CITY OF
FORT LAUDERDALE

All-America City

Memorandum

Memorandum No: 18-065

Date: May 4, 2018

To: Honorable Mayor & Commissioners

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

Re: *Press Play Fort Lauderdale 2018* Progress Report

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

Of the 191 initiatives contained in Press Play Fort Lauderdale, 49% of the initiatives have been completed and another 40% are in progress at various stages. Some 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, and others. Four percent (4%) of the projects fall into this category. Another 7% of projects are future projects, still to be started.

Please take a moment to review the City's progress, a reflection of the hard work staff does day in and day out. I would like to thank the Community Builders throughout the City who work towards implementation of these ambitious goals. We are even closer to becoming "the City you never want to leave".

Please let me know if you have any questions or wish to discuss further.

Attachment 1 – *Press Play Fort Lauderdale 2018* Progress Report

C: Stanley D. Hawthorne, Assistant City Manager
Christopher J. Lagerbloom, Assistant City Manager
Alain E. Boileau, Interim City Attorney
Jeffrey A. Modarelli, City Clerk
John C. Herbst, City Auditor
Department Directors
CMO Managers

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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**	✓	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 a more sustainable transit system. 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.
	**IN 1-1.2 Monitor All Aboard Florida implementation, and advocate for the City's best interest**	✓	Construction of the Brightline project (formerly known as All Aboard Florida) between Fort Lauderdale and West Palm Beach has been completed; service began Saturday, January 13, 2018. Brightline is expected to expand operations to MiamiCentral in the coming months, testing between Fort Lauderdale and Miami is underway. Construction on Phase 2, connecting to the Orlando International Airport, is anticipated to take two years.
	**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**	✓	The Florida Department of Transportation (FDOT) has led the project through the Design-Build procurement process. The Request for Proposal (RFP) was released in the spring of 2016, which led to a price opening of the construction bids on October 23, 2017. FDOT rejected all bids for the Wave Streetcar project due to the price proposals exceeding the program funds. FDOT re-advertised the project as a design build contract with a modified scope of work. The streetcar vehicle manufacturer, Siemens, was selected in September 2017 and Broward County purchased five vehicles for the project. On May 1, 2018, the City Commission voted to withdraw the City's support for the project.

 indicates Future project  indicates In Progress project  indicates project Relayed to partner  indicates Completed project

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Status	Project	CAAP	Analysis
	**IN 1-1.4 Improve bus and mass transit amenities such as shelters and incorporate green design when feasible**		The City worked with Broward County to enhance and increase bus shelters and amenities, with green design including solar lighting and bike rack facilities.
	**IN 1-1.5 Work with partners to plan for the construction of Central Broward East-West Transit (light rail) Project in 2020**		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.
	**IN 1-1.6 Partner with agencies and businesses to increase commuter car-pooling and to incentivize and encourage mass transit use.**		The Transportation & Mobility Department completed a Transit Master Plan for the City's community bus program branded under the Sun Trolley and Water Trolley names. This study looked at ways to make the routes more efficient and reach areas prioritized by stakeholders and Neighbors. Since that overall plan, staff has continued to work with our Neighbors to conduct more deeply focused outreach efforts within the neighborhoods serviced by the Neighborhood Link and the NW Community Link to finalize proposed improvements. The City is also working with Neighbors of the Galt Link to identify potential recommendations to improve ridership in this area. The partners of the Florida Department of Transportation, Broward Metropolitan Planning Organization, and Broward County have been involved in these planning efforts.

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Status	Project	CAAP	Analysis
	**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 expected to be completed in May, 2018. The project includes a parking demand evaluation, 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 study will also provide rate recommendations. 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. Major 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, and replacing brick pavers with stamped pavement. 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.

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	IN 1-1.10 Incorporate university talent and knowledge into the planning and design of urban areas		Fort Lauderdale continues to collaborate with the Florida Atlantic University (FAU) School of Architecture on design concepts related to sea level rise resilience. In 2017, the City and FAU received two awards from the Fort Lauderdale chapter of the American Institute of Architects. One was the Merit Award for Unbuilt Design for the National Endowment for the Arts (NEA) funded Botanizing North Beach Village and the second was for the Unbuilt Project of the Year award for the National Oceanographic and Atmospheric Administration (NOAA) funded Salty Urbanism project. Salty Urbanism also won the Florida state Award of Merit of Unbuilt Design. Transportation and Mobility is partnering with the University of Florida for their Local Government Internship Program for the 2018 summer semester, and has also partnered with graduate students for various initiatives including Vision Zero.
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 $3.5 million Mobility Hub project was initiated in late 2016 with the Broward Metropolitan Planning Organization. The City has hired a Project Manager. On March 6, 2018, City Commission approved the Design Contract, awarded to Kimley-Horn. On March 30, 2018 the Construction Engineering Inspection Services (CEI) Request for Qualifications (RFQ) was released.
	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 and non-CIP projects. A progress report was developed, which indicated 51 of the 78 recommendations in the plan are underway or complete. Examples of projects completed include painted intersections, pedestrian crossing, utility box wraps, and construction of bike lanes, all within the downtown area.

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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 81% of the total work included in the 2-year contract has been completed.
	**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 through the Citywide Parking Study and the Transit Oriented Development Pilot Project are ongoing. A policy is expected to be in place in late 2018. Transportation and Mobility is also pursuing grants to install long term bike storage at the beach. Other accomplishments include the installation of 14 bike racks on Las Olas Boulevard.
	**IN 1-2.5 Construct Americans with Disabilities Act (ADA) accessible transit stops**		The City has undertaken a Transit Master Plan that is looking at route changes. Once this work is complete, the identification of stops will be completed. Currently, the Sun Trolley is a wave and ride system that does not have dedicated stops. Broward County Transit also continues to make system-wide upgrades to their bus stops.

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	**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 of the initiative is to increase mobility options from public transit to bike paths by enabling the City to identify, and prioritize 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 Metropolitan Planning Organization (MPO) Long Range Transportation Plan. Projects completed include the installation of new crosswalks across the City, sidewalks, bike lanes, pedestrian lighting, artistic wraps on traffic utility boxes with wayfinding maps, signalized crosswalks, sharrows, painted intersections, and at least 20 Neighbor-initiated infrastructure improvement projects addressing speeding and safety concerns. The large scale multimodal projects that were completed include NE 13th Street; A1A from Mercedes River to Sunrise Boulevard; Oakland Park Boulevard to the northern City limits; Powerline Road from Sunrise Boulevard to the northern City limits; bicycle lanes and sidewalks connecting to Broward Boulevard; and NW 9th Avenue between Broward Boulevard and Sistrunk Boulevard.
	**IN 1-2.7 Develop and implement Transit-Oriented Development (TOD) ordinance**		The Transit Oriented Development (TOD) grant, awarded to the City by the Federal Transit Administration (FTA), was initiated in late 2016 and will focus on policy and design changes to encourage TOD along the Wave Streetcar alignment and its planned extensions. An agreement was awarded to Kittelson & Associates. The scope of work incorporates a diverse range of deliverables, including zoning and land use regulations, transportation demand management policies, affordable housing strategies, and transit-supportive mobility measures such as the development of a Multimodal Level of Service (MMLOS). Work will continue through the close of the grant in September 2019.

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	**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.
O3:	**Improve pedestrian, bicyclist, and vehicular safety**		
Status	**Project**	**CAAP**	**Analysis**
	**IN 1-3.1 Implement traffic calming mechanisms to increase safety through environmental design**		TAM has developed six Neighborhood Mobility Master Plans in order to outline appropriate traffic calming tools for neighborhoods and continue to fund projects as funding is available. Traffic calming requests submitted by neighborhoods have been addressed by installing speed radar signs, speed humps, raised islands with bollards, converting NW 14th Terrace and NW 14th Avenue north of NW 8th Street to a one-way pair, installing a raised curb on SE 17th Street between SE 3rd Avenue and US 1, a flex stake at NE 62nd Street and NE 18th Avenue, as well as other updates to signage and traffic control devices to improve safety.
	**IN 1-3.2 Provide public education on pedestrian, bicyclist, and driver safety**		In November 2015, the City adopted Vision Zero, an initiative to eliminate deadly traffic crashes and serious injuries. Educational activities have included: Family Fun Bike rides, back to school initiatives, the Eye of the Storm Hurricane Andrew event, NE 13th Street Reimagined Festival, National Night Out, Fort Lauderdale Black Officers Association Teen Summit, Broward County Bicycle Pedestrian Advisory Committee, and other City events.

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	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. The City also partners with FDOT to communicate major events that will impact vehicle travel times, including on all major arterials and I-95.
G2:	***Be a sustainable and resilient community.***		
O1:	**Proactively maintain our water, wastewater, road and bridge infrastructure**		
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 2018, nearly 66 of the 98 miles (67%) of fair condition roads have been improved to good condition using micro-surfacing techniques, and nearly 17 of the 30 miles (57%) of poor and failed roads have been improved to good condition using mill and overlay techniques.

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	**IN 2-1.2 Consider placing utilities underground when feasible**		On May 18, 2010 the City Commission approved an ordinance which established a process for communities to follow in order to move their overhead utilities underground (power, telephone, cable TV, etc.) and created a mechanism for the benefited neighborhood to pay the cost of undergrounding through a special assessment. This is a voluntary program available to our neighborhoods and will not be used unless the neighborhood officially requests it and can demonstrate by means of a ballot that they have approval / support from the property owners within a proposed undergrounding area. 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. 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 10 to 20 years, with a maximum of 30 years. To date, six neighborhoods (Idlewyld, Riviera Isles, Las Olas Isles, Seven Isles, Harbor Beach and Sunrise Key) have submitted the necessary application.

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	**IN 2-1.3 Conduct an analysis of canal dredging needs and examine funding scenarios**	✓	The Public Works Department completed surveys of 278 canals throughout the City and determined that 13.5 of the 101 miles of canals within City limits require dredging. Based on feedback received from the public outreach process, the City of Fort Lauderdale is no longer considering implementing a proactive canal dredging program.
	**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, has completed design of one bridge (Coconut Isle) scheduled for replacement, and is beginning design of a second bridge (South Ocean Drive) that is also scheduled for replacement. Following the completion of the Master Plan, Florida Department of Transportation (FDOT) identified additional deficiencies on two bridges that require repairs prior to replacement. These bridge repairs were prioritized for design and construction; design was completed for the NE 1st Street Bridge in FY 2017, while design is expected to be complete in FY 2018 for the West Lake Drive Bridge.
	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 Water and Wastewater Master Plan update was completed in FY 2017 and distributed to the City Commission. Staff will begin implementing projects under the Go Big, Go Fast initiative.

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Status	Project	CAAP	Analysis
	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 the Distributions and Collections area of the Utilities Division.
	IN 2-1.7 Address excessive Infiltration and Inflow (I&I), and develop performance indicators		$15 million worth of projects has been issued to address I&I, with the issuance of task orders to occur as quickly as possible. In FY 2017 $3.2 million in task orders were awarded. However, progress has been limited as the majority of the basins within the planned rehabilitation area were impacted by surcharging. Progress is expected to increase significantly in FY 2018 following the completion of repair of a 30-inch Force Main that contributed to the surcharging. Additionally, the Sustainability Division of Public Works supported efforts to address I&I, through the amendment of an ordinance, which clarifies and enhances the City's authority to require private property owners to address I&I issues on their property. The amended ordinance was approved in June 2017.
O2:	**Reduce flooding and adapt to sea level rise**		
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.

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Status	Project	CAAP	Analysis
	IN 2-2.2 Implement the Stormwater Management Plan and examine funding rate structures based on vulnerability	✓	Of the 37 projects identified in Phase I (worth $9.9M) of the Stormwater Management Plan, the City has completed 24 projects, has four projects in construction, and five projects in design. The remaining four 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 consultant has completed data collection, modeling and preliminary design for seven priority neighborhoods and is currently concluding the final design and permitting. Budget level cost estimates based on 90% complete engineering plan indicate that the total construction costs for the seven priority neighborhoods will be approximately $200M. Funding for the construction of the seven neighborhoods will have to be secured during 2018, and construction is scheduled to begin in 2019. Additionally, 136 tidal valves have been installed, with another 116 valves being proposed as part of the Stormwater Master Plan Modeling and Design program. The City has amended the seawall ordinance, which will result in reduced flooding as seawall heights are increased.
	IN 2-2.3 Implement the Flood Hazard Mitigation Program for residents		The City updated the Flood Plain Management ordinance. As a 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.

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Status	Project	CAAP	Analysis
	IN 2-2.4 Utilize a multi-agency advisory group to evaluate and implement solutions to address flooding concerns		The City continues to partner with community stakeholders regarding stormwater management and climate resiliency, including hosting periodic workshops and presentations. These workshops include staff from various municipalities and regulatory agencies, such as South Florida Water Management District, Broward County, Florida Department of Transportation, and United States Army Corps, as well as members of academic institutions.
	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.
	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. The 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 development of the Master Plan is currently underway. A number of bioswales have been installed as a pilot project 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.

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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 were completed. An update to the plan will be completed in FY 2018.
	**IN 2-3.2 Create and monitor the Sustainability Scorecard**		The Sustainability Division continues working to improve and formalize its tracking of sustainability metrics. The City has made significant advancement in energy tracking with all eligible buildings now tracked in portfolio manager and standardized monthly reports now generated. In addition, staff has developed a heat map methodology which allows for the analysis of energy usage at the hourly level allowing better tracking and identification of energy reduction opportunities. Sustainability staff has also worked with the software vendor of the water database to improve data quality.
	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 FY 2018 to increase alignment with *Press Play Fort Lauderdale 2018*, the City's strategic plan.

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O4:	Reduce solid waste disposal and increase recycling		
Status	**Project**	**CAAP**	**Analysis**
	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 those 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 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.

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O5:	Improve air and water quality and our natural environment		
Status	**Project**	**CAAP**	**Analysis**
	**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 98.82% for the period between 1/1/17 - 12/31/17. The City, based on FDEP guidance, has submitted a waterway prioritization plan which ranks the North Fork of New River the highest priority for action plan development and initiatives. The City submitted an assessment plan in January 2018 which was approved by FDEP.
	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 Fort Lauderdale Executive Airport (FXE) oversight. Substantial resources beyond those currently available would be required to undertake this initiative Citywide, researching every business and cross referencing 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.
O6:	**Secure our community's water supply**		
Status	**Project**	**CAAP**	**Analysis**
	**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.

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	**IN 2-6.2 Participate in regional Long-Term Water Supply Strategies (C-51)**		Although the current Utilities Strategic Master Plan indicates the City has sufficient water capacity to meet demands for the next 20 years and does not need to commit to purchasing a water allocation from the C-51 reservoir, the City continues to support 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 salt water intrusion model has been completed; it was created by Broward County and the City participated through an interlocal agreement. The model demonstrates that the City's existing wellfields are safe from salt water intrusion for several decades.

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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 Public/Private Boathouse project for crew teams, 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. The new Mills Pond athletic fields have been completed, and a hockey rink at Holiday Park has been repurposed to create pickleball courts.
	**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 in 2015 at Lewis Landing and Sailboat Bend parks, making it easier for Neighbors to access waterfront parks via the City's waterway systems. The construction of a lagoon to facilitate launching small vessels at Coontie Hatchee Park is in permitting. This project is expected to be completed in FY 2019. The Sweeting Dock was one of five projects awarded to the City of Fort Lauderdale by Florida Inland Navigation District (FIND); the grant was officially accepted by the City in December 2017.

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Status	Project	CAAP	Analysis
	**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.
	**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. In addition, a small trash skimming vessel was purchased through a Florida Inland Navigation District grant; this will further beautify our waterways for government and business partners.

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Status	Project	CAAP	Analysis
	PP 3-1.6 Accomplish the Riverwalk District Plan Implementation Matrix to activate and enliven the area and increase access.	✓	The completion of the Riverwalk improvement process occurred in FY 2016/ FY 2017. The improvement of assets included the purchase and installation of fitness equipment centers, drinking fountains for the fitness centers, over 20 Adirondack chairs, one large Adirondack chair as an art piece and photo opportunity, concrete chess tables, and 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 Shippey House renovation. The extension to connect Riverwalk to Las Olas Boulevard was completed in the fall of 2017. The Levitt Pavilion, an outdoor performance venue at Esplanade Park will be a critical piece to activating the area; the initial architectural rendering of the project has been completed. The organization Friends of Levitt Pavilion Fort Lauderdale has begun holding fundraising activities to support the Pavilion and programming. Historic Bryan Homes has been renovated and lease has been signed by cruise company owner James Campbell to open the property as a restaurant, welcome center, café, and water taxi stop in the Riverwalk District. In January 2017, 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 began 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. Other projects that will enliven the area that were recently approved are: Riverwalk Residences; New Restaurant/Bar, 301-307 SW 2nd Street; The Residences of Las Olas; and 4 West Las Olas Boulevard.

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Status	Project	CAAP	Analysis
	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.
O2:	**Enhance the City's identity and appearance through well-maintained green space, parks, major corridors, gateways, and medians**		
Status	**Project**	**CAAP**	**Analysis**
	**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 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. Three signs were completed, as well as the landscaping for all 22 medians. The City expects to receive approval permits from the State and the County by May, 2018. Upon approval, the City will proceed to have signs manufactured; this process could take up to two months.
	**PP 3-2.3 Continue Florida-Friendly landscaping and create wildlife gardens**		Florida-friendly plants and landscaping principles have been implemented in City landscaping projects. Florida-friendly foliage is planted, ensuring watering is kept to a minimum while preserving natural resources and supporting wildlife habitats.

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Status	Project	CAAP	Analysis
	PP 3-2.4 Create a unified way-finding program indicative of our coastal community and unique neighborhoods		Eight way-finding signs have been installed on the Beach. Since these were a part of a pilot project, modifications have been made to accommodate the needs of our neighbors and guests, weather conditions, and location constraints. Construction bids are expected to be released in October 2018.
O3:	**Integrate arts and cultural elements into public places**		
Status	**Project**	**CAAP**	**Analysis**
	**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 multiple departments in the City. Some examples include City Hall's monthly lobby art display, 2nd Avenue water tower, and the incorporation of art on the Riverwalk and the beach. The City of Fort Lauderdale Lobby Art Gallery is designed to offer local artists an opportunity to display their works during a one month single artist exhibition. Over the years, hundreds of local artists have displayed thousands of pieces of their artistic creations at City Hall. In 2017, the City successfully featured 6 artists in the lobby and hosted the very first Lobby Art Gallery Reception held in December. The 2nd Avenue water tower project consists of repainting the elevated tank inside and out, installing a decorative painting scheme, structural repairs to the tank, ladders and railings, and replacing aircraft obstruction lights with LED lights. A construction contract was awarded to U.S.C. Inc., during the January 23, 2018 Commission Meeting. Some of the art that has been incorporated on the Riverwalk and the beach includes large Adirondack chairs, and postcard photo frames on the beach.

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Status	Project	CAAP	Analysis
	**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**		City Commission decided against implementing a formal program through an ordinance, and instead opted for the continuation of an informal approach to permitting public art and place-making in the City's public places. A new ordinance requiring developers to install public art on new projects will be proposed to Commission in FY 2018.
	PP 3-3.3 Partner with Broward County Cultural Division to implement Creative Broward 2020		Prioritization and allocation of funding will be further evaluated.
O4:	**Cultivate our urban forest**		
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, they will continue to provide free trees to Neighbors through programs including Citywide giveaways, Neighbor Support Night, and homeowner association events. As part of several new projects, landscaping with trees has been factored into the development plans 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.

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Status	Project	CAAP	Analysis
	**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, Florida Power & Light (FPL) has partnered with the City to provide 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, improve irrigation practices, and reduce the diameter of trees on single family residences that require a removal permit, from 12 inches to 8 inches.
O5:	**Work with partners to reduce homelessness by promoting independence and self-worth through advocacy, housing, and comprehensive services**		
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.

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Status	Project	CAAP	Analysis
	PP 3-5.2 Implement a comprehensive short and long-term strategy with community partners to address homelessness	✓	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). The CHHC program continues to be very successful as over 25 households and over 45 individuals have received direct housing assistance and the necessary support services to achieve and maintain self-sufficiency. In FY 2016, the City received a $500,000 grant and $400,000 from the State of Florida Department of Economic Opportunity for a Rapid Rehousing Program (RRP). The RRP provides short- and medium-term housing assistance for people experiencing homelessness in Fort Lauderdale. Since July 2017, the RRP has provided move-in assistance and rent subsidy for 99 households, whereby 91 households continue to be stably housed as of January 2018. The remaining 8 households moved out of the area and did not forward appropriate contact information.

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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**		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 and further increase participation.
	**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 operating 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. The Department is exploring the option of expanding the program to South Side School.
	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 and educational information. Participants included the FitKidz (after-school) program and was incentive based, providing awards and recognition. Staff also provides wheelchair basketball opportunities at Carter Park and tennis opportunities at George English Tennis Center.

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Status	Project	CAAP	Analysis
	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, a partnership with the Urban League of Broward to facilitate diversion group mentoring, and joining Broward county's Juvenile Civil Citation program. All have active methods to measure and evaluate the success of such programs.
O2:	**Celebrate our community through special events and sports**		
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. The newly created Nighttime Economy Division will be reviewing and finalizing the manual.
	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.

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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 create 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		Nextdoor continues to be an active platform of communication for our Neighbors. Now, more than 22,000 Neighbors are connected in the social networking site. To further inform and engage our Neighbors about Nextdoor, the Office of Neighbor Support has presented at various homeowners association meetings on the topic. With the assistance of the Police, Fire, and Transportation and Mobility new measures have been added to the block party process to ensure the safety of our Neighbors. In 2017, 14 block party applications were approved.

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Status	Project	CAAP	Analysis
	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		The Neighbor Leadership Academy had a successful first year. In 2017, the City received over 70 applications for the program and 38 Neighbors were selected to participate. Each class is structured to have every district represented, as well as Neighbors who are actively engaged in volunteering and others who are new to the City. The Neighbor Leadership Academy has empowered Neighbors to be actively engaged. In the short span since the program started, six participants have taken on new leadership roles within their homeowners associations or have joined a City Advisory Board. In the spring 2018 session, 19 participants completed the program, bringing the overall total to 57 alumni.
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, improve irrigation practices, and reduce the diameter of trees on single family residences that require a removal permit from 12 inches to 8 inches.

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Status	Project	CAAP	Analysis
	**NE 5-2.2 Coordinate neighborhood and waterway clean-up events**		Canal cleaning increased since FY 2014. A large boat was purchased and delivered to assist the crew with canal cleaning; the boat is actively involved in cleaning City canals. The department of Parks and Recreation secured a small trash skimming vessel utilizing a FIND (Florida Inland Navigation District) grant for canal cleaning in highly visible waterways. In addition, the Neighbor Support Office coordinates 50 to 60 beach clean-up events a year, approximately 90 neighborhood clean-up events through the program Adopt-A-Street, and 14 waterway clean-ups. From these events approximately 14,000 pounds of trash are collected annually, with the assistance of more than 2,000 volunteers.
	**NE 5-2.3 Integrate sustainable construction into building codes and develop applicable performance indicators**		In 2017, the Design and Construction Manual Request for Proposal (RFP) was issued, a contract was awarded, and project work began. The project remains an interdepartmental effort of Public Works (Sustainability and Engineering Divisions), Transportation and Mobility, and the Department of Sustainable Development. A draft of the manual is due to be completed by the end of 2018. In 2019, the manual will be refined based on feedback from staff and other stakeholders, outreach will be conducted, and the project's final phase will provide strategies to apply the guidelines in the manual to private properties.
	NE 5-2.4 Implement findings from the Code Enforcement Process Improvement		The goal of the Code Compliance Process Improvement initiative was 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.

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Status	Project	CAAP	Analysis
	NE 5-2.5 Facilitate connecting neighbors in need of property maintenance assistance with support services and resources		The Adopt-A-Neighbor program was developed to help low-income, elderly or disabled homeowners bring their properties into code compliance. City employees help identify potential program participants and then match them with local volunteers through the Volunteer Office in the Neighbor Support Division. The Volunteer Office works directly with the Neighbor to address code concerns and beautify their property.
	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.
O3:	**Increase healthy living through locally grown and fresh foods**		
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. Currently, we do not have any public community gardens in the City. The Department of Sustainable Development has developed an application and reviewed and approved relatively few applications for urban farms and community gardens, but continue to encourage the practice. One permitted Urban Farm is in the city, Criswell Farms, near the Brightline Station. The Housing Authority of the City of Fort Lauderdale provides employment, training, community-building, and the growing of food on their property at North West Gardens.

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G6:	***Be an inclusive community made up of distinct, complementary, and diverse neighborhoods.***		
O1:	**Evolve and update the land development code to balance neighborhood quality, character, and livability through sustainable development**		
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 Development Criteria Revisions (NDCR) ordinance was adopted on March 7, 2017. A moratorium on the processing, approval, and issuance of any licenses, development orders or permits regarding the location and permitting for medical marijuana treatment center dispensing facilities is in effect for a period of 180 days and will expire on May 6, 2018. Once the State makes a final determination relative to facilities, then staff will seek to amend the adopted ordinance (ordinance No. C-17-09) to be consistent with the state determination. FXE has hired a consultant to comply with Florida Statute Chapter 333. The recent amendments require airport sponsors to update their airport zoning regulations pertaining to airspace protection and compatibility. The text amendment for the Sign Code to address content neutrality per Supreme Court Ruling was approved on March 6 and has been in full force and effect as of March 16, 2018. Text amendments to clarify residential uses through revisions and additions to existing definition throughout the Unified Land Development Regulations (ULDR) was adopted on January 3, 2018

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Status	Project	CAAP	Analysis
	**NE 6-1.2 Examine and update draft historic surveys**		A re-survey of Central Beach was conducted in the field during the summer of 2017. Survey documents, maps, and the writing and research of a historical narrative were developed in the fall of 2017. A final draft of the updated survey is expected to be ready in 2018. Additional efforts are underway to examine past surveys and prioritize areas Citywide for more intensive 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		The land development code for the City's residential districts was updated; code changes went into effect on June 4, 2017. The NDCR project addresses changes to building and site design aspects that affect development plans for cluster, townhouse and duplex residential projects. Changes also affect application for certain accessory uses, as well as paving and drainage permits. The key design elements include garages, front entries, vehicular area pavement, and landscaping, which all have significant impact on neighborhood character. The amended code allows property owners to redevelop their properties in a more compatible manner while adding value and benefit to the City's residential neighborhoods.
	NE 6-1.5 Implement the Innovative Development ordinance		The Innovative Development (ID) Ordinance was approved in October 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.

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Status	Project	CAAP	Analysis
	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 Northwest Regional Activity Center (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 and was approved by both 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 July 2018 and run through Winter 2018. The Downtown Master Plan was adopted on November 18, 2003 and it was last updated in May 2007. As development in Downtown is undergoing increased transformation, new revision to the current design guidelines are needed in order to continue to support high quality public spaces, building form in relation to the public realm, and sustainability in the contexts of increased climate change challenges and multimodal transportation needs.

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Status	Project	CAAP	Analysis
	NE 6-1.8 Codify the Central Beach Master Plan design guidelines	✓	In early 2017, City staff presented potential short and long-term streetscape improvement concepts based upon previous workshops, the draft plan, and the National Endowment for the Arts (NEA) grant funded joint project with Florida Atlantic University (FAU), Botanizing North Beach Village. Stakeholder consensus was reached on transforming Breakers Avenue with improvements that enhance the pedestrian realm and address sea level rise impacts in the western portions of the North Beach Village area. A cross-departmental effort combining staff from Transportation and Mobility, Public Works Sustainability, and Urban Design and Planning (UDP) prepared the potential scope for the redesign of the roadway with sub-surface stormwater storage, bioswales and six-foot sidewalks. The Breakers Avenue project was incorporated into the FY 2018-2022 Community Investment Plan as an unfunded project. UDP staff is currently working on key code amendments within the Central Beach portion of the Unified Land Development Regulations (ULDR), which will have a positive impact on the public realm and on which consensus can be reached. This may include adding specific standards such as open space and pervious area requirements, and requirements for active uses along building frontages, as well as looking at innovative methods to activate existing structures along with adaptive-reuse. The updated draft of the Central Beach Master Plan will include recommendations that maintain sound urban design principles, aim to preserve the unique character of the neighborhoods, and encourage design elements that promote high-quality design and public interface that streamline the ULDR to improve predictability of development and built-environment.

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O2:	Ensure a range of housing options for current and future neighbors		
Status	**Project**	**CAAP**	**Analysis**
	NE 6-2.1 Work with the development community and housing advocates to complete and implement a Housing and Market Study		The City has engaged Colliers International to assist in collecting data for Downtown residential development to determine affordability of market rate rentals. The data has been inserted into the City's development monitoring reports that are submitted to Broward County.
	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		The City's Planning and Zoning Board approved a new Unified Flex Policy and Strategy to concentrate residential flex units along major transit corridors and the City's activity centers. The intent provides for mixed-use development that has access to multi-modal transportation options and a variety of housing options including live-work, affordable workforce, and market rate housing. The City's Unified Flex Strategy was passed by the City Commission in January 2018.

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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**		
	**BD 7-1.1 Evaluate and expand our portfolio of business attraction incentives**		The City, through the Community Redevelopment Agencies and the Economic and Community Investment Division of the Department of Sustainable Development have continued to evaluate and implement incentive programs.
Status	**Project**	**CAAP**	**Analysis**
	**BD 7-1.2 Work with partners to promote Fort Lauderdale as a year-round destination for domestic and international travel**		Economic and Community Investment (ECI) has developed a comprehensive set of data (updated annually) and informational materials to support our position as a robust international business hub. These materials are distributed to developers, investors, and retailers at local, state, national, and international trade shows and conferences, in which ECI participates as an exhibitor. The City continues to support the Greater Fort Lauderdale Chamber of Commerce, and continues to work with and support Greater Fort Lauderdale Sister Cities International (GFLSCI). GFLSCI in collaboration with the Greater Fort Lauderdale Alliance, the Greater Fort Lauderdale Chamber, and the Tower Club has hosted monthly events at the Tower Club, with each event attracting 100-150 people. The Mayor is invited each month to welcome the dignitaries and guests from consulates, trade offices, chambers, and business organizations attending these venues. During 2017, GFLSCI coordinated City Commission "Meet and Greet Introductions" with Turkey, Canada, Costa Rica, Monaco, the Gold Coast (Australia), and Brazil.

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	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 and Community Investment (ECI) Division assembled a team of collaborative partners that assisted with the development and delivery of the Business Engagement Assistance and Mentorships (BEAMs) program. The list of collaborative partners includes organizations at the city, county, state and federal level, inclusive of governmental, private and non-profit perspectives. During 2017, ECI conducted all three BEAMs Academy series: "Solid Foundation", "Build On Success", and "Global Commerce", helping a total of 57 businesses represented at one or more of the classes in the series. A person who attended all of the classes in the series is recognized as a graduate. The City Commission recognized 26 graduates at their December 5, 2017 meeting. Additional classes will be held in 2018.
	BD 7-1.4 Integrate and prioritize Community Investment Plan (CIP) infrastructure investments to enhance targeted industries		Prioritization and allocation of resources will be further evaluated.
	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 to provide 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.

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Status	Project	CAAP	Analysis
	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		The Transportation and Mobility Department will be measuring the economic impact of streetscape improvement projects on the project area. The economic impact of the project will be measured by property values, sales revenue and new businesses.
O2:	**Facilitate a responsive and proactive business climate**		
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**		Continuing with the momentum of the Platinum Cities designation by the Greater Fort Lauderdale alliance, Sustainable Development continues to streamline permitting with the implementation of new software, Accela. In 2017, the Department of Sustainable Development (DSD) provided staff services to coordinate and resolve problems that arise during the City's regulatory review, actively monitor and track action items to expedite resolution, and enhance Neighbor service. As an immediate response to Hurricane Irma, from September 10, 2017 through January 10, 2018, DSD waived certain permitting fees and streamlined permitting procedures during the national emergency. A more streamlined and less time consuming approach to calculating permit fees is being considered and is tentatively scheduled for implementation when Accela goes live, consisting of permit fees based on the contract cost. A reduction on permit fees will also be considered for the Permit by Affidavit/Private Provider projects.

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	BD 7-2.2 Implement a Small Business Development Program to enhance long-term viability of our local economy		On June 6, 2017, the City Commission approved a Memorandum of Understanding (MOU) between the City and the University of West Florida, Small Business Development Center (SDBC), which was essential for the implementation of the Fort Lauderdale Business Engagement, Assistance and Mentorships (BEAMs) Academy classes. The first series of the BEAMs Academy helped a total of 57 businesses at one or more of the classes in the series. A person who attended all of the classes in the series is recognized as a graduate. The City Commission recognized 26 graduates at their December 5, 2017 meeting. Additional classes will be held in 2018.
	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		The City has an agreement with the Greater Fort Lauderdale Chamber of Commerce (GFLCC) to have GFLCC that includes a business survey, website redesign, and development of marketing tools. Work is underway.
	BD 7-2.5 Annually review and streamline the development and permitting process to reflect business and customer feedback and trends		The Accela Civic Platform is scheduled to go live in November 2018, and will shrink building permit turnaround times, move funds quicker, and empower citizens to track updates online. In collaboration with Accela's implementation, EPermit Hub will allow construction teams to share and collaborate to fulfill the permit requirements for a project while managing schedules and seamlessly interacting with jurisdictions. The Private Provider/Permit by Affidavit programs allow for a private entity to perform the plan reviews and inspections associated with the Building, Mechanical, Electrical and Plumbing trades or to perform only the inspections of those trades after the plan review.

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Status	Project	CAAP	Analysis
	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.
	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".
O3:	**Advance beach resiliency and renourishment**		
Status	**Project**	**CAAP**	**Analysis**
	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 installing 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.

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Status	Project	CAAP	Analysis
	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.
	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.
O4:	**Deliver best-in-class regional general aviation airport amenities and services to domestic and internal stakeholders**		
Status	**Project**	**CAAP**	**Analysis**
	BD 7-4.1 Examine the highest and best use of airport property to stimulate economic development and create jobs		Airport staff prepared a Request For Qualifications (RFQ) seeking qualified and responsible business developers for long-term ground lease of Parcel C, and are currently in discussion with two potential entities interested in developing the property.
	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.

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Status	Project	CAAP	Analysis
	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 19-site FTZ marine industry subzone. Once established, each of the 19 sites in the special-purpose subzone will operate as a commercial marina, marine parts and components business, or a yacht repair facility.
G8:	***Be known for educational excellence.***		
O1:	**Create a call to action with our partners to elevate our focus on excellent Pre-K through 12th grade quality public and private education**		
Status	**Project**	**CAAP**	**Analysis**
	**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 4th through 8th grade students to career opportunities and helps 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.

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O2:	Develop strategic alliances with business associations, colleges, and universities to connect skills development with jobs		
Status	**Project**	**CAAP**	**Analysis**
	**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 further evaluated.
	**BD 8-2.2 Create business incubators**		Prioritization and allocation of resources will be further evaluated.
	BD 8-2.3 Develop performance indicators for tracking the connection of skills development with jobs		Prioritization and allocation of resources will be further evaluated.

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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 project is ongoing. The Crime Reduction Strategy and Action Plan is composed of a number of evolving priority Police Department projects, of which updates may be found in the various Public Safety strategic initiatives. The Community Support Division has been disbanded and 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 specifically focus on collaborative policing projects centered on improving our 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)		This project is ongoing. Operations Bureau and Investigative Bureau commanders meet daily to discuss traditional and non-traditional methods to target criminal activity patterns. The Police Department streamlined the prior Intelligence Led Policing (ILP) process, which has been re-branded as the prolific offender program and added a Prolific Offender Unit (POU). The program is a holistic approach that ensures that offenders are in compliance with the terms of their conditional release. The program integrates resources throughout the department.

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	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		This project is ongoing. The Prolific Offender Unit (POU) detectives track prolific offenders to ensure compliance with the terms of their conditional release. The Police Department is still working on the software and the vetting of the initial output list necessitated modifications to the algorithm.
	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. Marine and Motors specialty units have also been deployed.
	PS 9-1.6 Implement electronic reporting		Electronic Field Reporting has been implemented for patrol officers, it has also been implemented for Marine and Motors specialty units.

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Status	Project	CAAP	Analysis
	PS 9-1.7 Examine the possibility of implementing public cameras in high crime areas		Public cameras have been implemented in the Sistrunk Historic district and in the Beach area. Additional cameras are being included as part of A1A renovation and Las Olas Parking garage project and in other locations across the City.
	PS 9-1.8 Implement the IBM First of a Kind "FOAK" project	✓	This product provides insight into 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. IBM and the City are in discussions for the next phase of the contract.
	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		State law has changed. Based on the current law, this program is no longer in effect.

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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 was accredited to the Commission on Ambulance Accreditation Services (CAAS) in February 2018. This accreditation is above and beyond the state license requirements and will ensure the City is delivering the very best Emergency Medical Services (EMS) to our community.
	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		Ocean Rescue strives to prevent water rescues and injuries that may be caused by unsafe activities on the beach through public education and ocean condition awareness. Lifeguard hours have been extended to provide evening coverage. Staff updates a daily ocean conditions web page, posts ocean conditions flags at each lifeguard tower, and all staff is trained to educate swimmers about dangerous rip currents when they are present.

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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.
G10:	***Be a City well-prepared for and responsive to all hazards.***		
O1:	**Provide and effectively communicate comprehensive emergency management planning and disaster recovery**		
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 works 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.

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Status	Project	CAAP	Analysis
	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		Fire and Rescue has increased disaster preparedness presentations and awareness within the Community by way of attending and informing our Neighbors and community leaders at different events and HOA meetings. One of the City's annual events, that is not only open to Fort Lauderdale Neighbors but all of Broward County, is the Hurricane Expo. The last expo took place at the Museum of Discovery and Science (MODS) where admission was free, and several vendors and educators throughout the state of Florida attended and provided information on disaster preparedness. Approximately 3,600 people attended.
O2:	**Involve neighbors with prevention efforts and emergency preparedness**		
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		Development and testing of the program continues. Implementation forecasted to begin by November - December 2018.

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	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 into service in January of 2017. Participation has increased; the City's CERT team often invites neighboring CERT programs within the County to participate in the City's large events such as Tortuga music festival, and the air and sea show. Trainings include, Search and Rescue, Stop the Bleed, CERT Bike Team, and CPR. Additionally, 250 CERT USB storage devices were purchased through a grant; this facilitates the distribution of material during training and meetings with members. Other equipment purchased (through a grant) to assist the CERT team included portable two-way radios.
	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 and provide fire extinguisher training and awareness, weather related safety training, and smoke detector awareness to all ages of the community. Fire Prevention received a $10,000 grant from the Hartford Group Insurance to use toward Fire Prevention activities in the community. Fire Prevention will use these funds to purchase a Fire Prevention themed bounce house and begin a junior fire marshal's program aimed toward a younger population.

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	PS 10-2.5 Increase in-house training for City employees (such as CPR and confined space entry)		Initiatives were placed on hold due to an increase in calls and new hire classes. Training with FLPD, providing CPR classes, and other programs are expected to resume in 2018.
	PS 10-2.6 Maintain a well-trained and cross-trained fire prevention team to maintain competency and organizational versatility		Initiatives were temporarily placed on hold due to an increase in calls and new hire classes. Training with FLPD, providing CPR classes, and other programs are expected to resume in 2018.
	PS 10-2.7 Partner with agencies to address mental health, elderly, neglect, and homelessness issues		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. In addition, the City will seek to partner with the County to utilize the stockade as a shelter and services facility. A Community Court is also being explored, which will assist homeless individuals receive needed services through court-order.

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INTERNAL SUPPORT			
G11:	***Be a well-trained, innovative, and neighbor-centric workforce that builds community.***		
O1:	**Foster professional and rewarding careers**		
Status	**Project**	**CAAP**	**Analysis**
	IS 11-1.1 Establish a comprehensive "We Build Talent" employee training and development program		The Human Resources Department has developed several training opportunities as part of a larger training and development program. Resources available now or in development include updated compliance training regarding 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 grammar and writing courses, presentation skills, and conflict resolution. Learning resource development and the implementation of new technology for training is ongoing. Computer skills training is now offered on a broader basis for beginning and advanced users. Several micro-learning resources will be developed in 2018.
	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 Resource Department seeks to improve performance evaluations by instituting a formal system of tracking, including incorporating web-based and interactive technology in conjunction with development of new learning resources via NeoGov's Perform Online Performance Evaluation module or FIRST ERP Talent Management module.

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Status	Project	CAAP	Analysis
	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 campaign to revise the City's Values, the implementation of SharePoint software, and a more comprehensive new employee orientation. The City Values Campaign is wrapping up, with finalization scheduled for summer of 2018. Currently, the City is in the last phase of development for SharePoint. User licenses became active in January 2018 and trainings are being conducted, with an anticipated transition in August 2018. A revised employee orientation should be rolled out prior to the end of FY 2018.
	IS 11-1.5 Develop a succession planning program to ensure knowledge transfer for critical positions		The Classification and Compensation Study was awarded to Segal Waters Consulting. The study will address many classification and compensation updates to include a review of job classifications and descriptions. The City will review the changes to the job specifications, as well as the job families and career ladders that will be proposed before proceeding with a succession planning initiative. Human Resources will continue to work with City departments on workforce planning and identification of key skills that must be maintained within the department.
	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 is certified to the ISO 9001:2015 standard. One of the requirements is keeping easily accessible updated policies and procedures. The City is actively training staff to use SharePoint, the software which will allow for effective centralized document sharing, communication and collaboration.

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O2:	Improve employee safety and wellness		
Status	**Project**	**CAAP**	**Analysis**
	IS 11-2.1 Develop a City and department employee safety program to prevent injuries and costly claims		A redesigned and improved required training program based on job descriptions will increase employee safety awareness and reduce preventable crashes. The intention is that FIRST (the new ERP) will have the ability to track training requirements by job descriptions and provide notifications of individuals needing training. FIRST will also be able to store crash information, providing a central record of what currently is tracked in two separate databases.
	IS 11-2.2 Maximize participation with the employee health and wellness center		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; this will be addressed as the newly approved contract with Marathon provides for additional staffing which includes a part-time nurse practitioner, a part-time medical assistant, and a part-time dietician. These positions are scheduled to start in quarter 3 of FY 2018.
O3:	**Continuously improve and innovate communication and service delivery**		
Status	**Project**	**CAAP**	**Analysis**
	**IS 11-3.1 Implement Fast Forward Fort Lauderdale 2035 through the FL^{2}STAT model and community partnerships**		The City's Management Team meets monthly at FL^{2}STAT meetings to review the progress of the FL^{2}STAT model and discuss alignment of the City's long and short term priorities.

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	**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. The City participates in ICMA benchmarking efforts, as well as the Florida Benchmarking Consortium. 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. The Process Improvement Program is a part of the City's Quality Management System and is currently being revised so that it can be facilitated internally and to a larger audience.
	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, as well as specialized surveys when desired. The City continues to incorporate Neighbor Survey feedback in strategic planning and budgeting.

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	IS 11-3.6 Develop a modern communications and branding strategy for employees and neighbors		The City Manager's Office developed and maintains a public digital signage initiative as a 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 City is exploring ways that SharePoint can 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 in the last phase of development for SharePoint. User licenses became active January 2018 and trainings are being conducted to educate users. When trainings are complete by the end of FY 2018, SharePoint will become the City's intranet.
	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.
	IS 11-3.10 Implement the social media policy for expanded communications		The City regularly uses social media tools for communications with Neighbors and the public. This includes Twitter, Facebook, Instagram, and Nextdoor, allowing for expanded social media communications.

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Status	Project	CAAP	Analysis
	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		Two kiosks have been purchased to facilitate payments for our Neighbors. These will be strategically placed to reduce wait times.
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 complete. 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.

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	IS 11-4.2 Utilize an effective governance model for overseeing technology decisions		Information Technology Services (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		Laserfiche, the City's EDMS, was launched in 2016 in the Department of Sustainable Development (DSD) and its deployment has expanded to other departments, including Human Resources, the City Clerk's Office, and the Fire Department.
G12:	***Be a leading government organization, managing resources wisely and sustainably.***		
O1:	**Ensure sound fiscal management**		
Status	**Project**	**CAAP**	**Analysis**
	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 2018 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 FY 2018 estimated fund balance exceeds our policy requirement by $20.0 million with a total available fund balance of $74.0 million or 22.8% of the General Fund budget.

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	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 16.7% of the General Fund Budget. The minimum available fund balance in the Enterprise Funds is 45 days of working capital, with the exception of the Water and Sewer fund which is 90 days of working capital.
	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 33 consecutive years.

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	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 written to be easy to understand for the general public and others 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		A new ERP system, named FIRST (Formulating Innovative Responsive Solutions Together) was purchased by the City, and is being implemented. It is anticipated that the system will go live in October 2019. FIRST will replace legacy Human Resources, financial, and procurement systems.
	IS 12-1.8 Implement KRONOS, a time and attendance automation management software, to reduce manual entry and increase accuracy		Kronos is now in use Citywide

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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 City is at about $60M in purchases with P-cards, with a rebate of approximately $725,000 in FY 2017.
	IS 12-2.2 Routinely examine and improve procurement and payment processes		The City's Procurement Ordinance was repealed. A new, modern Procurement Ordinance was adopted. Pre-solicitation and project prioritization meetings are conducted to determine weekly and monthly workloads. This concentrated effort has increased productivity and focus. Through the use of pooled contractors for construction and utilities, the reaction time to make repairs and maintenance has reduced. This enables Procurement to avoid above market rate pricing and aids in cost avoidance. The use of quick quotes has simplified and reduced cycle times for many departments. The Enterprise Resource Planning (ERP) software implementation is underway. Modifications to routing of internal documents continue in order to speed up approvals and notices.
	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 2017. This was the 13th year that the City's Procurement services Division has received this award.

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Status	Project	CAAP	Analysis
	IS 12-2.4 Develop a policy for sustainable product purchasing		The Finance Department and Public Works Sustainability Division 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 policy was signed by the City Manager on May 10, 2017.
	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 has conducted 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.

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O3:	Provide safe, efficient, and well-maintained vehicles, equipment, and facilities and integrate sustainability into daily operations		
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 a 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. Fleet will review options to measure miles driven and compare to fuel used. The continued increase in the quantity of vehicles added to fleet and storm events are creating challenges to meeting the 20% fuel reduction goal by 2020.
	IS 12-3.3 Conduct water and energy conservation and efficiency audits		In 2016, the Energy Services Companies (ESCOs) completed energy and water audits of 7 facilities/sites and of selected streetlights. In 2017, the City completed its first energy performance contract which included interior and exterior lighting replacements; HVAC replacements and repairs; and installation of programmable thermostats and streetlight replacements. The City's second energy performance contract is expected to be completed in 2018. Upon completion of this project, the City will review options for future audits and retrofits.

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Status	Project	CAAP	Analysis
	IS 12-3.4 Implement energy management systems to reduce energy consumption and save money		The City's first energy performance contract completed in 2017 includes the use of programmable thermostats to manage HVAC operations and energy use in City buildings. The second energy performance contract expected for completion in 2018 will install more programmable thermostats and add an energy management system for the War Memorial building and an automation control system for the pools at Carter Park. In addition, the Sustainability Division has been approved for funding to install programmable thermostats in more City facilities and to purchase energy tracking software. All of these actions will help the City reduce energy consumptions and save money.
	IS 12-3.5 Integrate energy efficient retro-fits and sustainable design elements in City facilities		In 2017, the City awarded a contract to create a design and construction guidelines for the public realm which incorporates sustainable and resilient elements which is expected to be completed in 2019. In addition, the City continues to look to implement energy efficiency retrofits through its energy performance contract projects and through in-house projects such as the programmable thermostat retrofits.
	IS 12-3.6 Explore an employee pool car system using existing vehicles to reduce mileage costs		Prioritization and allocation of resources will be further evaluated.
	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.

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Status	Project	CAAP	Analysis
	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. Surplus residential properties have also been sold to the Community Redevelopment Agency.

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