Cohesive Public Realm and will include standards for placement and design of bike parking.
	IN 1-2.5 Construct Americans with Disabilities Act (ADA) accessible transit stops		Broward County Transit, as the owner of the bus stops, continues to make necessary upgrades.
	IN 1-2.6 Develop and implement the Connectivity Master Plan to improve accessibility		On August 19, 2014, the City Commission adopted Connecting the Blocks: Creating Options for Moving People, a comprehensive, strategic and ambitious long-term program. The purpose is to increase mobility options from public transit to bike paths by enabling the City to identify, prioritize, and fund projects. Connecting the Blocks serves as a guiding document for City infrastructure investments through the annual Community Investment Program (CIP) and informs other funding streams including the Broward MPO Long Range Transportation Plan.  11 projects were designed and four were completed in 2016.
	IN 1-2.7 Develop and implement Transit-Oriented Development (TOD) ordinance		The Transit Oriented Development (TOD) Pilot Project was initiated in late 2016 and will include policy and design changes to encourage TOD along the Wave Streetcar alignment.  The City's Department of Sustainable Development is responsible for the adoption of the Transit Oriented Development ordinance. The Department anticipates having the ordinance brought before the City Commission in 2018.

Status	Project	CAAP	Analysis
	IN 1-2.8 Adopt Complete Streets guidelines		On October 1, 2013, the City Commission adopted a Complete Streets Policy. A Complete Streets Manual was later developed to aid in ensuring the development of a livable, connected, healthy, and safe community for all modes of transportation. The National Complete Streets Coalition recognized Fort Lauderdale's Complete Streets Policy, which was developed in collaboration with the Broward Metropolitan Planning Organization (MPO) with assistance from the Urban Health Partnership, ranking it third in the nation and number one in the State for policies adopted in 2013.
<b>O3: Improve pedestrian, bicyclist, and vehicular safety</b>			
Status	Project	CAAP	Analysis
	IN 1-3.1 Implement traffic calming mechanisms to increase safety through environmental design		The Transportation and Mobility Department has developed four Neighborhood Mobility Master Plans in order to outline appropriate traffic calming tools for neighborhoods and continues to fund projects as funding is available. The Department will continue to develop Neighborhood Mobility Master Plans to identify traffic calming tools throughout the City on local streets. This is ongoing implementation of the Mobility Master Plan.
	IN 1-3.2 Provide public education on pedestrian, bicyclist, and driver safety		<p>Adopted on November 3, 2015, Vision Zero Fort Lauderdale included 5 E's (Engineering, Education, Enforcement, Encouragement and Evaluation). Education is one of the most vital components of the Vision Zero program. The Vision Zero Five-Year Action Plan will be presented to the City Commission for final adoption, and will then be an ongoing effort.</p> <p>The Complete Streets Project implemented on NE 1st Street between NE 3rd Avenue and Federal Highway incorporated education, evaluation and enforcement in its implementation. The NE 13th Street Complete Streets Program also included an education component, providing educational materials on how to use a roundabout.</p> <p>Several other educational events have been implemented including four Family Fun Bike Rides in neighborhoods, which include safety activities; approximately 1,000 handheld fans were distributed at the July 4th Celebration on Fort Lauderdale Beach, NE 13th Street Ground Breaking, and other events; Stop on Red Event held in partnership with FDOT and others at the intersection of Broward Boulevard and Andrews Avenue provided pedestrians fliers and one on one conversations and education to motorists with signage at approaches to intersections.</p> <p>City staff partnered with Walkwise education to present the initiative and its goals along with interactive training on pedestrian and bicycle laws in Florida at five civic association meetings in Fort Lauderdale.</p>

Status	Project	CAAP	Analysis
	IN 1-3.3 Maximize the Advanced Traffic Management System (ATMS) project as appropriate for public information		The Florida Department of Transportation (FDOT), in partnership with Broward County, continues to improve their Advanced Transportation Management System (ATMS) on corridors in the City of Fort Lauderdale (Sunrise Blvd., Broward Blvd., and US-1). The City will continue to work with its partners to maximize the use of these systems for messaging as part of an initiative in the Vision Zero 5-Year Action Plan.
<b>G2:</b>	<b><i>Be a sustainable and resilient community.</i></b>		
<b>O1:</b>	<b>Proactively maintain our water, wastewater, road and bridge infrastructure</b>		
Status	Project	CAAP	Analysis
	IN 2-1.1 Continue executing a road condition evaluation and maintenance program utilizing the Pavement Condition Index for prioritization of improvements		The Public Works Department completed a citywide pavement assessment in 2013, identifying 397 miles of road in good or satisfactory condition, 98 miles of road in fair condition, and 30 miles of road in poor or failed condition. From 2014 to 2017, 69 of the 98 miles (70%) of fair condition roads have been improved to good condition using micro-surfacing techniques and 15 of 30 miles (50%) of poor and failed roads have been improved to good condition using mill and overlay techniques.



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

Status	Project	CAAP	Analysis
	IN 2-1.2 Consider placing utilities underground when feasible		<p>In response to requests from several neighborhoods, on May 18, 2010 the City Commission approved an ordinance which established a process for communities to follow in order to underground their overhead utilities (power, telephone, cable TV, etc.) and created a mechanism for the benefited neighborhood to pay the cost of undergrounding through special assessment. This is a voluntary program available to our neighborhoods and will not be used unless the neighborhood officially requests it and the can demonstrate by means of a ballot that they have approval / support from the property owners within a proposed undergrounding area.</p> <p>In October 2012, the City Commission approved amendments to the special assessment program for the undergrounding of utility lines at the request of the neighborhoods. The City Commission agreed that the 70% approval should be based on those property owners that respond to a mailed ballot, rather than all property owners in the assessment area as the Ordinance was originally written. In addition, the Commission agreed to provide for 90% design plans prior to the ballot process as long as a process was established for repayment of any upfront costs by the City, should the special assessment project not reach the 70% approval required to move forward.</p> <p>If the project is ultimately approved by the City Commission at a Public Hearing, the project then becomes mandatory within the assessment area and every property owner will be required to contribute their portion of the costs based on the approved assessment on each property. The City will work with the community and individual property owners to provide an affordable financing mechanism whereby the individuals can finance their portion of the assessment for typically 10 to 20 years, possibly up to a maximum of 30 years.</p> <p>To date, six neighborhoods (Idlewyld, Riviera Isles, Las Olas Isles, Seven Isles, Harbor Beach and Sunrise Key) have submitted the necessary application.</p>
	IN 2-1.3 Conduct an analysis of canal dredging needs and examine funding scenarios		<p>The Public Works Department completed surveys of 278 canals throughout the City and determined 13.5 of the 101 miles of canals within city limits require dredging. The Canal Dredging Master Plan is in final stages of completion, and will be presented to the City Commission for adoption in early spring 2017. Additionally, a rate study to propose a fee schedule to cover annual dredging costs will be completed in June 2017. A new ad valorem assessment included in the FY 2018 Budget.</p>

Status	Project	CAAP	Analysis
	IN 2-1.4 Examine funding options to maintain and update our aging bridge infrastructure, considering sea level rise, pedestrian friendliness, and aesthetics		The Bridge Master Plan was completed in August 2014. It reviewed, rated, and prioritized the condition of the City's 51 bridges and provides a strategic approach to implementing a maintenance, repair and replacement schedule for the next 20 years. Public Works has completed repairs on all bridges recommended within the first five years of the plan and completed design of one bridge (Coconut Isle) scheduled for replacement. Since the plan was completed, FDOT has identified additional deficiencies on two bridges (NE 1st Street and West Lake Drive) that will require replacement; these bridges will be prioritized in the CIP for design and construction. The prioritization of funds will need to be approved by the City Commission.
	IN 2-1.5 Update the Water and Wastewater Master Plan; integrate the plan with infrastructure improvements that include modern and efficient energy standards		The consultant, Reiss Engineering, has completed their work on the master plan, which is now being finalized by the Engineering Division.
	IN 2-1.6 Develop a Water Capacity Model and approval process for future development		The Water Capacity Model has been completed, and is handled by the Engineering Division of Public Works, with the review of the plans by the Department of Sustainable Development. Physical functionality is conducted by Distribution and Collection area of the Utilities Division.
	IN 2-1.7 Address excessive Infiltration and Inflow (I&I), and develop performance indicators		\$15M worth of projects has been issued to address I&I, with the issuance of task orders to occur as quickly as possible. Additionally, the Sustainability Division has been supporting efforts to address I&I through development of an ordinance which would clarify and enhance the City's authority to require private property owners to address I&I issues on their property. It is expected that this ordinance will be substantially completed in 2017.
<b>O2: Reduce flooding and adapt to sea level rise</b>			
Status	Project	CAAP	Analysis
	IN 2-2.1 Incorporate sea level rise and resiliency projections into the Stormwater Management Plan and the Flood Hazard Mitigation Program		The City has incorporated climate change and sea level rise projections into the Stormwater Management Plan.



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

Status	Project	CAAP	Analysis
	IN 2-2.2 Implement the Stormwater Management Plan and examine funding rate structures based on vulnerability		<p>Of the 37 projects identified in Phase I (worth \$9.9M), the City has completed 19 projects, has two projects in construction, and eight projects in design. The remaining eight projects are fully funded and scheduled for completion in FY 2018 and FY 2019. On April 19, 2016, the City Commission approved the contract award for the Stormwater Master Plan Modeling and Design Implementation. The City has issued three task orders to conduct Light Imaging, Detection, and Ranging (LiDAR) and ground surveying, model development, preliminary design, and community engagement for seven priority neighborhoods. It is anticipated final design and cost estimates will be completed in December 2017. The City will then arrange financing (estimated at \$150M - \$200M) to allow Phase III construction to begin in 2019.</p> <p>The City has amended the seawall ordinance, which will result in reduced flooding as seawall heights are built higher. Additionally, 116 tidal valves have been installed, with a grant application in to install 81 more valves.</p> <p>Implementation of the Stormwater Management Plan will be an ongoing effort by the City, with the City Commission making final determination of funding.</p>
	IN 2-2.3 Implement the Flood Hazard Mitigation Program for residents		<p>The City updated the Flood Plain Management ordinance. As part of the updates, specific criteria was included that will allow the City to continue to support its current Community Rating System (CRS) score, which results in a 20% discount on flood insurance premiums for neighbors. Additionally, the Department of Sustainable Development created and filled a new position for a Flood Plain Manager. A group that attends the Local Mitigation Strategy meetings continues to look for opportunities for funding.</p>
	IN 2-2.4 Utilize a multi-agency advisory group to evaluate and implement solutions to address flooding concerns		<p>The City continues to partner with community stakeholders regarding stormwater management, including hosting an event for stormwater financing in February 2014, as well as a stormwater modeling workshop in October 2014. The stormwater modeling workshop included presentations from academics and members of the South Florida Water Management District regarding practical advice on stormwater modeling.</p> <p>This is an ongoing effort, with the City partnering with Broward County. The County, in partnership with the Army Corps of Engineers, will be completing a study regarding flooding, over the coming year.</p>

Status	Project	CAAP	Analysis
	IN 2-2.5 Identify potential Adaptation Action Areas (AAA) and develop AAA policies		Policies have been developed and Adaptation Action Areas (AAAs) are designated annually in the Community Investment Plan (CIP). In 2014, the City adopted AAA policies into the City of Fort Lauderdale Comprehensive Plan. In the FY 2016-2020 CIP, the City designated 16 AAAs and identified 38 projects within those areas. In the 2017-2021 CIP, the 16 AAAs remained unchanged. Four of the projects from the previous year were completed and two new AAA projects were added to the list. For the FY 2018 CIP, the Sustainability Division is considering updates to the AAA locations and reviewing the status of AAA projects.
	IN 2-2.6 Examine and update the Save Our Swales program to include bio swale options		This is an ongoing effort with the Stormwater Operations crews continuing to rehabilitate swales throughout the City. Current model and design work associated with the Stormwater Master Plan will be valuable in determining locations to prioritize for this type of drainage infrastructure. The Master Plan is scheduled to be complete at the end of calendar year 2017. A number of bioswales have been installed as pilots to understand the maintenance requirements and potential drainage benefits. It is recognized that a number of factors related to proximity to tidal waterway, groundwater table, and traffic conditions play a role in determining the usefulness of a bioswale in supporting stormwater management. The Master Plan is expected to identify those locations appropriate for swales and/or bioswales.

**O3: Improve climate change resiliency by incorporating local, regional, and mega-regional plans**

Status	Project	CAAP	Analysis
	IN 2-3.1 Implement the Sustainability Action Plan (SAP); align it with the Southeast Florida Regional Climate Action Plan (SFRCAP) and the Seven Counties - 50 Years Southeast Florida Prosperity Plan, and monitor progress		In 2015, the Sustainability Division released a Sustainability Action Plan (SAP) Progress Report and continues to track annual completion of the SAP initiatives. Through the end of FY 2016, 54% of SAP action items are complete. In 2017, the Sustainability Division plans to complete an update of the SAP to increase alignment with <i>Press Play Fort Lauderdale</i> , the City's strategic plan.
	IN 2-3.2 Create and monitor the Sustainability Scorecard		The Sustainability Division has been working to formalize its tracking of sustainability metrics. Since the hiring of an energy analyst in 2016, the Division has been developing tracking procedures and metrics for electricity consumption for monthly presentation to the Green Team and Division staff. In addition, the City expects to complete its transition of greenhouse gas emissions tracking to the International Council for Local Environmental Initiatives (ICLEI) protocol in 2017. Staff has engaged the Utilities billing software vendor, Cayenta, to resolve an issue which currently prevents tracking the water used in City Operations.
	IN 2-3.3 Develop an approach for the future Sustainability Action Plan update		The Sustainability Division has prepared an outline and plans to complete an update of the Sustainability Action Plan (SAP) in 2017 to increase alignment with <i>Press Play Fort Lauderdale 2018</i> , the City's strategic plan.

<b>O4: Reduce solid waste disposal and increase recycling</b>			
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	IN 2-4.1 Implement a Multi-Family/ Commercial Recycling Program		The City's Get in the Green Multi-Family Recycling program encouraged over 100 multi-family properties to actively recycle by providing \$110,000 in grant funds to establish recycling at multi-family properties. Staff continues to evaluate ways to encourage participation by multi-family and commercial developments.
	IN 2-4.2 Examine mandating commercial recycling through code amendments		This remains an active project of the Sustainability Division. Staff is identifying best practices and ordinances for similarly sized urban cities that share similar challenges.
	IN 2-4.3 Explore the potential of turning yard waste collected by Parks and Recreation into free mulch for neighbors		The Parks and Recreation Department offers free mulch for neighbors that they may pick up at Mills Pond Park.
	IN 2-4.4 Examine the possibility of using sludge from water and wastewater operations more efficiently		A new hauling and disposal contract has been completed with the vendor taking sludge to a composting facilities located in Central Florida.
	IN 2-4.5 Explore the best and highest use of the compost site		The City continues to pursue the marketing of this property to interested buyers.
<b>O5: Improve air and water quality and our natural environment</b>			
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	IN 2-5.1 Evaluate results of the National Pollution Discharge Elimination System (NPDES) program to keep our waterways clean		The compliance percentage with surface water quality criteria was 96.6% in FY 2016. The City received a new five year permit in 2016 which will require new activities to protect waterways. The City is now prioritizing waterways to clean.
	IN 2-5.2 Explore and determine the environmental compliance rate and impact of businesses that hold county and state environmental permits		As a pilot, staff collated existing environmental permits at all properties within FXE oversight. Substantial resources beyond those currently available would be required to undertake this initiative citywide, researching every business and cross referencing with two separate databases to establish a baseline. In addition, frequencies would need to be established for checks on new businesses as well as checking the entire database and researching inspection reports and enforcement actions to determine compliance rate.
<b>O6: Secure our community's water supply</b>			
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	IN 2-6.1 Work with partners to identify and implement wastewater reuse opportunities		A 2016 Reuse Feasibility Study evaluated reuse alternatives and no cost effective reuse options were identified.

Status	Project	CAAP	Analysis
	IN 2-6.2 Participate in regional Long-Term Water Supply Strategies (C-51)		The City continues to engage with regional partners in consideration of cost-sharing initiatives to determine the capital, operation and maintenance costs to construct the C-51 Reservoir in comparison with other alternative water supply (AWS) options. In November 2016, the City provided a letter of support as a participant in the C-51 Reservoir Governance and Finance Work Group to support designation of the C-51 Reservoir as the South Florida Water Management District's (District) pilot alternative water supply project.
	IN 2-6.3 Monitor the salt intrusion line and implement best practices, reuse, and other practices to hold the line		The model has been completed. It demonstrates that the City's existing wellfields are safe from salt water intrusion for several decades.

## PUBLIC PLACES

**G3:** *Be a community that finds opportunities and leverages partnerships to create unique, inviting, and connected gathering places that highlight our beaches, waterways, urban areas, and parks.*

**O1:** **Improve access to and enjoyment of our beach, Riverwalk, waterways, parks, and open spaces for everyone**

Status	Project	CAAP	Analysis
	PP 3-1.1 Create playful areas for all ages, considering families, active and passive sports, and pets	✓	The Soccer and Lacrosse fields at Mills Pond Park are scheduled for completion in Fall 2017. The Public/Private Boathouse for crew in partnership with Nova Southeastern University at George English Park has ended, as Nova abandoned the project due to cost after design. Additionally, improvements were completed in the Summer of 2016 to the City's Bark Park located at Snyder Park which included adding new amenities such as replacing obstacle courses. A new dog park was opened at Holiday Park in March 2017.
	PP 3-1.2 Enhance and expand pedestrian and bike-friendly connections and amenities		Bike racks were added to all of City of Fort Lauderdale Parks in FY 2015/FY 2016.
	PP 3-1.3 Evaluate dock availability to complement our public places		Docks were installed at Lewis Landing and Sailboat Bend parks, making it easier for neighbors to access waterfront parks via the City's waterway systems. Additionally, the Coontie Hatchee Park is in the design stage for construction of a lagoon to facilitate launching of small vessels. The award for this project is anticipate to be brought before the City Commission this year.
	PP 3-1.4 Work with the school board to open school parks to the community		The City and the School Board have agreed to allow playgrounds, fields, facilities, etc. to be open to the public during non-school hours. A Reciprocal Use Master Lease was drafted and approved in 2016.

Status	Project	CAAP	Analysis
	PP 3-1.5 Identify and prioritize highly visible waterways for cleaning and beautification with government and business partners		Canal cleaning increased in FY 2014 and FY 2015. A large boat was purchased and delivered to assist the crew with canal cleaning. A grant was secured in FY 2016/FY 2017 to purchase an additional smaller water vessel.
	PP 3-1.6 Accomplish the Riverwalk District Plan Implementation Matrix to activate and enliven the area and increase access.	✓	<p>Riverwalk improvement assets include the purchase and installation of two, 10-station fitness equipment centers, two drinking fountains for the fitness centers, 20-plus Adirondack chairs, one large Adirondack chair as an art piece and photo opportunity, five concrete chess tables, and three food kiosks. The area has also been activated with guided bicycling, quadracycles, Segway tours, paddleboard and kayak rentals, yoga classes, workout meet-ups, photography classes, dog training classes, a Riverwalk water trolley with six stops along the north and south sides of the River, and the Shippy House renovation.</p> <p>The extension to connect Riverwalk to Las Olas Boulevard is currently under construction with an expected completion date in the summer of 2017. The Levitt Pavilion will also be a critical piece to activating the area. A Friends of Levitt Pavilion is now in place, and this program will begin to roll-out and hold fundraising activities. Bryan Homes now has a lease in place, and will add additional amenities to Riverwalk, including a coffee shop, museum, and event venue, once renovations are complete.</p> <p>Lastly, at the January 13, 2017 City Commission meeting, the City Commission approved a development project that will bring an estimated 1,200 apartments and 40,000 square feet of shops and restaurants to the two and a half acre property located west of Andrews Avenue overlooking the New River. Construction on the first phase of this project is expected to begin in the fall of 2017. Plans include a large public plaza with a mix of restaurants, bars, cafes, stores, and boutiques that will further activate the Riverwalk, and transform the area into a vibrant, exciting destination for neighbors and visitors.</p>
	PP 3-1.7 Create a Fort Lauderdale Parks and Recreation Foundation		The "People For Parks" fund accepts donations to assist with addressing high priority Community Investment Projects (CIP) when funds are available. A separate fund is not necessary at this time.

<b>O2: Enhance the City's identity and appearance through well-maintained green space, parks, major corridors, gateways, and medians</b>			
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	PP 3-2.1 Establish a beautification and maintenance rating program for public places landscaping and performance indicators		An annual Park Evaluation Program that rates all the Parks in the City has been developed and implemented. The evaluation is conducted annually by the Parks Operations Superintendent, and includes each of the City's 104 Parks. The evaluation assesses and grades each Park's beautification and maintenance on a weighted scale by the size of the park. The assessments are forwarded to the Parks & Recreation Director, Deputy Directors, Park Supervisors, and Park Foreman.
	PP 3-2.2 Work with agencies and neighboring municipalities to identify opportunities to beautify our major corridors		22 medians throughout the City were identified for the entryway signage component of the landscape beautification program. Landscaping was completed for all 22 medians, and three signs were completed. The remaining 19 signs are pending approval from Broward County, Florida Department of Transportation, City permitting, and Public Works Engineering either collectively or individually depending on location of pending signage.
	PP 3-2.3 Continue Florida-Friendly landscaping and create wildlife gardens		Florida-friendly plants and landscaping principles have been fully implemented in City landscaping projects. As older Florida-friendly plants complete vegetation cycles, Florida-friendly foliage is replanted. This sustainable practice ensures the demand for watering is kept to a minimum while it preserves natural resources and supports wildlife habitats.
	PP 3-2.4 Create a unified way-finding program indicative of our coastal community and unique neighborhoods		Way-finding signs have been installed on the Beach. Staff is working to finalize plans for the Downtown and 17th Street areas.
<b>O3: Integrate arts and cultural elements into public places</b>			
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	PP 3-3.1 Collaborate with local artists, educational institutions, associations, and businesses to enliven public places with multicultural art		This is an ongoing effort by the Parks and Recreation Department. Examples of public art installed include the large Adirondack chairs on the New River and beach, and the postcard photo frames on the beach. Additionally, the City has completed design and permitting for renovation of the 2nd Avenue Water Tower, to include decorative painting with a new logo around the entire tank and installation of a new LED lighting system. The project is scheduled to be released for bidding in March 2017.
	PP 3-3.2 Examine the potential for creating an Arts & Public Places ordinance to fund and maintain public art as part of municipal capital projects		After City Commission discussion and feedback, it was decided against implementing a formal program through an ordinance, and instead continue to allow an informal approach to permit public art and place-making in the City's public places.

Status	Project	CAAP	Analysis
	PP 3-3.3 Partner with Broward County Cultural Division to implement Creative Broward 2020		Prioritization and allocation of funding will be evaluated within the strategic plan five-year timeframe.
<b>O4: Cultivate our urban forest</b>			
Status	Project	CAAP	Analysis
	PP 3-4.1 Develop community partnerships to increase tree plantings		The Parks and Recreation Department has a tree trust fund. Additionally, the will continue to provide free trees to neighbors through programs including citywide giveaways, Neighbor Support Night, and homeowner association events. Furthermore, as part of several new projects, landscaping with trees has been factored into the development plans in order to continue to increase the tree coverage for both physical and psychological health benefits, as well as beautification purposes. The City will continue to research existing public and private programs to expand its tree canopy, and develop partnership programs for Fort Lauderdale.
	PP 3-4.2 Ensure the right tree is planted in the right place		This is an ongoing education activity. To encourage the 'right tree in the right place,' information has been provided to neighbors during tree giveaway programs to encourage the proper planting of trees. In addition, FPL has partnered with the City, providing literature to ensure that new trees are not planted in conflict with power lines.
	PP 3-4.3 Modernize the current tree protection ordinance to include Florida native trees, and provide more structured direction for tree removal, relocation, and replacement		In 2015, a Florida friendly landscaping ordinance was adopted by the City to include language to increase native landscaping, to improve irrigation practices, and to reduce the diameter of trees on single family residences that require a removal permit from 12 inches to 8 inches. Additional
<b>O5: Work with partners to reduce homelessness by promoting independence and self-worth through advocacy, housing, and comprehensive services</b>			
Status	Project	CAAP	Analysis
	PP 3-5.1 Continue the Anti-Panhandling program		On May 1, 2012, the City Commission approved amendments to Chapter 16, Article IV, Offenses Involving Public Peace and Order within the City Code of Ordinances regarding panhandling. This ordinance continues to be enforced by the Fort Lauderdale Police Department.

Status	Project	CAAP	Analysis
	PP 3-5.2 Implement a comprehensive short and long-term strategy with community partners to address homelessness	✓	<p>The FY 2015 Budget included a position in Neighbor Support to coordinate the City’s Comprehensive Homeless Strategy, collaborating with stakeholders focused on addressing homelessness in Fort Lauderdale, and overseeing all of the outreach efforts on behalf of the City. A major component of this strategic initiative has been the Chronic Homeless Housing Collaborative (CHHC). Since the CHHC program began in 2014, all 22 units supported by the CHHC program have been filled, ahead of schedule. Additionally, over the course of this project, five ordinances were approved by the City Commission related to the establishment of food services, the use of the public right-of-way, and public behavior.</p> <p>In FY 2016, the City received a \$500,000 grant from the State of Florida Department of Economic Opportunity for a Rapid Rehousing Program (RRP). The RRP will provide short- and medium-term housing assistance for 52 or more people experiencing homelessness in Fort Lauderdale. The City has an agreement with HOPE South Florida to provide rapid rehousing support and services for qualifying homeless in Fort Lauderdale. HOPE South Florida (for families), in partnership with the Broward Partnership for Homeless (for individuals), will serve the 52 families or individuals before June 30, 2017. As of March 2017, 12 individuals and five families have been placed in housing under the RRP.</p>

**G4:** *Be a healthy community with fun and stimulating recreational activities for our neighbors.*

**O1:** *Offer a diverse range of youth, adult, and senior recreational programming*

Status	Project	CAAP	Analysis
	PP 4-1.1 Offer exceptional youth recreation programming in line with sport and activity trends		<p>The Parks and Recreation Department’s goal is to provide diverse and well-rounded sports and activities for all neighbors. The implementation of the Youth Development League (YDL) in 2016 is one initiative supporting this goal. Lacrosse was recently added to service offerings as a way to engage and introduce another sport outside of the familiar baseball/softball, basketball, soccer and football activities. Athletic programs being developed at Carter Park include volleyball, track and field, flag football, and tennis. The Parks and Recreation Department offers additional sites for sports activities to increase the array of sports programming available making it more convenient for participation.</p>



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

Status	Project	CAAP	Analysis
	PP 4-1.2 Collaborate with recreational and wellness service providers to identify needs and target senior programming		Club 55, a comprehensive senior program that is focused on social access, health and wellness, began operation in November 2014. Eleven sites offer fitness classes such as yoga and Pilates, health lectures, games, special events and more. Through an existing partnership, Broward Health is collaborating with Parks and Recreation on this initiative by providing many of the health lectures and wellness classes. Participants registered in this program are retired and/or over the age of 55. The Department is exploring the option of expanding the program to South Side School when the remodeling of the facility will be completed.
	PP 4-1.3 Expand wellness and therapeutic programs		Staff completed a pilot program with Playorities that provided a 12-week total wellness curriculum in 2016, including biometrics screening, educational information, as well as pre- and post-testing of participant progress. Staff also provided wheelchair basketball opportunities at Carter Park and tennis opportunities at George English Tennis Center. The program was centered on the participants in the FitKidz (after-school) program and was incentive based, providing awards and recognition, and coincided with involvement in Michelle Obama's Let's Move Campaign, and the President's Challenge.
	PP 4-1.4 Explore the impact of recreational activities and programming on juvenile success and diversion		This is an ongoing activity through the Fort Lauderdale Police Department, including such programming as Hoops for Harmony. Future work will include the development of a method to measure and evaluate the success of such programs.
<b>O2: Celebrate our community through special events and sports</b>			
Status	Project	CAAP	Analysis
	PP 4-2.1 Evaluate special events planning to streamline both the City, vendor, and neighborhood experience; ensure effective logistics and safety		A draft of a special events manual was developed through a joint effort of the Parks and Recreation Department and the Neighbor Support Division of the City Manager's Office. Review and approval of the manual is in process.
	PP 4-2.2 Incorporate sustainability at events through low and renewable energy use, and easy transit and recycling options		This aspect will be included within the special events manual.

# NEIGHBORHOOD ENHANCEMENT

**G5:** *Be a community of strong, beautiful, and healthy neighborhoods.*

**O1:** **Increase neighbor engagement and improve communication networks within and among neighborhoods**

Status	Project	CAAP	Analysis
	NE 5-1.1 Administer an internal and external volunteer service program through the Neighbor Support Office		Neighbor Support’s Neighbor Volunteer Office welcomes individuals or groups to enhance City department services, as well as creates cooperative projects in partnerships with local non-profits around issues that customarily are not part of City services such as health and wellness, education, veteran’s affairs, and neighborhood empowerment. Since 2014, the Neighbor Volunteer Office has implemented four major quarterly service days designed to empower civic associations to execute neighborhood beautification projects, engage new neighbors, and strengthen existing boards. Additionally, it is executing monthly beach clean-ups, coordinating at least six annual Adopt-a-Neighbor projects, and supporting other miscellaneous service projects.
	NE 5-1.2 Develop a neighborhood communication toolkit to increase involvement by examining existing approaches, tools, websites, block parties, and newsletters, etc. used by neighborhoods		Neighbor Support, in conjunction with the Public Affairs Office, is continuously developing new methods to communicate with neighbors and neighborhood associations. To help connect neighbors with the City and each other, Nextdoor was established in 2012. Nextdoor is a social networking site designed for neighbors where they can share information about their neighborhoods and receive important updates from the City. Since its launch five years ago, there are more than 16,000 neighbors connected. Neighbors have also connected in their communities by hosting Block Parties. To facilitate the road closure process, the City created an informational block party kit in addition to a special website for applications.
	NE 5-1.3 Conduct neighborhood association outreach geared toward facilitating the process for them to become formally recognized by the City, as well as to encourage active participation in events and other volunteer functions		Neighbor Support works closely with the City Commission’s Office on the Officially Recognized Neighborhood program and its annual renewal.
	NE 5-1.4 Maximize talent and skills through City Boards and Committees with dedicated and engaged subject matter experts		Neighbor Support established the Neighbor Leadership Academy for neighbors to learn more about various City functions and be equipped with leadership skills to become effective neighborhood leaders. Over the course of five consecutive weeks, neighbors learn about City structure, parliamentary procedures, budget, effective decision making, leadership assessment, community engagement, the future of Fort Lauderdale, and more. By educating neighbors about their local government, it helps strengthen the relationship between Community Builders, City Hall, and the community.

CAM 17-0712



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

Exhibit 2

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O2: Enhance the beauty, aesthetics, and environmental quality of neighborhoods			
Status	Project	CAAP	Analysis
	NE 5-2.1 Promote the Florida Friendly Yards programs and/or Broward Naturescape, and consider awards		In 2015, a Florida friendly landscaping ordinance was adopted by the City to include language to increase native landscaping, to improve irrigation practices, and to reduce the diameter of trees on single family residences that require a removal permit from 12 inches to 8 inches.
	NE 5-2.2 Coordinate neighborhood and waterway clean-up events		Canal cleaning increased in FY 2014 and FY 2015. A large boat was purchased and delivered to assist the crew with canal cleaning. A grant was secured in FY2016/FY2017 to purchase an additional smaller water vessel.
	NE 5-2.3 Integrate sustainable construction into building codes and develop applicable performance indicators		A draft Request for Proposal (RFP) is currently being developed to create a "Design and Construction Manual for a Sustainable and Resilient Community," which will systematically incorporate sustainable elements into the design and construction of Fort Lauderdale's built environment. The Design and Construction RFP had been delayed to allow it be aligned with a federal grant received by the Transportation and Mobility Department. A revised RFP is expected to be finalized and released in the spring of 2017.
	NE 5-2.4 Implement findings from the Code Enforcement Process Improvement		The goal of the Code Compliance Process Improvement initiative is to ensure compliance of code violations as promptly as possible. Phase I included setting up the necessary infrastructure and focusing on operational changes which did not require extensive legislative changes, such as staffing, training, technology and internal process revisions. Phase II focused on long-term implementation and collaboration with City Departments. A presentation was made to the City Commission at the closing of Phase I on November 19, 2013 and a memo was provided to Commission on December 3, 2013.
	NE 5-2.5 Facilitate connecting neighbors in need of property maintenance assistance with support services and resources		Neighbor Support, in partnership with the Code Compliance Division, has established an Adopt-a-Neighbor program designed to assist low-income, elderly, and disabled homeowners in the community become code compliant as it relates to certain exterior code violations. Since its implementation in 2014, 18 homeowners have been assisted through this program.
	NE 5-2.6 Become a Certified Community Wildlife Habitat by the National Wildlife Federation		In 2016, the City became a Certified Community Wildlife Habitat as recognized by the National Wildlife Federation.



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

CAM 17-0712

Exhibit 2

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<b>O3: Increase healthy living through locally grown and fresh foods</b>			
Status	Project	CAAP	Analysis
	NE 5-3.1 Increase locally grown food and biodiversity through sustainable community and residential gardens and urban agriculture		On July 20, 2012, the City Commission approved an ordinance permitting urban farms and community gardens in the City of Fort Lauderdale. Since then, the Department of Sustainable Development has accepted and approved applications for urban farms and community gardens, including the Flagler Village Farm.
<b>G6: <i>Be an inclusive community made up of distinct, complementary, and diverse neighborhoods.</i></b>			
<b>O1: Evolve and update the land development code to balance neighborhood quality, character, and livability through sustainable development</b>			
Status	Project	CAAP	Analysis
	NE 6-1.1 Examine land-use patterns and neighborhood development trends to recommend changes to the Unified Land Development Regulations (ULDR) for optimal neighborhood growth, including parking, landscaping, setbacks, change of use and reuse, etc.	✓	Staff continues to incrementally work on amendments to the Code of Ordinances of the City of Fort Lauderdale (City Code). The Neighborhood Design Criteria Revisions (NDCR) are currently scheduled for adoption in spring 2017. Upcoming amendments will also include adoption of a Medical Cannabis ordinance, addressing airport compatibility zones to meet Florida Statute Chapter 333, adopting Regional Activity Center /Transit Oriented Development Parking Standards, addressing banner signs, boat and RV storage in all residential districts, updating the City's sign code to address content neutrality per Supreme Court ruling, and adding definitions of family use types for residential districts.
	NE 6-1.2 Examine and update draft historic surveys		An historic preservation officer was hired in February 2017. One of the duties of this office will be to examine and update the historic draft surveys.
	NE 6-1.3 Prepare the Comprehensive Plan Evaluation and Appraisal	✓	The Evaluation and Appraisal Report (Phase I of the Comprehensive Plan update) was adopted by the City Commission on February 2, 2016.
	NE 6-1.4 Complete the Neighborhood Development Criteria Revisions (NDCR) initiative		This project will create a more modernized and user-friendly land development code for the City's residential districts. The NDCR project evaluates existing regulations to address changes to the pattern of residential development and other aspects such as mass and scale, site layout, and parking design and landscaping in residentially zoned areas. The project will continue to include active public participation to better capture community concerns, leading to Unified Land Development Regulations modifications to implement the community vision for residential neighborhoods. A second reading of this ordinance is expected to go before the City Commission in spring 2017 following revisions by the City Attorney's Office.

Status	Project	CAAP	Analysis
	NE 6-1.5 Implement the Innovative Development ordinance		The Innovative Development (ID) Ordinance was approved by the City Commission on October 1, 2013. The ID ordinance created specific criteria that must be met and that establishes a public benefit when an application for an ID is submitted to the City. The ID ordinance successfully addresses the various concerns over the previous Planned Unit Development ordinance, while still allowing applicants to submit development proposals to the City that allow for innovative and creative design that would not otherwise be permitted.
	NE 6-1.6 Amend the Northwest Regional Activity Center (NW RAC) zoning regulations and implement design guidelines		Issues had been raised regarding proposed ordinances for the NW RAC. Zoning changes approved to date have disallowed any new liquor and convenience stores. A more comprehensive zoning proposal to allow mixed use development, encourage more pedestrian activity, and ensure the scale of new development is compatible with the neighborhood character was approved by the Planning and Zoning Board on November 20, 2014, and by the City Commission in January 2015.
	NE 6-1.7 Codify the Downtown Master Plan design guidelines	✓	This effort is expected to formally kickoff in May 2017 and run through Winter 2017/2018.
	NE 6-1.8 Codify the Central Beach Master Plan design guidelines	✓	On August 19, 2014, the City Commission approved the selection of a consultant, to assist in developing the Central Beach Master Plan and related amendments to the City's Unified Land Development Regulations (ULDR), in order to implement the design standards, and to help identify planned improvements for North Beach Village. A workshop was held in March 2016. A stakeholder meeting was held on January 31, 2017 where City staff presented potential short and long-term streetscape improvement concepts. These improvements were based upon the March 2016 workshop, the draft plan, and the 'Botanizing North Beach Village' grant project. Urban Design and Planning (UDP) is coordinating with Transportation and Mobility on addressing many complex issues in the area, such as potential streetscape improvements and resiliency in respect to future sea level rise with a focus on North Beach Village. UDP staff will address how to move forward with key code amendments within the Central Beach portion of the ULDR which will have a positive impact on the public realm and on which consensus can be reached.
<b>O2:</b>	<b>Ensure a range of housing options for current and future neighbors</b>		
	NE 6-2.1 Work with the development community and housing advocates to complete and implement a Housing and Market Study		Prioritization and allocation of resources will be evaluated within the strategic plan five-year timeframe.

Status	Project	CAAP	Analysis
	NE 6-2.2 Provide land use and zoning for a range of housing options to match community and business needs, such as accessory dwelling units and live-work units		Planned updates to the City's Comprehensive Plan include an element on housing to address current and future needs of City residents. A number of tools to accommodate and distribute affordable housing in appropriate locations have been explored to ensure a fair balance of housing options throughout the City. In particular, the downtown continues to be an area of the City where residential development is growing with residential units comprising a mix of housing options, such as market rate and affordable units, as well as senior living. The South Andrews Regional Activity Center is also being developed with live-work units.

## BUSINESS DEVELOPMENT

**G7:**

*Be a well-positioned City within the global economic and tourism markets of the South Florida region, leveraging our airports, port, and rail connections.*

**O1:**

Define, cultivate, and attract targeted and emerging industries

Status	Project	CAAP	Analysis
	BD 7-1.1 Evaluate and expand our portfolio of business attraction incentives		The draft Economic Development Action Framework (EDAF) was completed in April 2016. This plan defines objectives and initiatives for the Economic and Community Investment (ECI) Division as a stand-alone division, and facilitates collaboration between ECI and the CRAs. The EDAF recommends developing a comprehensive set of business attraction incentives that can be activated individually as needed for defined areas/corridors. Additionally, ECI intends to recommend changes to the economic incentives ordinance which allows the City to provide incentives for business attraction. These changes would tweak the requirements for the current Direct Cash investments allowing the City to have additional tools for business attraction purposes in addition to the standard Qualified Targeted Industry Incentives that are currently in place.
	BD 7-1.2 Work with partners to promote Fort Lauderdale as a year-round destination for domestic and international travel		The Economic Development Action Framework (EDAF) identifies the extraordinary economic engine of tourism in the Miami-Fort Lauderdale-Palm Beach Metropolitan Statistical Area (MSA), and Broward County. Further, the EDAF describes Fort Lauderdale's role within the County/MSA. The EDAF recommends strategies to differentiate Fort Lauderdale to strengthen tourist and business attraction opportunities. Additionally, the City has partnered with the Greater Fort Lauderdale Sister Cities International (GFLSCI) in order to help foster deeper partnerships and connections with international destinations.

Status	Project	CAAP	Analysis
	BD 7-1.3 Work with partners to implement a City Economic Development Strategy that will include an Economic Development Profile Report, Entrepreneurial Development and Empowerment Strategy, and a Targeted Industry Growth Strategy	✓	The Economic Development Action Framework (EDAF) identifies 12 primary categories of state targeted industries and five primary categories of City targeted industries, with some overlap. Several of the categories are described as multi-faceted and encourage the pursuit of the industries as more broadly defined. Further, the EDAF has initiatives specifically targeted to support Entrepreneurial Development and Business Empowerment. The Economic and Community Investment Division is currently collaborating with numerous partners in order to create a business engagement program called Fort Lauderdale Business Engagement, Assistance and Mentorships (BEAMs).
	BD 7-1.4 Integrate and prioritize Community Investment Plan (CIP) infrastructure investments to enhance targeted industries		Prioritization and allocation of resources will be evaluated within the strategic plan five-year timeframe, with collaboration from the Public Works Department.
	BD 7-1.5 Develop and implement a Marine Industry Strategy	✓	In 2012, City staff presented a report on the current status of the Marine Industry. The City continues providing support only to the annual International Boat Show and Marine Industry Board. The City's Economic Development Action Framework (EDAF) breaks the marine industry down into multiple facets and encourages the support of companies engaged in each facet. The City is seeking to integrate the recommendations offered in the 2012 report with some of the strategic opportunities identified by the Economic Development Division through the EDAF. At least one of these links includes a connection between the marine industry and other Quality Targeted Industries (QTI), such as Technology and Life Sciences.
	BD 7-1.6 Develop and monitor a performance indicator to track the economic and quality of life impacts resulting from CIP and streetscape investments		Prioritization and allocation of resources will be evaluated within the strategic plan five-year timeframe.
<b>O2:</b>	<b>Facilitate a responsive and proactive business climate</b>		
Status	Project	CAAP	Analysis
	BD 7-2.1 Promote sustainable business practices and development; develop "Green Business" incentives such as fast track; reduce permit costs and reduce business tax		The City of Fort Lauderdale has received a Platinum Cities designation by the Greater Fort Lauderdale Alliance. This designation means that the City offers a streamlined permitting process including an online permit tracking system in order to make it easier for our business and neighbors; expedited permitting for businesses that meet certain criteria; and a designated staff representative who serves as a "business concierge" to businesses who are going through the permitting process.

Status	Project	CAAP	Analysis
	BD 7-2.2 Implement a Small Business Development Program to enhance long-term viability of our local economy		The Economic Development Action Framework (EDAF) has several initiatives targeted to enhance long-term viability of our local businesses, and in turn improve the stability of our local economy and improve the goods and services provided to our residents. The Fort Lauderdale Business Engagement, Assistance & Mentorships (BEAMs) program will be presented to the Commission and hopefully be activated in May 2017.
	BD 7-2.3 Develop a How-To Resource Guide and Welcome Packet for businesses		The resource guide and information packet has been created and is available on the City's website.
	BD 7-2.4 Incorporate Business F1rst feedback into City business development efforts		In September 2016, the Commission approved a contract with Greater Fort Lauderdale Chamber of Commerce (GFLCC)/BusinessF1rst that includes updating the survey of City businesses. The purpose of the update is to identify things the City can do to improve the success of its businesses. The contract includes the creation of a new joint website between the City and GFLCC, business surveys and marketing materials.
	BD 7-2.5 Annually review and streamline the development and permitting process to reflect business and customer feedback and trends		Several initiatives aimed at improving the permitting process have been completed or are currently underway including plans digitization/electronic permitting, and implementation of new technology.
	BD 7-2.6 Evolve and improve the Business Tax Receipt process		The Business Tax Receipt process was transferred to the Finance Department, and a process improvement was conducted in 2013. The Business Tax office has been moved to City Hall where a dedicated counter is located in Utility Billing. The Business Tax counter services all business tax transactions, including new applications and payments.
	BD 7-2.7 Maintain Platinum City Certification by the greater Fort Lauderdale Alliance for Streamlined Development Review and Permitting Process and pursue IAS (International Accreditation Service) Building Department accreditation		The City of Fort Lauderdale has maintained its Platinum City Certification for FY 2016.
	BD 7-2.8 Develop and monitor business success performance indicators		The Economic Development Action Framework (EDAF) includes "City Economic Prosperity Indicators" and "ECI Performance Benchmarks". Also, the Florida Atlantic University Institute of Government is doing further research on performance indicators and benchmarks relevant to an economic development program and reliable sources of the data to track those indicators.

<b>O3: Advance beach resiliency and renourishment</b>			
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	BD 7-3.1 Update the Beach Renourishment Plan to include sand dunes and beach vegetation for natural protection against extreme weather	✓	The Beach Renourishment Project has been completed. The project consisted of the installation of approximately 1.5 miles of dune habitat. The Fort Lauderdale Beach is currently protected with a contiguous line of dunes from the northern City boundary south to Terramar Street. The installation of dunes is done on a project by project basis and is often dictated by the State during the permitting process of development projects.
	BD 7-3.2 Work with community partners and agencies to develop a sustainable funding plan		The Beach Nourishment for Segment II included the City boundary with Lauderdale-by-the-Sea south to Terramar Street. This project was completed in December 2016. The City Commission approved an Interlocal Agreement with Broward County to cost share the beach nourishment including funding for beach remediation related to impacts from Tropical Storm Sandy. The State committed \$10,433,000. The County committed \$10,100,000 and the City's cost share including the Tropical Storm Sandy reimbursement was \$8,378,924. A Federal reimbursement to the City is possible in the amount of \$6,676,404 but the timing uncertain.
	BD 7-3.3 Quantify the value and level of protection of sand dunes		Staff continues to qualitatively assess the dunes after storm events by inspection of the dunes to verify whether they are still in place and no flooding or damage has occurred to upland infrastructure.
<b>O4: Deliver best-in-class regional general aviation airport amenities and services to domestic and internal stakeholders</b>			
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	BD 7-4.1 Examine the highest and best use of airport property to stimulate economic development and create jobs		Airport staff is working to prepare a Request For Qualifications (RFQ) seeking qualified and responsible business developers for long-term ground lease of vacant properties for development.
	BD 7-4.2 Implement the Uptown Trolley		This service was discontinued due to a lack of ridership. The City is developing a Land Use Plan Amendment and Master Plan for the Uptown area to encourage a more mixed use multimodal development pattern that will better support this type of service in the future.
	BD 7-4.3 Promote and develop the Foreign-Trade Zone to grow import and export businesses		The Marine Industry Association of South Florida (MIASF) received approval from the Foreign Trade Zone (FTZ) Board and City of Fort Lauderdale FTZ #241 for a 16-site FTZ marine industry subzone. Once established, each of the 16 sites in the special-purpose subzone will operate as a commercial marina, a marine parts and components business, or a yacht repair facility.

<b>G8:</b>	<b><i>Be known for educational excellence.</i></b>		
<b>O1:</b>	<b>Create a call to action with our partners to elevate our focus on excellent Pre-K through 12th grade quality public and private education</b>		
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	BD 8-1.1 Work within the existing network of government, civic, alumni, and business partners to develop a strategy and action plan to mentor and sponsor schools and students to achieve educational excellence		The City coordinates two community programs under the Human Resources Department. Kids and the Power of Work (KAPOW) exposes 4 <sup>th</sup> through 8 <sup>th</sup> grade students to career opportunities and help them connect what they are learning to their futures in the workplace. Community Builder volunteers are assigned to one class at a local elementary school, visiting seven times during the school year for one hour each visit. The Summer Youth Employment Program (SYEP) is facilitated by Career Source Broward (CSBD). The City has partnered to implement a summer youth employment program. All of the students in this program are residents of the City of Fort Lauderdale who qualify for the low-income threshold established by the CSBD. The City takes this opportunity to interface with the community by reaching out to its youth. These students learn life lessons such as responsibility and being part of a team, as well as learning job skills.
<b>O2:</b>	<b>Develop strategic alliances with business associations, colleges, and universities to connect skills development with jobs</b>		
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	BD 8-2.1 Connect with colleges, universities, and trade schools to identify and track new programs for targeted industry talent development		Prioritization and allocation of resources will be evaluated within the strategic plan five-year timeframe.
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	BD 8-2.2 Create business incubators		Prioritization and allocation of resources will be evaluated within the strategic plan five-year timeframe.
	BD 8-2.3 Develop performance indicators for tracking the connection of skills development with jobs		Prioritization and allocation of resources will be evaluated within the strategic plan five-year timeframe.



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

# PUBLIC SAFETY

**G9:**

*Be the safest urban coastal City in South Florida through preventative and responsive police and fire protection.*

**O1:**

**Prevent and solve crime in all neighborhoods**

Status	Project	CAAP	Analysis
	PS 9-1.1 Continue to implement the Crime Reduction Strategy and Action Plan		This initiative is composed of a number of priority Police Department projects, of which updates may be found in the various Public Safety strategic initiatives. Completed projects include the implementation of SmartWater, a technology used as a theft deterrent, as well as police laptop computer replacement, with 205 new laptops issued to Patrol to enhance field reporting and communications. Additionally, the Community Support Division has been reorganized as the Community and Traffic Services Division. This consolidation allows the department's traffic enforcement components, Mounted Unit and the Neighborhood Action Teams to focus on collaborative policing projects centered on improving neighbors' perception of police services and the advancement of the City's Vision Zero initiative.
	PS 9-1.2 Continue to enhance daily crime meetings through Intelligence-Led Policing (ILP)		Through a greater focus on problem solving and a departure from traditional statistical analysis, the daily crime meetings have been expanded to discuss not only crime trends but the specific problems occurring within the patrol districts which could be contributing to criminal activity. Operations Bureau and Investigative Bureau commanders meet daily to discuss traditional and non-traditional methods to target criminal activity patterns. This involves collaboration with various police work groups including the newly created Prolific Offender Unit (POU), which replaced the Intelligence Led Policing Unit (ILP). The POU provides daily updates on the status of prolific offenders which allows zone officers to conduct compliance checks. The results of these proactive measures are shared throughout the department and are integrated into daily crime trends analysis, the formulation of response strategies and the deployment of resources.

Status	Project	CAAP	Analysis
	PS 9-1.3 Partner with Juvenile Protection, Juvenile Justice System, State Attorney's Office, Fort Lauderdale's Intelligence-Led Policing unit, and other agencies to address juvenile criminal activity and prevent repeat offenders		The department is still working with the US Office of Justice Programs Diagnostic Center (OJPDC), which offers free consulting services that evaluate government practices and recommend areas to improve measurable outcomes. The OJPDC will independently evaluate the City's current juvenile delinquency policies and procedures. To further ensure the initiative's success, the department has engaged the Florida Department of Juvenile Justice to partner in its cross-agency efforts. Additionally, the department has implemented a Prolific Offender Program centered around the newly created Prolific Offender Unit (POU) which replaced the Intelligence Led Policing Unit (ILP). The Prolific Offender Program employs a holistic approach coordinated by the POU detectives and integrates resources from throughout the department, civic associations, social service referrals, prosecutors and the courts. The program tracks prolific offenders to ensure compliance with the terms of their conditional release, such as attending school and abiding by curfews. POU detectives also attend court hearings with prosecutors to request non-compliant individuals be incarcerated.
	PS 9-1.4 Support public safety in parks and the prevention of vehicle break-ins during events		The City's Park Rangers have been reassigned to the Police Department and are supervised by a full time Police Sergeant. The Sergeant ensures interdepartmental information sharing between the Police and Parks and Recreation Departments. Advanced notice of events at the City parks results in the Park Rangers' patrols being supplemented by the zone officers conducting frequent checks. Additionally, depending on emerging crime trends, deterrent resources are deployed, such as the highly visible crime surveillance Peacemaker vehicle.
	PS 9-1.5 Examine and implement electronic ticketing and crash reporting in concert with regional 911 communications	✓	All patrol officers have been trained in electronic field, citation, and traffic crash reporting and are using these systems. Information Technology Services is now working with the Police Department to implement additional field technology to specialty units (such as Marine and Motor units) to enhance their abilities in the field. This initiative is anticipated to be completed by the end of the fiscal year.
	PS 9-1.6 Implement electronic reporting		
	PS 9-1.7 Examine the possibility of implementing public cameras in high crime areas		The Police Department in partnership with Information Technology Services has implemented public cameras in the Sistrunk Historic District and along A1A in the Central Beach area. Additional areas are being identified for inclusion in the program as funding is made available.

Status	Project	CAAP	Analysis
	PS 9-1.8 Implement the IBM First of a Kind "FOAK" project	✓	The Police Department is now using the product to help address crime issues and trends. Police, in partnership with Information Technology Services, has completed the necessary work needed to connect the system to the Broward County Regional Computer Aided Dispatch (CAD) system, and is now waiting on Broward County to complete the necessary connections to the Broward Regional Records Management system. In addition, due to the use of sensitive data, the IBM system is being moved to a high level security site. It is anticipated these tasks will be completed and the system fully operational again by the end of the third quarter of calendar year 2017.
	PS 9-1.9 Implement the Automatic Vehicle Location (AVL) system		This initiative has been completed for all marked patrol units, with the Police Department now operating and reporting marked police vehicle location data with the new system. The next phase of this project will be installing the AVL system on specialty and unmarked vehicles for Police, as well as the remaining vehicles for the City.
	PS 9-1.10 Continuously evaluate the effectiveness and cost/benefits of red light cameras		The Police Department has suspended this program pending the outcome of statewide court challenges.

**O2: Provide quick and exceptional fire, medical, and emergency response**

Status	Project	CAAP	Analysis
	PS 9-2.1 Transition to the County's 911 Dispatch; proactively working with Broward County and monitoring mutual aid impacts to maintain reasonable response times and high quality service levels for Fort Lauderdale neighbors	✓	The transition to regional dispatch and Fire Rescue records management was effective August 1, 2014. The County continues to hold monthly meetings with Fire Rescue and Police to address any and all operational or technical issues.
	PS 9-2.2 Remain on the leading edge of advanced pre-hospital medical interventions		Fort Lauderdale Fire Rescue utilizes the most updated equipment and procedures to remain on the leading edge of advanced pre-hospital medical interventions. The Department will continue to train and purchase cutting-edge equipment.
	PS 9-2.3 Continue to explore alternative funding options for a joint Police and Fire-Rescue tactical and medical training facility		Fire Rescue, in partnership with the Police Department, is currently exploring a Public Safety Training Center to accomplish all the training and educational goals of these agencies. Research has been conducted and Fire-Rescue continues to explore funding options.
	PS 9-2.4 Increase awareness with patrons regarding beach/water conditions utilizing the beach alerting system and other resources		Fort Lauderdale Ocean Rescue strives to prevent water rescues and injuries that may be caused from unsafe activities on the beach. Lifeguard hours have been extended to provide evening coverage. The key to this prevention is through public education and ocean condition awareness. To achieve this, Ocean Rescue staff updates a daily ocean conditions web page, posts ocean conditions flags at each lifeguard tower, and all staff are trained to educate swimmers about dangerous rip currents when they are present in the ocean.

Status	Project	CAAP	Analysis
	PS 9-2.5 Conduct routine patient satisfaction surveys		Fire Rescue participates in the annual Neighbor Survey and has created a customer feedback survey using QAlert. In QAlert neighbors can provide comments, register complaints and request services.
<b>G10:</b>	<b><i>Be a City well-prepared for and responsive to all hazards.</i></b>		
<b>O1:</b>	<b>Provide and effectively communicate comprehensive emergency management planning and disaster recovery</b>		
Status	Project	CAAP	Analysis
	PS 10-1.1 Produce a current and informative citywide Comprehensive Emergency Management Plan (including preparation, response, recovery, and mitigation)		The Citywide Comprehensive Emergency Management Plan was last updated on August 14, 2014, and has been approved by the City Manager.
	PS 10-1.2 Routinely update the Continuity of Operations Plan (COOP)		Emergency Management worked with all departments to update the COOP on an annual basis. All COOP plans are updated April 1st of each year. Upon the completion of the Fire Operations COOP, the department holds a table top exercise to evaluate the plan.
	PS 10-1.3 Ensure excellent internal emergency management coordination of executive leadership, personnel, resources, and communications		Emergency Management continues to oversee the COOP and the National Incident Management "EM" courses.
	PS 10-1.4 Continue to assess and reduce risk through tests and drills of emergency management planning, with specific focus on Fire and Police coordination		Emergency Management conducts annual reviews of Emergency Response Plans (ERP) where they review documents, conduct drills and make recommendations. Planning for future citywide exercises is continuous and ongoing.
	PS 10-1.5 Increase Disaster Preparedness presentations within the community		Prioritization and allocation of resources will be evaluated within the strategic plan five-year timeframe.
<b>O2:</b>	<b>Involve neighbors with prevention efforts and emergency preparedness</b>		
Status	Project	CAAP	Analysis
	PS 10-2.1 Purchase new software to accommodate annual fire inspection billing as well as a "Pre-Fire" planning database		The program has been funded and is currently being developed.

Status	Project	CAAP	Analysis
	PS 10-2.2 Increase the participation and advanced training of new and existing CERT members in the program		Fire Rescue placed a CERT vehicle Support 53 into service in January of 2017. 250 CERT USB storage devices were purchased through a grant along with CERT training and exercises. CERT portable two way radios were also purchased through a grant.
	PS 10-2.3 Increase the utilization of fire stations for public health needs such as nutrition counseling, blood pressure testing and immunizations		Fire Rescue continues to explore all options where it can provide added value to the community by utilizing firehouses as a public place. Many of the department's community rooms are utilized by neighbors for meetings.
	PS 10-2.4 Increase public education opportunities and roles in community awareness (Nutrition, Health Fairs, HOAs, Civic Group Demonstrations, and Fire Prevention Events)		Fort Lauderdale Fire Rescue continuously deploys the Fire Safety Trailer (FST) at public events to interact with neighbors and to instruct them on fire safety in the home, provide fire extinguisher training and awareness, weather related safety training, and smoke detector awareness to all ages of the community. Fire Prevention, in conjunction with the Red Cross, holds annual smoke detector events installing smoke detectors in the most vulnerable areas of Fort Lauderdale where home fires displaced the most occupants. Fire Prevention is also working with Broward County Sheriffs and the Fire Rescue Department to revamp the multi-jurisdictional juvenile Fire Setters Intervention Program. Additional initiatives will be explored for FY 2018.
	PS 10-2.5 Increase in-house training for City employees (such as CPR and confined space entry)		FLFR continues to offer hands only CPR training to City employees. The department has also assisted in various training exercises which involved City employees.
	PS 10-2.6 Maintain a well-trained and cross-trained fire prevention team to maintain competency and organizational versatility		The Fire Training and Special Operations Bureau has recently partnered with the Police Department Training Division for several joint training events. Topics covered during these trainings included joint training between the Fire Rescue Hazardous Materials Team and the Police Department Bomb Squad, Ebola response training, active shooter training, and CPR/First Aid training. Forcible entry training, domestic terrorism response, and self-contained breathing apparatus training are scheduled for the future. Additionally, Fire Inspectors are continually attending classes to be certified as Fire Inspectors, Fire Investigators, and Fire Life Safety Educators. Fire Inspectors also continue to maintain their EMT and Paramedic Licenses with required monthly continuing education lessons.
	PS 10-2.7 Partner with agencies to address mental health, elderly, neglect, and homelessness issues		Fire Rescue continues to work with the Police Department, Broward County, and many other agencies to improve the lives of neighbors and customers that need additional assistance. The department compiled a manual of agencies and services, and uses this to assist in placement into rehabilitation and mental health facilities.



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

# INTERNAL SUPPORT

<b>G11:</b>	<b><i>Be a well-trained, innovative, and neighbor-centric workforce that builds community.</i></b>		
<b>O1:</b>	<b>Foster professional and rewarding careers</b>		
Status	Project	CAAP	Analysis
	IS 11-1.1 Establish a comprehensive "We Build Talent" employee training and development program		The Human Resources Department is currently developing several training opportunities as part of a larger training and development program. Resources available now or in development include updated compliance training so that employees are informed about how to identify and prevent sexual harassment, violence in the workplace, and acts of discrimination; revamped New Hire Employee Orientation; Supervisory Training; Customer Service Training; and HR Process Trainings, such as Progressive Discipline and Investigations, Recruitment and Selection, How to Conduct Performance Evaluations, etc. Human Resources also sponsors other resources such as the 12 module Leadership Development course, grammar and writing courses, presentation skills, and conflict resolution. Several web-based resources are also in development with an expected release in FY 2017.
	IS 11-1.2 Implement the internal "We Build Community" employee recognition toolbox		The Human Resources Department is researching and considering ideas related to implementing the Employee Recognition Toolbox.
	IS 11-1.3 Research meaningful evaluation processes as well as goals and objectives setting for all employees		The Human Resources Department has partnered with the Structural Innovation Division to reconvene a Performance Evaluation Committee to research and recommend revisions to the performance feedback process and tool.
	IS 11-1.4 Explore employee engagement tools		This is an ongoing project. Current initiatives that should lead to increased engagement include expanded training and development resources, the upcoming campaign to revise the City's Values, the implementation of SharePoint software, and a more comprehensive new employee orientation. Additional initiatives that are in development include a revised performance evaluation process, an employee recognition toolbox, and a supervisor toolbox. The organization also hopes to benefit from feedback in the employee exit survey. All employees who separate employment from the City for any reason will be encouraged to participate. Collectively, their feedback will be used to help identify department or systemic concerns within the organization.

Status	Project	CAAP	Analysis
	IS 11-1.5 Develop a succession planning program to ensure knowledge transfer for critical positions		The development of a formal succession planning program will be a future project once the Values campaign is concluded and the Classification and Compensation Study is complete. However, preliminary steps have been taken which include annually identifying employees eligible for retirement in future years as part of the budget development process, the undertaking of a classification and compensation study to update job descriptions, competencies and career ladders throughout the organization, and the implementation of the exit survey to identify trends with departing employees and high turnover positions.
	IS 11-1.6 Improve the communication of City policies and procedures		This is an ongoing effort. The City is actively communicating policies and procedures via the Quality Management System, which obtained ISO 9001 certification in 2016. One of the requirements is keeping easily accessible updated policies and procedures. The City is implementing SharePoint, software which will allow for effective centralized document sharing, communication and collaboration.
<b>O2: Improve employee safety and wellness</b>			
Status	Project	CAAP	Analysis
	IS 11-2.1 Develop a City and department employee safety program to prevent injuries and costly claims		The Human Resources Department has implemented an innovative safety and training program that provides employees with training courses in both classroom and real world environments. The implementation of this program has helped to reduce employee on the job injuries by 20% between 2012 and 2016. In addition, employee caused vehicle accidents have decreased by 14% between 2012 and 2016.
	IS 11-2.2 Maximize participation with the employee health and wellness center		City employee usage of the health and wellness center was 93% for FY 2016. Over the last several months, the center has seen substantially increased utilization. Employees continue to provide positive feedback regarding the health services being provided at the center. However, the most common issue from employees is appointment availability, which is a side effect of its popularity, and should be addressed by a planned staffing expansion.
<b>O3: Continuously improve and innovate communication and service delivery</b>			
Status	Project	CAAP	Analysis
	IS 11-3.1 Implement Fast Forward Fort Lauderdale 2035 through the FL2STAT model and community partnerships		The City's Management Team meets monthly at FL <sup>2</sup> STAT meetings to review the progress of the FL <sup>2</sup> STAT model and discuss alignment of the City's long and short term priorities.

Status	Project	CAAP	Analysis
	IS 11-3.2 Utilize professional associations and benchmarking for continuous improvement		Benchmarks from selected comparable professional associations and jurisdictions are utilized to establish performance measures and targets as well as for comparing results. In 2016 the City obtained ISO 9001 certification, meaning that the City has developed and operates a successful quality management system. Additionally, the City continues to receive the ICMA Certificate of Excellence in performance measurement.
	IS 11-3.3 Communicate performance management results with employees and neighbors		Performance measurement results are published annually in the City's operating budget, as well as through the City's website in various reports. The implementation of the SharePoint software, as well as digital signage throughout various City locations, will enhance that communication to employees. Open data initiatives and portals will also enhance that communication to neighbors.
	IS 11-3.4 Implement a Lean Process Improvement Plan		The City Manager's Office developed a Process Improvement Program using Lean process improvement tools; a step-by-step program for employees to begin and complete different levels of projects. Since FY 2014, almost 200 Community Builders have received training. Training continues each fiscal year. Beginning with the FY 2018 budget process, departments will submit requests for process improvement projects (PIP) that will go through an evaluation and prioritization process to be included in the Fiscal Year's Process Improvement Plan. The Process Improvement Program is a part of the City's Quality Management System.
	IS 11-3.5 Routinely conduct a Neighbor Survey and address priority opportunities for improvement		Since 2012, the City has conducted an annual Neighbor Survey. The City continues to incorporate Neighbor Survey feedback in strategic planning and budgeting.
	IS 11-3.6 Develop a modern communications and branding strategy for employees and neighbors		The City Manager's Office launched a public digital signage initiative as a new tool to communicate with employees and neighbors. The City continues to use a variety of tools and promotes those tools to increase following and reach more neighbors, such as through social media, Nextdoor, the City website, the City newsletter and FLTV. The implementation of SharePoint will facilitate two-way communication and increase collaboration among employees.
	IS 11-3.7 Upgrade the City's official website		The official public launch of the new website took place on November 12, 2014.
	IS 11-3.8 Develop a modern intranet to improve internal communication, business rules, and knowledge sharing		The City is implementing SharePoint, software which will allow for effective centralized document sharing, communication, and collaboration.
	IS 11-3.9 Develop an employee newsletter		During FY 2014, the "First Monday of the Month," was launched, a new City Manager electronic newsletter. The publication is disseminated to all City employees and provides news, information and updates about City programs, activities and initiatives.

Status	Project	CAAP	Analysis
	IS 11-3.10 Implement the social media policy for expanded communications		The City frequently uses social media tools for communications with Neighbors and the public. This includes Twitter, Facebook, Instagram, and Nextdoor.
	IS 11-3.11 Explore the creation of a call center, by developing a new Customer Relationship Management (CRM) tool to track and address general questions and non-emergency calls from neighbors for City services		As part of the migration to the regional 911 communications system, the City's existing customer service center was expanded to handle the addition of non-emergency calls transferred from the regional call center. Part of the expansion included the purchase of software that allows for more efficient processing of requests. QAlert/Lauderserv App is a web-based system that neighbors can use to submit and track their service requests. Neighbors can configure update notifications so that they can be alerted whenever there is activity on their request.
	IS 11-3.12 Conduct a test pilot of Wi-Fi in public parks		A pilot Wi-Fi system was installed at Carter Park. Additional locations are not planned at this time.
	IS 11-3.13 Allow City customers to pay any bill at any City location		A payment kiosk Request for Proposals (RFP) was unsuccessful, as the selected vendor was unable to meet the scope of services required. The RFP has been re-released, with award and implementation expected by the end of the fiscal year.

**O4: Provide a reliable and progressive technology infrastructure**

Status	Project	CAAP	Analysis
	IS 11-4.1 Implement the Information Technology Strategic Plan for improved operational efficiencies and increased employee productivity	✓	The Information Technology Services (ITS) first five-year strategic plan was developed, published, and presented to the City Commission in September 2012. The plan, which set out to upgrade the City's outdated technology infrastructure, is at or near completion. ITS is now concentrating on more complex projects such as the Enterprise Resource Planning (ERP) project, citywide security access and cameras, mobile applications, migrating applications and databases to the cloud, and data center consolidation. The 2017 Strategic Plan is in development and should be released by June 2017.
	IS 11-4.2 Utilize an effective governance model for overseeing technology decisions		ITS meets monthly with departments to ensure projects and operations within ITS coincide with the City's vision. ITS projects are prioritized based on feedback from departments and based on the City's strategic initiatives.
	IS 11-4.3 Implement a scanning and Electronic Document Management System (EDMS) citywide		The City selected LaserFiche as its EDMS. LaserFiche was launched in January 2016 in the Department of Sustainable Development (DSD). ePermit has replaced fax permitting and is part of the LaserFiche project. Efforts are now concentrated on implementing LaserFiche in Human Resources. Deployment to other departments will take place as funding allows.

<b>G12: Be a leading government organization, managing resources wisely and sustainably.</b>			
<b>O1: Ensure sound fiscal management</b>			
<b>Status</b>	<b>Project</b>	<b>CAAP</b>	<b>Analysis</b>
	IS 12-1.1 Achieve a structurally balanced budget through viable revenue sources, smart financial management, comprehensive financial forecasting, and results-oriented and efficient services	✓	In advance of the FY 2014 budget, the City Commission adopted a Financial Integrity Principle and supporting policy of having a structurally balanced budget. The FY 2014 through FY 2017 annual budgets have been structurally balanced. Having a structurally balanced budget creates a framework for accountability and long-term financial sustainability. It can also be a factor in achieving a higher bond rating, resulting in lower bond costs. In addition to the structurally balanced budget, the City has also adopted a series of fiscal health standards, and started implementing corresponding policies. The City's reserves are about back to their pre-recession levels, at 27.6%.
	IS 12-1.2 Implement the strategically prioritized Five-Year Community Investment Plan (CIP)	✓	A Decision Matrix Relative Weight Determination worksheet was implemented to allow the City Commission to weight the criteria that would ultimately be used to rank new, proposed community investment plan projects applications. Each year, the City Commission completes the matrix, with a review committee using the weighted criteria to score the projects. The first of the five year Community Investment Plans (CIP) approved under this approach was the FY 2013 – 2017 CIP.
	IS 12-1.3 Provide fiscally sustainable employee pensions	✓	The City closed the General Employee Retirement System (GERS) in early 2008, and shifted to a 401(a) Defined Contribution Plan. In 2012, the City issued Pension Obligation Bonds (POB) to reduce the Unfunded Actuarial Accrued Liability (UAAL) of the General Employee and Police and Firefighters' retirement systems. The City also successfully negotiated pension changes with the Fraternal Order of Police (FOP) and the International Association of Firefighters (IAFF) for their bargaining unit members.
	IS 12-1.4 Maintain available fund balance minimums per City Commission policy, as advised by the Government Finance Officers Association (GFOA)		The Fund Balance minimums set by the City Commission for the General Fund and Enterprise Funds are set to ensure that a minimum level of funding is available in the event of unforeseen circumstances. The minimum available fund balance policy for the General Fund is currently 16.6% of the Adopted Budget including required transfers. The minimum available fund balance in the Enterprise Funds is two months of working capital, with the exception of the Water and Sewer fund which is three months of working capital. The City's FY 2017 adopted budget continues to meet or exceed the policy minimums for all funds.
	IS 12-1.5 Maintain a budget document that continues to achieve the GFOA Distinguished Budget Presentation Award		The City of Fort Lauderdale has received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for 32 consecutive years. The FY 2017 Adopted Budget is currently being reviewed by GFOA for the award.

Status	Project	CAAP	Analysis
	IS 12-1.6 Prepare an annual Popular Report in conjunction with the Comprehensive Annual Financial Report (CAFR), to produce a high-quality report that is readily accessible and easily understandable to the general public and other interested parties without a background in public finance		The Popular Annual Financial Report (PAFR) is a brief summary of the City's Comprehensive Annual Financial Report (CAFR). The report is easily understandable to the general public and to other interested parties without a background in public finance. The City's PAFR is accessible on the City's website.
	IS 12-1.7 Procure and advance implementation of an Enterprise Resource Planning (ERP) system		The City Commission has approved the purchase of the ERP system. Staff is working towards implementation.
	IS 12-1.8 Implement KRONOS, a time and attendance automation management software, to reduce manual entry and increase accuracy		Kronos is in use citywide except in the Fire Rescue Department. Efforts are underway to successfully extract data from TeleStaff to Kronos to complete implementation for Fire Rescue.

**O2: Achieve excellent procurement services through technological advancements, improved procedures, and outreach programs**

Status	Project	CAAP	Analysis
	IS 12-2.1 Continue to grow the use of purchasing cards (P-cards) with vendors to streamline payments and maximize City rebates		The City has implemented an Automatic Clearing House (ACH) for the purposes of streamlining payments to vendors who choose to enroll in ACH. A P-card agreement was approved by the City Commission in September 2014. This agreement facilitates the maximization of the City's P-card rebate. The Finance Department and Structural Innovation Division have designated "percent of finance purchases on P-Cards" as one of the balanced scorecard performance indicators to be used in each department. The City is at about \$40M in P-card usage, with a rebate of \$706,000 in 2016.
	IS 12-2.2 Routinely examine and improve procurement and payment processes		A process improvement has taken place regarding the bidding process for construction contract projects. A reduction on engineering project bid turnaround time was achieved. Changes to the contract routing process have taken place and continue to be tweaked. Additionally, NIGP Consulting conducted an evaluation of the procurement processes and made recommendations, some of which have been implemented. Other recommendations are underway or being considered. Payment processes are continually reviewed, including the consideration of payment kiosks and additional technology. Future improvements will be realized with the implementation of the Enterprise Resource Planning (ERP) software system. Lastly, the Procurement Ordinance will be updated, which will include additional payment processes.
	IS 12-2.3 Maintain the National Purchasing Institute Award of Excellence in Procurement		The Finance Department received the National Purchasing Institute Award of Excellence in Procurement for 2016 on July 12, 2016. This was the 12th year that the City's Procurement services Division has received this award.



Indicates Future Project



Indicates In Progress Project



Indicates Project Relayed to Partner



Indicates Completed Project

Status	Project	CAAP	Analysis
	IS 12-2.4 Develop a policy for sustainable product purchasing		The Finance Department and Sustainability drafted a policy for sustainable product purchasing, intended to encourage the use and purchase of products and services that will lessen the City's carbon footprint. The draft policy has been reviewed by the Community Building Leadership Team (CBLT), and is waiting for final sign-off by the City Manager.
	IS 12-2.5 Implement Spend Analysis software to achieve procurement efficiencies		A total of 50 licenses with Spikes Cavell have been purchased for use by all departments. All licensed users have been trained. Departments are able to access and run their own spend analytic reports.
	IS 12-2.6 Continue to expand and monitor local supplier spending		The monitoring of local spending is done on an ongoing and regular basis and is accomplished through Spikes Cavell, the City's Spend Analysis software.
	IS 12-2.7 Expand use of departmental informal electronic quoting		The Finance Department has implemented electronic quoting through BidSync software and is conducting the corresponding training. By using electronic quoting, the City will be able to reach more vendors, and in doing so, expand competition and better pricing.
<b>O3:</b>	<b>Provide safe, efficient, and well-maintained vehicles, equipment, and facilities and integrate sustainability into daily operations</b>		
Status	Project	CAAP	Analysis
	IS 12-3.1 Continue to use Florida-friendly and drought-tolerant landscaping at all City facilities to conserve water		The City continues to utilize plants such as Green Island Ficus and Silver Buttonwood as staple plants for most medians and parks. The plants are used as both ground cover and hedge material as they look attractive and only require modest amount of water to maintain. The City does not use annuals any longer (such as Impatiens), as they require exorbitant amounts of water in addition to having to be replaced every year.
	IS 12-3.2 Reduce fuel consumption and maximize efficiencies in City vehicles and equipment		Fleet Services actively monitors City vehicle fuel consumption. Monthly fleet liaison meetings are held and tracking results are discussed. We have made progress in fuel reduction and continue to strive towards meeting the 2020 goal set in the Sustainability Action Plan. Fuel consumption is a criteria reviewed for each new vehicle purchase. During the current fiscal year, 22 hybrid vehicles have been purchased. Alternative fuel options (such as propane) are being considered as well.
	IS 12-3.3 Conduct water and energy conservation and efficiency audits		The University of Miami conducted a free audit of the George T. Lohmeyer Wastewater Treatment Plant in early FY 2015. The City of Fort Lauderdale has currently executed two contracts with energy services companies (ESCOs) to conduct energy audits of selected facilities. Those audits were completed in 2016. In late 2016, one ESCO was awarded a contract to implement its recommendations and a contract with the second ESCO is being finalized. A third audit contract is also expected to be executed in 2017. The Parks and Recreation Department is auditing irrigation through the use of smart meters.

Status	Project	CAAP	Analysis
	IS 12-3.4 Implement energy management systems to reduce energy consumption and save money		The City of Fort Lauderdale has currently executed two contracts with energy services companies (ESCOs) to conduct energy audits of selected facilities. Those audits were completed in 2016. In late 2016, one ESCO was awarded a contract to implement its recommendations and a contract with the second ESCO is being finalized. A third audit contract is also expected to be executed in 2017. These projects will include thermostats that may be controlled remotely. In addition, the City is working with the Department of Energy through the Reinvesting in Public Buildings Pilot Project to develop an Energy Management Plan and strategies for tracking and managing energy data.
	IS 12-3.5 Integrate energy efficient retro-fits and sustainable design elements in City facilities		This is an ongoing effort for City operations. The City will integrate energy efficiency and sustainable design elements into the fabric of operations to become more energy conscience and efficient. Such solutions include the installation of motion sensors to control lighting, the installation of programmable thermostats to adjust temperatures accordingly and efficiently, and the installation of variable frequency drives (VFD) equipment to optimize the output of the motors being controlled. The City of Fort Lauderdale has currently executed two contracts with energy services companies (ESCOs) to conduct energy audits of selected facilities. Those audits were completed in 2016. In late 2016, one ESCO was awarded a contract to implement its recommendations and a contract with the second ESCO is being finalized.
	IS 12-3.6 Explore an employee pool car system using existing vehicles to reduce mileage costs		Fleet Services is exploring the potential for an employee pool car system.
	IS 12-3.7 Establish a preventative maintenance program and performance indicators for facilities		After establishing and evaluating the performance metric indicators for the facilities division, the City's Parks and Recreation Department will establish a weekly, monthly, and annual inspection and preventive maintenance schedule to track progress and proactively address all issues on a timely basis. Additionally, the department will use the Main Track system to follow appropriate maintenance schedules and manufacturers' suggested operating procedures.
	IS 12-3.8 Maximize the best use of or sell City real estate		This is an ongoing operation for the City. The City has a dedicated resource in the City Manager's Office to manage the City's real estate portfolio. In addition, the City retained a real estate firm to assist with transactions to align real estate holdings with the services provided to neighbors, monetize underutilized real estate assets, and dispose of surplus assets, with a new real estate brokerage contract to be in place by August 2017. Surplus residential properties have also been sold to the CRA.



## CITY OF FORT LAUDERDALE

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