



Memorandum

Memorandum No: 17-066

Date: April 14, 2017

To: Honorable Mayor and Commissioners

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

Re: FY 2017 Commission Annual Action Plan - Progress Report to Commission: Quarter 2

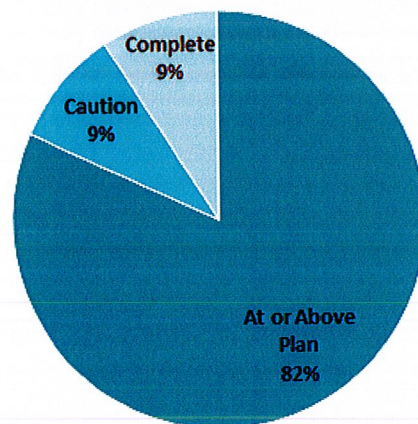
I am pleased to present the second quarter report of the FY 2017 Commission Annual Action Plan (CAAP), as of March 2017. As you will see throughout the report, department teams are actively implementing the Commission priorities defined in the summer of 2016. This annual action plan is an important short-term component of the *Fast Forward Fort Lauderdale 2035 Vision Plan* and *Press Play Fort Lauderdale 2018 Strategic Plan*.

How are these initiatives implemented?

These initiatives are prioritized within each relevant Cylinder of Excellence in *Press Play Fort Lauderdale*. Progress is monitored through monthly FL<sup>2</sup>STAT meetings, while tactical planning occurs through regularly scheduled Strategic Initiative Team (SIT) meetings. Milestones and challenges are discussed and resources and expertise are aligned where necessary to continue forward movement. Implementation occurs through daily work in respective departments.

How are we doing?

I am pleased with the amount of work accomplished on top of significant operational workloads. There are 11 FY 2017 Commission-prioritized initiatives, some of which have multiple sub-projects. These initiatives are important, complex, and multi-year. Of the total 11 initiatives, 9 are at or above plan, 1 is progressing but behind original date estimates (caution), and 1 is complete.



**The Quarterly Report**

Status indicators are utilized and defined to provide a summary view. Additional detail is provided for each initiative, such as a brief description, an analysis of progress, and key milestones.

I look forward to continued implementation of the FY 2017 Commission Annual Action Plan. Please contact me for any further information regarding the initiatives.

**Attachment:**

Exhibit 1 FY 2017 Commission Annual Action Plan: Progress Report to Commission Quarter 2












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

City of Fort Lauderdale

# FY 2016 COMMISSION ANNUAL ACTION PLAN

Quarterly Progress Report to the City Commission: Quarter 2




Project	
	<b>Beach Community Redevelopment Area (CRA)</b> Donald Morris (Community Redevelopment Agency)
	<b>Soccer and Lacrosse Athletic Fields</b> Anthony Fajardo (Sustainable Development)
	<b>Northwest-Progresso-Flagler Heights Community Redevelopment Area (CRA)</b> Jonathan Brown (Community Redevelopment Agency/HCD)
	<b>Beach Mobility Master Plan</b> Kirk Buffington (Finance)
	<b>Stormwater Management and Funding</b> Diana Alarcon (Transportation and Mobility)
	<b>911 Communications</b> Paul Berg (Public Works)
	<b>Homeless Strategy and Action Plan</b> Rick Maglione (Police)
	<b>Central City Regional Activity Center Rezoning</b> Averill Dorsett (Human Resources)
	<b>17th Street Mobility Plan</b> Robert Hoecherl (Fire Rescue)
	<b>Police Station</b> Mike Maier (Information Technology Services)
	<b>South Andrews Avenue Redevelopment</b> Phil Thornburg (Parks and Recreation)

**Cylinder of Excellence**

Business Development

**Owner**

 Donald Morris (Community Redevelopment Agency)

**Collaborators**

-  Tom Green (Community Redevelopment Agency)
-  Peter Jarman (Finance)
-  Ingrid Kindbom (City Manager's Office)
-  Chris Lagerbloom (City Manager's Office)
-  Jonathan Luscomb (Parks and Recreation)
-  William McDonough (Parks and Recreation)
-  Ratna Okhai (City Manager's Office)
-  Kimberly Pearson (Sustainable Development)
-  Juan Carlos Samuel (Public Works)
-  Thomas White (Public Works)























**Description**

The Beach Community Redevelopment Agency, in partnership with the City of Fort Lauderdale departments of Parks and Recreation, Public Works, Sustainable Development, and Transportation and Mobility, will continue to work toward the completion of significant capital improvement projects within the boundaries of the Central Beach Community Redevelopment Area (CRA). These initiatives include the Las Olas Corridor and Beach Streetscape Improvement project (including the parking garage), Las Olas Marina Expansion, Aquatic Center, D.C. Alexander Park, and Sebastian Street. There is a CRA Community Investment Plan (CIP) budget of \$67,309,324 for these projects. The successful completion of these projects will fulfill the Beach CRA's goal to enhance access to the beach and Intracoastal Waterway, as well as strengthen the visual and physical image of the Central Beach, while providing for an active and safe pedestrian, bicyclist, and vehicular environment.

**Analysis** **Mar-17**

The groundbreaking ceremony took place for the Las Olas Beach Park Project on March 25, 2017. It is anticipated to take approximately 12 months to complete the first phase of the project (the Parking Garage and Las Olas Circle improvements). The initial Aquatic Center Request for Proposal (RFP) responses came back above budget. Staff is now working to bring down the cost, and will be presenting it to the Beach Redevelopment Board and the Parks, Recreation, and Beaches Board for review and feedback prior to bringing it before the City Commission. The A1A Beach Streetscape remains slated to begin work in the first quarter of 2019.


## Milestones

	<b>Aquatic Center (P10648)</b> FY 2017 Commission Annual Action Plan	2/14/17 - 3/16/17	
	<b>Present draft DCP to Beach Redevelopment Advisory Board and Parks Advisory Board</b> FY 2017 Commission Annual Action Plan	3/20/17 - 3/22/17	
	<b>Advertise and Award contract for design-build team</b> FY 2017 Commission Annual Action Plan	4/1/17 - 9/30/17	
	<b>Design &amp; Construction</b> FY 2017 Commission Annual Action Plan	10/1/17 - 10/1/19	
	<b>Las Olas Corridor Improvement Project (P11900)</b> FY 2017 Commission Annual Action Plan	2/14/17 - 4/1/19	
	<b>Construction of Parking Garage and Las Olas Circle Improvements</b> FY 2017 Commission Annual Action Plan	4/1/17 - 4/1/18	
	<b>Construction of Parks, Las Olas Boulevard, and Marinia Promenda Improvements</b> FY 2017 Commission Annual Action Plan	4/1/18 - 4/1/19	
	<b>A1A Beach Streetscape (P11681)</b> FY 2017 Commission Annual Action Plan	8/1/18 - 2/1/20	
	<b>Invitation to Bid for Construction</b> FY 2017 Commission Annual Action Plan	8/1/18 - 11/1/18	
	<b>Award Contract and Issue Notice to Proceed</b> FY 2017 Commission Annual Action Plan	11/1/18 - 1/31/19	
	<b>Complete Construction</b> FY 2017 Commission Annual Action Plan	1/31/19 - 2/1/20	








### Cylinder of Excellence

Public Places

### Owner

 Anthony Fajardo (Sustainable Development)

### Collaborators

-  Robert Dexter (Parks and Recreation)
-  Stanley Hawthorne (City Manager's Office)
-  Sean Rogers (Parks and Recreation)
-  Enrique Sanchez (Parks and Recreation)
-  Samantha Timko (City Manager's Office)
-  Shannon Vezina (City Manager's Office)
-  Matthew Williams (City Manager's Office)

### Description

The Parks and Recreation Department, in partnership with the Public Works Department, will be working to increase and enhance the field space available to the public, particularly for soccer and lacrosse. Major components of this project include the addition of soccer and lacrosse fields at Mills Pond Park (currently in construction); identification of additional locations for field space through the Parks Master Plan, with the prioritization of park impact fees for funding; continuing discussions with schools and neighboring communities for joint use of fields; and the conversion of existing fields to turf to extend use and availability. There is an unspent balance of \$3,363,019 in the CIP for the construction of the Soccer/Lacrosse complex at Mills Pond Park. These enhancements will move the City closer toward meeting the growing demands for field space by the community.

### Analysis













Mar-17

Construction for the Mills Pond Park project began in January 2017, following the issuance of the Notice to Proceed. The contractual end date is set for November 12, 2017. The Parks and Recreation Department is also in the process of reviewing the five year Park Impact Fee Plan to see if they can be used for conversion of existing fields to artificial turf. The Department will also be requesting FY 2018 Community Investment Plan funding for construction of new fields.

In addition to the Mills Pond Park project, a Strategic Initiative Team (SIT) has been established to identify additional ways to enhance field space in the City. The SIT has since met to discuss the issues around developing more space for athletic fields and soccer/lacrosse fields. The SIT also received a progress update on current initiatives underway to increase athletic field capacity, including the conversion of athletic fields to artificial turf. The artificial turf project is continuing to progress and will provide more capacity for play at the converted fields. The SIT developed a series of research questions as first steps in moving the the team forward:

- Review formal rejections for permits for team play in an attempt to gauge capacity needs and demand levels by location.
- Work with the Geographic Information Systems (GIS) team to develop an inventory of properties over five acres that could be potential locations for new soccer/lacrosse fields.
- Determine if the Rec-Trac system can be used to estimate current athletic field capacity

## Milestones


	<b>NOVA Sports Facility: 5 year lease</b> FY 2017 Commission Annual Action Plan	9/1/16 - 3/1/18	Mar-17
	<b>Parks Master Plan</b> FY 2017 Commission Annual Action Plan	9/1/16 - 3/1/18	Mar-17
	<b>City Commission: plan adoption</b> FY 2017 Commission Annual Action Plan	9/1/16 - 11/1/16	Sep-16
	<b>Review Park Impact Fee</b> FY 2017 Commission Annual Action Plan	11/1/16 - 10/1/17	Mar-17
	<b>Review/Prioritize Park Projects</b> FY 2017 Commission Annual Action Plan	11/1/16 - 10/1/17	Mar-17
	<b>Field Space Long Term</b> FY 2017 Commission Annual Action Plan	10/1/16 - 1/1/23	Mar-17
	<b>City Commission Report: Potential for more field options</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/1/17	Mar-17
	<b>Field Conversion to Turf</b> FY 2017 Commission Annual Action Plan	10/1/16 - 1/1/23	Mar-17
	<b>City Commission decision on capital funding</b> FY 2017 Commission Annual Action Plan	10/1/16 - 12/1/18	Mar-17
	<b>Identify parks (2) - Holiday Park</b> FY 2017 Commission Annual Action Plan	10/1/16 - 12/1/18	Mar-17
	<b>Fields Space Short Term: after school use of fields</b> FY 2017 Commission Annual Action Plan	10/1/16 - 12/1/18	Mar-17
	<b>Mills Pond Park: Construction</b> FY 2017 Commission Annual Action Plan	1/17/17 - 11/12/17	Mar-17








### Cylinder of Excellence

Business Development

### Owner

 Jonathan Brown (Community Redevelopment Agency/HCD)

### Collaborators

-  Sherrilynn Chess (Sustainable Development)
-  Marco De Medici (City Manager's Office)
-  Stanley Hawthorne (City Manager's Office)
-  Katrina Jordan-Johnson (Sustainable Development)
-  Matthew Williams (City Manager's Office)

### Description

The Northwest-Progresso-Flagler Heights CRA, in partnership with the City of Fort Lauderdale departments of Public Works, Sustainable Development, Transportation and Mobility, and the City Manager's Office, will continue to work to enhance and advance business development offerings, as well as capital improvements projects within the boundaries of the NPF CRA. Major project areas include 7th Avenue development, façade and business development incentives, enhanced marketing of available properties for sale, infill housing, installation of crosswalks along Sistrunk Boulevard, construction of three parking lots, and a lease with the YMCA for use of the Mizell Center. There is an unspent balance of \$7,099,565 in the CIP plus approximately \$12,390,000 in incentives in the FY 2017 Operating Budget. The goals of these projects are in alignment with the overall goals of the NPF CRA, which include expanding economic opportunities and fostering dynamic commercial and residential development, as well as enhancing neighbor quality of life.

### Analysis

Mar-17

The most recent Northwest-Progresso-Flagler Heights Community Redevelopment Area (NPF CRA) Strategic Initiative Team (SIT) meeting occurred April 10, 2017. The SIT reviewed and revised the initial set of milestones. The SIT discussed the Community Redevelopment Area's (CRA) progress on these items and discussed the need to better publicize the successes by highlighting success stories.

**CRA Incentives:** Market incentives are complete and in place. A review of the incentives has also been completed and the CRA will be attempting to provide a more generous round of incentives next year to encourage catalyst projects in Sistrunk, before returning to normal levels of funding. The CRA discussed plans to develop a six to eight week training course for small businesses in the CRA area. Businesses that complete this course would then be eligible for awards of services. These services could include the CRA paying for an accountant for the business for two years, the first month's rent and security, or website design. The SIT brainstormed other possible services the CRA could award, including assisting them in developing procurement and purchasing strategies, help securing basic legal services, or tuition reimbursement for certification or professional development courses hosted by local colleges.

**On Site Signs:** Signs are up for CRA properties. The CRA is in the process of working with private property owners and identifying and contacting key properties for placing sale signs. This initial first wave of sign placement will be followed by a second wave upon feedback from property owners.

**CRA Plan:** The CRA has identified their focus as mixed-use development projects with retail/ground floor component. Needs for development however differ depending on the area of CRA and community feedback taken into account.














**In-fill Housing:** Incentives for this are complete and in place. Lots have been acquired and signs are out. The CRA is currently in the process of reviewing titles.

**Surface Parking Lots:** Plans have been submitted to the Department of Sustainable Development. One lot requires a variance.

**YMCA Mizell Center Lease:** This item is set to be discussed with Commission in May 2017. A meeting is also scheduled with the City Attorney to discuss the lease. Estimated time to construction is still two years out.

**Sistrunk Crosswalks:** This project has shared responsibility with Transportation and Mobility, with a potential for this project to be completed within the year if plans, approval, funding, and needed thermo paint is secured within the year.

## Milestones

	<b>7th Avenue Development Plan</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	<b>Mar-17</b>
	<b>Available Properties for Sale: On-site Signs</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	<b>Mar-17</b>
	<b>CRA Market Incentives</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	<b>Mar-17</b>
	<b>CRA Plan: Next Steps</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	<b>Mar-17</b>
	<b>Focus Vision</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	<b>Mar-17</b>
	<b>Identify Types of Businesses</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	<b>Mar-17</b>
	<b>Infill Housing Project: Financial Incentives</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	<b>Mar-17</b>
	<b>Sistrunck Crosswalks (6)</b> FY 2017 Commission Annual Action Plan	10/1/16 - 11/30/17	<b>Mar-17</b>
	<b>Complete Design</b> FY 2017 Commission Annual Action Plan	7/1/17 - 7/31/17	<b>Mar-17</b>
	<b>Issue Bids</b> FY 2017 Commission Annual Action Plan	8/1/17 - 8/31/17	<b>Mar-17</b>
	<b>Construction</b> FY 2017 Commission Annual Action Plan	11/1/17 - 11/30/17	<b>Mar-17</b>
	<b>Surface Parking Lots (3)</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	<b>Mar-17</b>
	<b>YMCA/Mizell Center Lease</b> FY 2017 Commission Annual Action Plan	10/2/16 - 10/2/17	<b>Mar-17</b>

**Cylinder of Excellence**

Infrastructure

**Owner**


 Kirk Buffington (Finance)

**Collaborators**

-  Mark Almy (Parks and Recreation)
-  Ross Brady (City Manager's Office)
-  Aricka Johnson (City Manager's Office)
-  Chris Lagerbloom (City Manager's Office)
-  Darren Lyle (Public Works)
-  Enrique Sanchez (Parks and Recreation)
-  Elizabeth Van Zandt (Transportation and Mobility)

**Description**

The Transportation and Mobility Department will work to provide a comprehensive evaluation of traffic and mobility conditions on the barrier island, allowing for the identification of issues, solutions, and potential funding. Benefits to the community include enhancing quality of life, facilitating multi-modal transportation implementation and utilization, and promoting economic development opportunities. There is \$175,000 in the FY 2017 Operating Budget for the Beach Mobility Master Plan efforts. The goal of this project is to change the way people travel to, from, and within the coastal areas of the City in order to support and sustain a thriving tourist and local resource.

**Analysis** 

Trips to the beach have been scheduled during the month of April 2017 to gain qualitative data about traffic conditions and parking availability. The first trip will occur from 11:00 A.M. to 1:00 P.M. on Tuesday, April 18th, to observe the weekday lunch hour traffic. The second trip will occur from 7:00 P.M. to 9:00 P.M. on Saturday, April 22nd to observe the weekend evening traffic. For each trip, team members will arrive at the beach individually in order to observe for themselves the availability of parking, signage, etc. The team will then meet up and travel from 17th Street to Oakland Park Boulevard to observe traffic movements and pedestrian activity.


**Milestones**

 <b>Collect minutes and sign in sheets pertaining to Bahia Mar</b> FY 2017 Commission Annual Action Plan	2/7/17 - 2/17/17 
 <b>Gather information on bridge openings and closings for state roads</b> FY 2017 Commission Annual Action Plan	2/7/17 - 2/3/17 
 <b>Gather traffic counts on A1A from the County</b> FY 2017 Commission Annual Action Plan	2/7/17 - 2/17/17 
 <b>Hold outreach meetings with local residents and business owners</b> FY 2017 Commission Annual Action Plan	2/7/17 - 3/3/17 
 <b>Meet with Beach CRA to gather information on planned developments</b> FY 2017 Commission Annual Action Plan	2/7/17 - 2/13/17 
 <b>Attend Beach Redevelopment Board Meeting</b> FY 2017 Commission Annual Action Plan	2/16/17 - 3/18/17 
 <b>Visit the beach to gain qualitative data</b> FY 2017 Commission Annual Action Plan	2/16/17 - 4/30/17 

### Cylinder of Excellence

Infrastructure

### Owner

 Diana Alarcon (Transportation and Mobility)

### Collaborators

-  John Carpenter (Sustainable Development)
-  Marco De Medici (City Manager's Office)
-  Stanley Hawthorne (City Manager's Office)
-  Ratna Okhai (City Manager's Office)
-  Rares Petrica (Public Works)
-  Marie Pierce (Public Works)
-  Alberto Torres-Soto (Sustainable Development)

### Description

The Public Works Department, in partnership with the Finance Department and the Budget Division, will continue to work toward constructing stormwater management solutions and identifying funding for future stormwater investments. The focus for the coming fiscal year will include the completion of Phase I projects, the continuation of Phase II neighborhood projects (including modeling, community engagement, and design), the completion of a rate study, and the consideration of a bond package to fund Phase III projects. There is a total of \$17,090,956 of unspent funding in the CIP for all stormwater infrastructure projects in FY 2017. This initiative will be a comprehensive approach to provide and construct solutions for stormwater challenges.















### Analysis

Mar-17

Phase II projects are underway for the Stormwater Master Plan, which includes seven identified neighborhoods. The initial round of public engagement has been completed within the seven neighborhoods, providing neighbors with an overview of the project and what to expect in the second round of public engagement. The Public Affairs Office (PAO) is working to schedule a second presentation for the first round of engagement in the Durrs neighborhood in hopes of wider attendance.

Hazen and Sawyer is working on preliminary designs for the seven neighborhoods and will work with PAO once those are almost complete in order to schedule the second round of public outreach meetings (late May, early June). Once the second round of neighbor engagement is complete, final designs are scheduled to be completed by 2017, providing a solid estimate on the budget necessary for the projects in order to move forward with funding questions.


## Milestones

	<b>Phase II Projects - Stormwater Masterplan for priority neighborhoods</b> FY 2017 Commission Annual Action Plan	10/1/16 - 12/31/17	Mar-17
	<b>Complete Modeling, Data Collection, and Conceptual Design</b> FY 2017 Commission Annual Action Plan	2/1/17 - 2/28/17	Mar-17
	<b>Complete Phase One of Community Engagement</b> FY 2017 Commission Annual Action Plan	2/1/17 - 6/30/17	Mar-17
	<b>Phase Two of Community Engagement</b> FY 2017 Commission Annual Action Plan	4/3/17 - 5/3/17	Mar-17
	<b>Prepare final design</b> FY 2017 Commission Annual Action Plan	12/1/17 - 12/31/17	Mar-17
	<b>Rate Study</b> FY 2017 Commission Annual Action Plan	10/1/16 - 11/30/16	Mar-17
	<b>Finalize study</b> FY 2017 Commission Annual Action Plan	10/1/16 - 10/31/16	Jun-16
	<b>City Commission Decision on Rates</b> FY 2017 Commission Annual Action Plan	11/1/16 - 11/30/16	Jun-16
	<b>Stormwater Bond Package</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	Mar-17
	<b>Identify a comprehensive list of projects</b> FY 2017 Commission Annual Action Plan	11/1/17 - 11/30/17	Mar-17
	<b>Identify combination of funding sources</b> FY 2017 Commission Annual Action Plan	12/1/17 - 12/31/17	Mar-17
	<b>Report with options/special election dates</b> FY 2017 Commission Annual Action Plan	1/1/18 - 1/31/18	Mar-17
	<b>Budget Advisory Board: Review and Direction</b> FY 2017 Commission Annual Action Plan	2/1/18 - 2/28/18	Mar-17
	<b>City Commission: Direction</b> FY 2017 Commission Annual Action Plan	2/1/18 - 2/28/18	Mar-17





**Cylinder of Excellence**

Public Safety

**Owner**

 Paul Berg (Public Works)

**Collaborators**

-  Luisa Agathon (City Manager's Office)
-  Assia Alexandrova (Information Technology Services)
-  Samantha Anderson (Police)
-  Wilgienson Auguste (Police)
-  Lori Creswell (Police)
-  Lee Feldman (City Manager's Office)
-  Geraldine Fiby (Fire Rescue)
-  Marty Markowitz (Police)
-  Donna McMahon (Public Works)
-  Pamela Schlidknecht (Police)
-  Desiree Shirley (Parks and Recreation)
-  Aaron Stahly (Sustainable Development)
-  Kristin Tigner (City Manager's Office)

**Description**

A multidisciplinary team with representatives from the departments of Information Technology Services, Police, Fire Rescue, Human Resources, Public Works, and Finance has been investigating the feasibility of resuming a City-operated and managed emergency communications center. Additional work will include the issuance of a Request for Proposals (RFP) for an agency to manage all operations (including hiring, training, set-up, design, procurement, construction, and full-facility management) of a new communications center, with the potential for the City to take over management after a pre-determined period of time. The team will also continue to identify and assess a permanent location for the communications center. There is \$1,500,000 of unspent funding in the CIP for this project. The intent of this project is for the City to resume management of emergency public safety communications in an effort to withdraw from the Broward County Regional Communications system.

**Analysis** **Mar-17**

The City went out to bid on November 10, 2016 for the 911 Communications Center to determine how much it would cost to have a turnkey operation for the center. On December 2, 2016 a vendor phone conference was held to help answer questions from vendors. In addition, a total of 93 questions were addressed online with the collaboration of Police, Fire, ITS, and Procurement. One proposal was received on January 27, 2017. Through procurement, the City established a 911 RFP Review Committee to help evaluate proposals. The Evaluation Committee met February 27, 2017 and determined that the proposal was responsible and responsive. On March 21, 2017, the proposal was brought before Commission. Due to limited funding the proposal will not move forward.


**Milestones**

 <b>Vendor Question Submittals</b> FY 2017 Commission Annual Action Plan	12/29/16 - 1/2/17 
 <b>Bid proposal due</b> FY 2017 Commission Annual Action Plan	1/27/17 - 1/27/17 
 <b>911 RFP Review Committee</b> FY 2017 Commission Annual Action Plan	2/7/17 - 3/9/17 
 <b>SIT Lead and City Manager Meeting</b> FY 2017 Commission Annual Action Plan	2/14/17 - 2/14/17 
 <b>Commission Conference RFP Presentation</b> FY 2017 Commission Annual Action Plan	3/7/17 - 3/21/17 

**Cylinder of Excellence**

Public Places

**Owner**

 Rick Maglione (Police)

**Collaborators**

-  Nancy Alvarez (Public Works)
-  Sandi Downs-Keesling (Police)
-  Stanley Hawthorne (City Manager's Office)
-  Aricka Johnson (City Manager's Office)
-  Cynthia Lamar (Human Resources)
-  Tina Patregnani (Human Resources)
-  Jeri Pryor (City Manager's Office)
-  Amaris Rosario (City Manager's Office)
-  Meredith Shuster (Public Works)
-  Matthew Williams (City Manager's Office)
-  Theonathan Wilson (Police)
-  Deanna Wong-Bojman (Sustainable Development)

**Description**









The Neighbor Support Division, in partnership with the Police Department's Homeless Task Force, will continue to develop strategies and action plans to support homeless individuals, educate the community, and enforce existing ordinances, to achieve desired outcomes and enhance quality of life. Potential strategies include identifying alternative feeding sites and partnering with shared meals programs, identifying locations for personal storage lockers and a homeless assistance day center, developing a public education campaign, continued enforcement of the panhandling ordinance, and continued participation in the continuum of care rapid rehousing program. There is no specific funding identified in the CIP or FY 2017 Operating Budget for this project at this time.

**Analysis** Mar-17

The multi-department Strategic Initiative Team (SIT) begun in FY 2017 continued to meet on active and potential strategies for addressing homelessness in the City of Fort Lauderdale. The March meeting saw the creation of several functional teams assigned to make progress on identified short term goals:

- **County Library Enforcement Issue:** The team has discussed concerns of activity near the Broward County Main Library. The Police Chief will be reaching out to relevant officials to develop an approach for police or security presence at the library.
- **"Big Bellies" Trash/Recycle Cans:** The team discussed the use of "Big Bellies" style trash/recycle receptacles in locations with homeless populations, such as Stranahan Park. These receptacles allow individuals to throw items away, but do not allow an individual to get an item out of the receptacle. Assigned SIT members will liaison with Sustainability to look into the use of this technology.
- **Public Education Campaign for the Community/ Neighborhood Outreach:** The SIT decided to work on developing public education and promotional materials on how to effectively and appropriately assist homeless individuals that could be disseminated to individuals and organizations interested in addressing homelessness. Materials would also include notices to businesses on how to update their trespassing affidavit, or the potential for code enforcement if they fail to address trash or blockage of right of way which may allow individuals to trespass or loiter on their property.
- **Locker/Storage Locations:** The SIT learned of an opportunity for storage lockers at a Salvation Army location. The City's Homeless Intervention Administrator will be investigating this possibility.

## Milestones

	<b>Alternative Feeding Sites</b> FY 2017 Commission Annual Action Plan	10/1/16 - 3/1/18	Mar-17
	<b>Bus Stops as Shelters</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	Feb-17
	<b>Homeless Assistance Day Center</b> FY 2017 Commission Annual Action Plan	10/1/16 - 7/1/17	Mar-17
	<b>Personal Storage Locker Areas</b> FY 2017 Commission Annual Action Plan	10/1/16 - 3/1/18	Mar-17
	<b>Identify potential locations for personal storage areas</b> FY 2017 Commission Annual Action Plan	10/1/16 - 8/1/17	Mar-17
	<b>Public Education Campaign for the Community</b> FY 2017 Commission Annual Action Plan	10/1/16 - 12/1/17	Mar-17
	<b>Rapid Re-Housing Program</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	Mar-17
	<b>Ordinance Enforcement Report</b> FY 2017 Commission Annual Action Plan	3/1/17 - 7/1/17	Mar-17



**Cylinder of Excellence**

Neighborhood Enhancement

**Owner**

**AD** Averill Dorsett (Human Resources)

**Collaborators**

- LA** Luisa Agathon (City Manager's Office)
- MG** Michelle Goosby (Police)
- SG** Shanard Grace (Public Works)
- AJ** Aricka Johnson (City Manager's Office)
- CL** Chris Lagerbloom (City Manager's Office)
- TV** Tracy Vendettuoli (Finance)
- BW** Bob Wojcik (Community Redevelopment Agency)

**Description**

The Central City Community Redevelopment Area (CRA), in partnership with the City's departments of Sustainable Development and Transportation and Mobility, will be examining the CRA area and proposed amendments to the Comprehensive Plan and Unified Land Development Regulations (ULDR) to achieve a mixed-use environment. \$124,704 has been included in the FY 2017 Operating Budget to fund consulting services for a zoning study. The City Commission's goal is to see the Central City CRA transformed into a more vibrant, mixed-use community.

**Analysis** Mar-17

The Central City Regional Activity Center Rezoning seeks to improve the quality of life in the area, increase property values and redevelop and revitalize properties. The Central City CRA lies within Commission Districts 2 and 3. One of the challenges in moving forward with the redevelopment of Central City is changing all the industrial, commercial, and residential zoning areas into mixed-use. In addition, there is limited funding available to provide incentives for redevelopment. The CRA has drafted a Request for Proposals (RFP) for professional services to examine the area proposed for mixed-use development and determine if rezoning could be done through the City or if a land use amendment is required. The RFP is pending approval by procurement before being published.


**Milestones**

 <b>Establish Rezoning Evaluation Committee</b> FY 2017 Commission Annual Action Plan	1/25/17 - 2/1/17 <span style="background-color: #f4a460; padding: 2px;">Feb-17</span>
 <b>Publish RFP</b> FY 2017 Commission Annual Action Plan	3/1/17 - 3/15/17 <span style="background-color: #2e8b57; color: white; padding: 2px;">Mar-17</span>

**Cylinder of Excellence**

Infrastructure

**Owner**


 Robert Hoecherl (Fire Rescue)

**Collaborators**

-  Luisa Agathon (City Manager's Office)
-  Rosemary Collette (Public Works)
-  Debbie Griner (Transportation and Mobility)
-  Ingrid Kindbom (City Manager's Office)
-  Chris Lagerbloom (City Manager's Office)
-  Diane Lichenstein (City Manager's Office)
-  Robert Marchek (Information Technology Services)

**Description**

The Department of Transportation and Mobility (TAM) will finalize recommendations and propose an implementation plan for mobility improvements to the 17th Street corridor. In partnership with the Geographic Information Systems (GIS) Division of the Information Technology Services (ITS) Department, a multi-modal level of service analysis for the area was completed, allowing TAM to develop a prioritized list of recommendations to be presented to the City Commission by December 2016. During FY 2017, TAM will work to complete Phase II of this plan, which includes seeking funding, partnerships, and integration into existing development and regulatory programs in order to begin to implement the City Commission approved recommendations. \$59,218 of encumbered funds from FY 2015 is available in the FY 2017 Operating Budget to finalize the study. The 17th Street Mobility project aims to balance mobility along the corridor by shifting a portion of vehicle trips to transit, walking, and biking through engineering and policy solutions.

**Analysis** 

This project aims to improve mobility in the 17th Street corridor, encouraging a shift of a portion of vehicle trips to transit, walking, and biking trips. Improvements should help increase the level of safety for all users and all modes of travel. After two public hearings, on December 14, 2016 a final public workshop was held to present the final recommendations for improvements resulting from data collection and analysis, as well as feedback from the community and technical committee. A presentation was delivered to the City Commission at the March 7, 2017 Conference meeting, and feedback was provided to staff. City staff will draft a memorandum prioritizing all recommendations to improve the mobility on 17th street. Moving forward, funding resources will need to be identified.


**Milestones**

 <b>Conference Presentation</b> FY 2017 Commission Annual Action Plan	3/7/17 - 3/7/17 
 <b>Budget Request for 17th Street</b> FY 2017 Commission Annual Action Plan	4/3/17 - 5/7/17 
 <b>Commission Memorandum for Project Priorities</b> FY 2017 Commission Annual Action Plan	4/3/17 - 4/19/17 

**Cylinder of Excellence**

Internal Support

**Owner**

 Mike Maier (Information Technology Services)

**Collaborators**

-  Sharrice Blackmon-Gelu (Police)
-  Patricia Dube (Police)
-  Lee Feldman (City Manager's Office)
-  Ingrid Kindbom (City Manager's Office)
-  Jonathan Miles (Information Technology Services)
-  Ratna Okhai (City Manager's Office)
-  Rishi Preetam (Police)
-  Laura Reece (City Manager's Office)
-  William Schultz (Police)
-  Alexandria Woolweaver (Information Technology Services)

**Description**

The Fort Lauderdale Police Department, in partnership with the departments of Finance, Information Technology Services, Parks and Recreation, and Public Works, will identify funding and finalize design plans for a modern police station to benefit our neighbors and the community-at-large. The design of the new Police station may also impact the location of the City's fleet services and facilities maintenance operations. There is no specific funding identified in the CIP or FY 2017 Operating Budget for this project at this time.

**Analysis** **Mar-17**

The SIT Lead attended a Public-Private Partnership (P3) conference in Dallas, Texas, where he met with numerous companies that are interested in this project, as well as the Florida Council on P3's (FCP3). FCP3 is willing to put on a workshop for the team to provide more background on P3s. Additionally, the team will be working on a Request for Letters of Interest (RLI) so that other potential interested vendors may apply.


**Milestones**

 <b>Request for Letters of Interest (RLI)</b> FY 2017 Commission Annual Action Plan	4/1/17 - 4/30/17 <b>Mar-17</b>
 <b>P3 workshop</b> FY 2017 Commission Annual Action Plan	4/3/17 - 5/3/17 <b>Mar-17</b>













### Cylinder of Excellence

Business Development

### Owner

 Phil Thornburg (Parks and Recreation)

### Collaborators

-  Toy Beeninga (City Manager's Office)
-  Jason Bowles (City Manager's Office)
-  Ross Brady (City Manager's Office)
-  Michael Chen (Sustainable Development)
-  Marco De Medici (City Manager's Office)
-  Lee Feldman (City Manager's Office)
-  Katherine Griffith (Public Works)
-  Wray Hartley (Information Technology Services)
-  Ella Parker (Sustainable Development)
-  Natalie Stinfil (Parks and Recreation)
-  Elizabeth Van Zandt (Transportation and Mobility)
-  Matthew Wells (Fire Rescue)

### Description

















The Department of Sustainable Development, in partnership with the Department of Transportation and Mobility, will work to update the existing master plan for the South Andrews Avenue area, develop incentives for workforce housing and commercial development, and evaluate multi-modal transportation amenities, such as "Park and Ride" options and a parking garage. Significant progress should be made during FY 2017 to allow the City Commission to make a decision on the final direction of the projects, and to allow for the appropriate allocation of funding in FY 2018 for implementation. There is no specific funding identified in the CIP or FY 2017 Operating Budget for this project at this time. The intent of these projects is to stimulate and enhance business development along the corridor; allowing it to experience similar growth and development to that which is currently taking place along North Andrews Avenue.

### Analysis

Mar-17

Staff from Urban Design and Planning has begun work to increase the number of residential units allocated to the area. The pooling of the City's allocated residential units was discussed at the March 21, 2017 City Commission meeting. The Master Plan and Economic Development strategy will be updated based on the outcome of the reallocation of residential units. The parking improvements on SW 1st Avenue are on track to be completed by December 2017, and a presentation regarding the planned parking improvements for South Andrews Avenue is scheduled to go before Commission in October 2017.

## Milestones

 <b>Master Plan: Review and Update</b> FY 2017 Commission Annual Action Plan	10/1/16 - 12/31/18	
 <b>Redevelopment/Economic Development Strategy</b> FY 2017 Commission Annual Action Plan	10/1/16 - 9/30/17	
 <b>Parking Improvements</b> FY 2017 Commission Annual Action Plan	11/1/16 - 12/31/17	
 <b>Completion of the Wave Streetcar</b> FY 2017 Commission Annual Action Plan	2/16/17 - 1/1/20	
 <b>Increase allocation of residential units</b> FY 2017 Commission Annual Action Plan	2/16/17 - 9/30/17	
 <b>Community Outreach</b> FY 2017 Commission Annual Action Plan	3/31/17 - 9/30/17	
 <b>Zoning Alignment</b> FY 2017 Commission Annual Action Plan	3/31/17 - 3/30/18	
 <b>Study economic development needs and gaps</b> FY 2017 Commission Annual Action Plan	3/1/18 - 7/31/18	

# GLOSSARY OF KEY TERMS

**Collaborators:** Strategic Initiative Team (SIT) members who volunteered to participate on the team, coming from all levels of the organization. In addition to the volunteer members, each team is staffed by a City Manager's Office representative (City Manager or Assistant City Manager), Senior Management Fellow, Structural Innovation Division liaison, and at least one subject matter expert.

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

**Owner:** Strategic Initiative Team (SIT) leader; a Department Director or CRA Manager assigned by the City Manager to lead the project. The Department Director is not the Director of the Department responsible for implementing the project.

## Status Indicators:



**Completed** – The initiative or milestone has been completed.



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



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



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



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