

STRATEGIC PLANNING AND MANAGEMENT

Year of Transition

Welcome to the year of transition. This year initiates a significant evolution for the City of Miami Beach, as the coming annual cycle contains two major developments. First, as part of the Rockefeller Foundation's 100 Resilient Cities program, the city is completing its first comprehensive resilience strategy – together with the City of Miami and Miami-Dade County within a team known as 'Greater Miami and the Beaches.' Second, the city is reinventing its 2005 strategic plan through the lens of resilience, called Miami Beach Rising Above.

We will have an integrated resiliency strategy to align the city's strategic priorities, resources, services, and budget. The strategy will address the city's needs in both near-term and long-term time horizons, while raising our ability to survive and even thrive in the event of significant shocks, like hurricanes and tropical storms, and to improve how we deal with daily stresses, like aging infrastructure and traffic.

Over the coming year, the entire city, from policy makers to directors and staff, will participate in a collaborative and inclusive effort, building on the solid strengths, plans, and services we already have in place and the desires of our residents and businesses.

Resilience Includes Climate Change and Beyond

While the Miami Beach resilience journey began with stormwater investments to reduce risk to flooding and sea level rise, urban resilience is much more than climate adaptation and mitigation. Over the past year of stakeholder engagement, our residents and businesses have told us that our priorities include not only flood risk reduction, but also reliable transportation, mobility options, and social services like affordable housing and addressing the homeless population. To be a resilient city, we must also be safe, economically viable, and be able to respond and recover from emergencies ranging from storms to health epidemics. We must continue to provide and improve more traditional yet essential services like fire rescue, police, code enforcement, plan review, and make sure we are including services for our most vulnerable residents and visitors. To be resilient, we must also manage our city's services and finances with efficiency, and quality, and incorporate effective management approaches to minimize the risk of modern day issues like cybersecurity and to manage the benefits, and costs, of large international events. We are both a community of residents and an exciting, cultural destination city within a beautiful, sensitive coastal environment.

Urban Resilience is the capacity of individuals, communities, institutions, businesses and systems within the region to survive, adapt, and grow – no matter what kinds of chronic stresses and acute shocks they experience.

Leading with Resilience

Miami Beach policy makers are strong leaders in resilience building. Through the City Commission, the Resiliency and Sustainability Committee, the Land Use Committee, and the Mayor's Blue Ribbon Panel on Flooding and Sea Level Rise resilience, actions have been created

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and supported. Both policy makers and the executive and management teams have attended workshops to share priorities and insight. Leadership has supported moving forward with resilience strategy development, while also supporting staff implementing resilience every day. An internal Resilience Team, made up of employees from many levels in our organization, provides subject matter expertise and insight.

Key advances in the area of sea level rise include: continuing to implement a new, more effective storm water management system and elevating roads and public participation methods, adopting the Southeast Florida Climate Change Compact Sea Level Rise Projection for planning, adopting a series of resilient land use ordinances, adopting a Resilience Communications Plan to reduce flood risk, initiating design guidelines for historical preservation in light of sea level rise, conducting the city's first greenhouse gas inventory, and completing a vulnerability assessment to minimize risk to city assets.

Building on a Strong Foundation

The City of Miami Beach has a strong tradition in strategic planning and performance excellence. In 2005, when the approach to strategy was launched, the city was a pioneer in municipal government. At the time, it was at the forefront of city governments, in terms of how it planned and aligned its budget. It was also one of the first to fully automate and manage by its strategy, its key strategic outcomes, and its initiatives. Since this is a 2005 model, it's time to refresh. The shift in understanding and priorities between the early 2000s and those emerging for 2018 and beyond are quite distinct.

2005 Excellence Model



Resilience Strategy Model



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Over the coming year, the 2005 model approach will be examined for areas of modernization and improvement – notably in relation to resilience planning. **How can we best provide the services needed today, while planning for a city of tomorrow?** How can the planning process better integrate concepts related to future shocks? What is the best way to incorporate the underlying and ongoing stresses to our community? How can it better integrate community feedback on a representative and continual basis? How can government be as visible, transparent and inclusive as possible? The city will examine these questions through resilience planning.

100 Resilient Cities and Greater Miami and the Beaches

In the spring of 2016, Miami Beach was selected, together with the City of Miami and Miami-Dade County, after a competitive process, to join the 100 Resilient Cities program (100RC). It is the first time multiple municipal entities have combined forces to be selected as a joint entity. 100RC is a non-profit organization pioneered by the Rockefeller Foundation to help cities around the world become more resilient to the physical, social, and economic challenges we are facing in the 21st century. As part of 100RC, Greater Miami and the Beaches have access to \$200 million in resilience services value, as well as unfettered access to the network of global peer cities.

PIONEERED BY THE
ROCKEFELLER FOUNDATION

100 RESILIENT CITIES



Greater Miami and the Beaches (GM&B) is developing a comprehensive resiliency strategy to build urban resilience – **the capacity of individuals, communities, institutions, businesses and systems within the region to survive, adapt, and grow** – no matter what kinds of chronic stresses and acute shocks they experience. Resilience planning is about making the region better, in both good times and bad, for the benefit of all residents and visitors, particularly the poor and vulnerable.

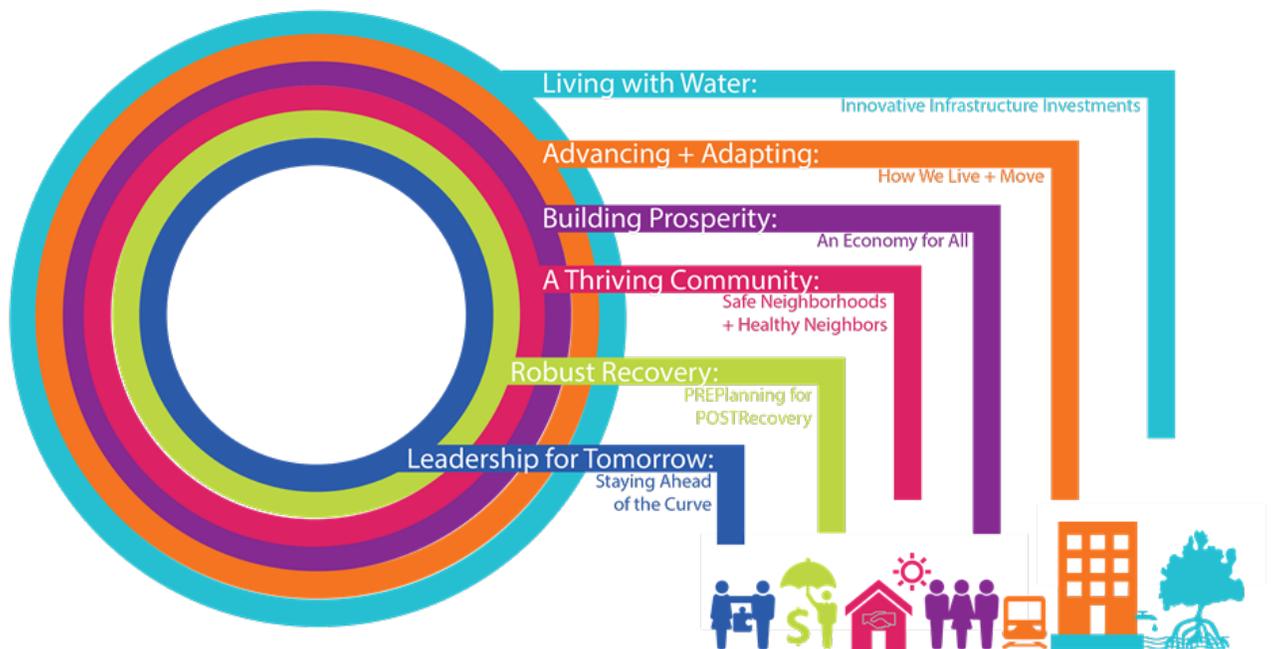
Over the past year, both the team of Greater Miami and the Beaches, and the City of Miami Beach as an individual entity, have moved through Phase 1 of resilience strategy development: Stakeholder Engagement. This included workshops with jurisdictions, the community, and businesses; surveys, a questionnaire, focus groups, and subject matter experts. The Miami Beach Team, in particular, met with each coastal mayor and/or manager. This work is informing the 100RC City Resilience Framework (CRF), a tool that is a lens to understand the complexity and the drivers that contribute to resilience. The CRF is built on four dimensions of urban resilience: Health & Wellbeing; Economy & Society; Infrastructure & Environment; and Leadership & Strategy. Each dimension contains three “drivers,” which reflect the actions the city can take to improve its resilience.

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Greater Miami and the Beaches validated that the highest priority shocks include: hurricanes, economic crash, rainfall flooding, and infrastructure failure (cybersecurity, major bridges and roadways, and sewer/stormwater). The top stresses include: the transportation system, sea level rise and coastal erosion, aging infrastructure, the lack of affordable housing, and poverty. Miami Beach-specific feedback and data confirms many of these same concerns, and with the priorities of the community that represent more traditional needs – such as improved customer service, faster response times, higher quality services, and additional services and assets – represent the new integrated approach to resiliency and strategic planning for the City of Miami Beach. Working together across departments, the City of Miami Beach is well positioned to meet these pressing realities.

Integrating Greater Miami and the Beaches Discovery Areas within the Miami Beach Strategy and Budget

The next step for Greater Miami and the Beaches (GM&B) is to finalize the Preliminary Resilience Assessment, culminating in a set of categories referred to as Discovery Areas. These areas represent a framework to help us examine and seek solutions to the most pressing issues within interdisciplinary teams. While the new Miami Beach resilience strategy will contain goals, actions, and measures, examining what we are already doing within the discovery areas will further drive refinements, alignments, and new ways of allocating resources with an eye to resilience building wherever, and whenever possible.



Greater Miami and the Beaches Resilience Strategy Development Discovery Areas

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The Miami Beach management team aligned a few key actions with these GM&B Discovery Areas, giving a fresh eye to how we are planning for, funding, and delivering services and projects to build resilience. This is not a full list of all the resilience actions, but instead a preliminary list illustrating how the developing resilience strategy and future budgets will align.



Living with Water: Innovative Infrastructure Investments

Departments: Public Works, Capital Improvement Projects, Planning, Environment & Sustainability, Parks and Recreation, Building

(Current Greater Miami and the Beaches Discovery Area description): All cities face risk, and although Southeast Florida is vulnerable to rising sea levels due to its low elevation, unique geology, and the density of coastal development - there are many opportunities for innovation- from the stormwater system to sand dunes, living shorelines to open parks for drainage, and innovative building materials and designs. Water attracted many of us here - as we adapt to more water, how can we thrive socially, environmentally, and economically? How can we leverage and protect the Everglades and Biscayne Bay? This discovery area will focus investing in natural and man-made infrastructure to rise above and learn to live with water to create a more resilient community in the face of storms and sea level rise.

Key Resilience Actions within the Adopted Capital Plan

- Installing a storm water system and elevating roads to increase our resilience to rainfall, king tides, and sea level rise:
 - South Pointe Drainage Improvements and Reconstruction of 1st Street - \$115,000
 - Indian Creek Drive Road and Drainage Reconstruction from 25th Street to 41st Street - \$5.5 million
 - Flamingo Neighborhood Improvement Project along 11th Street - \$1.9 million
 - West Avenue Phase II Neighborhood Improvement Project - \$36 million
 - Central Bayshore South Neighborhood Improvement Project – ongoing project funded from 2015 bonds - \$1 million
 - Venetian Islands Neighborhood Improvement Project - ongoing project funded from 2015 bonds
 - Palm and Hibiscus Islands Neighborhood Improvement Project - ongoing project funded from 2015 bonds - \$4.7 million
- Enhancing projects with hybrid seawall and living shoreline projects help reduce erosion and mitigate storm surge, wave action, and still-water flooding associated with coastal flood events.
 - Indian Creek (Brittany Bay Park) Seawall Rehabilitation - \$772,000
 - Maurice Gibb Park & Seawall - \$2,523,482
- Progress with the Bay Walk
 - 3 pieces of the City-funded Baywalk have been included in the FY 2017/18 budget for design and permitting to expedite completion. -\$386,000

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Adapting & Advancing: How we Live and Move

Departments: Planning, Transportation, Parking, Housing and Community Development, Fleet Management

(Current Greater Miami and the Beaches Discovery Area description): Most residents in GM&B spend too much of their income and time commuting and trying to find reasonably priced housing that fits their needs. While we are the gateway to South America with a growing economy, the largest international airport and top cruise port in the U.S., average wages remain lower than the nation, and housing costs are high. How are housing and transportation redefined in the face of sea level rise? For transportation- we seek to understand how implementing current plans can result in better transit, driving, walking, and biking- where are our gaps? We also need to understand how technology trends like Uber and automated vehicles will influence us for years to come. For housing- we seek to understand where people want to live and the diversity of housing that we need- and how to tie transportation options to these needs. This discovery area will focus on improving moving through, living in, and affording life in GM&B.

Key Resilience Actions within the Adopted FY 2017/18

- The Alton-West Loop Trolley will be replaced by the upcoming South Beach Trolley loop in November 2017. Annual cost of the South Beach Trolley Loop is approximately \$5 million.
- Intelligent Transportation Systems and Smart parking – Multi-year project with \$5.5 million in FY 2017/18 to implement phases 1-3 of a 6 phase project.
 - Phases 1-3 to include cameras and Bluetooth devices installed along major corridors, permanent digital and contextual message signs along predetermined major thoroughfares and parking garages.
 - Phase 1-3 will also include a Traffic Management Center located alongside the FDOT SunGuide Transportation Management Center.
 - Collins Park Parking Garage - \$27,590,271
 - Parking Garage P55 at 27th Street and Collins Avenue - \$10,633,730 funded through FY 2017/18 of \$14,000,000 project
 - Parking Garage P23 at 1623 west Avenue - \$10,093,572
 - Parking Garage P16 at 13th Street and Collins Avenue - \$14,267,000
 - LED lighting in garages
 - 7th St Garage- \$200,000
 - 12th St Garage- \$64,000
 - 13th St Garage- \$86,000
 - 42nd St Garage- \$200,000
 - Housing
 - Both the Neptune (\$320,000) and Madeleine Village (\$511,874) repairs are budgeted for FY 2017/18.
 - Widening sidewalks/Bike Lane additions - \$25,000

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Building Prosperity: An Economy for ALL

Departments: Budget, Finance, Tourism, Culture, and Economic Development, Housing and Community Development, Organizational Development

(Current Greater Miami and the Beaches Discovery Area description): Our economy lacks diversity, high paid, and living wage jobs. Our poverty rate is above the national average. We are a city of immigrants with a constant influx of people moving here for a better life. How do we improve, how do we create better paid jobs, better schools across socioeconomic groups? How do we break the cycle of poverty? This discovery area will focus on workforce development, economic diversity, and education.

Key Resilience Actions within the Adopted FY 2017/18

- Convention Center- currently scheduled to be substantially completed by August 2018 with the first four-hall event scheduled for September 2018.
- Carl Fisher Clubhouse Historic Restoration - \$2.5 million
- North Beach Revitalization
- Rue Vendome Public Plaza - \$654,000
- North Shore Bandshell Canopy - \$443,000
- North Shore Open Space Park Redevelopment - \$4,310,000
- 72nd St Park and Parking Structure - \$500,000
- North Beach Yard Incubator -\$553,467
- Education
- Expanding Dual-Enrollment programs with Florida International University (\$62,000) and Miami-Dade College (\$28,000)
- 16 Dual-Enrollment courses offered to Miami Beach Senior High School and Nautilus Middle School students with approximately 400 students enrolled with savings of \$450,000 to the community to date and allowing students to earn up to 48 college credits.
- International Baccalaureate professional development for teachers across all Miami Beach public schools to ensure every student (K-12) has an IB trained teacher (\$50,000 CMB, \$1 million MDCPS)
- Increase number of youth pursuing the IB Diploma at the high school to attain up to 45 college credits upon graduation
- Created a STEM summer camp for Miami Beach youth funded by The Children's Trust in which youth design and build robots. This initiative expands STEM programming beyond the traditional school year.
- Partnership with Anti-Defamation League in the No Place for Hate program in Miami Beach schools.

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Thriving Community: Safe Neighborhoods and Healthy Neighbors

Departments: Housing and Community Development, Police, Fire Rescue, Code, Parks, Organizational Development

(Current Greater Miami and the Beaches description): Significant pockets of our community suffer from violence, crime, addiction, and poor health. Climate change and globalization have brought public health concerns to South Florida- like Zika. How do we better prepare our people, communities, and systems to prevent, respond, and recover from these shocks and stresses? This discovery area will examine these issues of safety, youth violence, pandemics, and public health.

Miami Beach FY 2017/18 Resilience Actions

- New public safety radio system
- Expected procurement and initial implementation: FY 2017/18
- FY 2017/18 funding - \$2.1 million of \$15 million project total
- Efforts to address Zika citywide through interdisciplinary teams- including Code Compliance, Building, etc.
- The Code Compliance Department has implemented a comprehensive three-prong approach:
 - Educational outreach including the distribution of informational pamphlets, flyers and door hangers to neighborhoods and business areas
 - Proactive inspections of residential and business properties for standing water and bromeliad plant life
 - Enforcement actions, such as the issuance of Notice of Violation(s), to trigger mitigation.
- Building Department Inspectors have put in additional time to inspect construction sites for standing water.
- Body cameras being used by several departments citywide
- Police Department – 435
- Parking Enforcement – 57
- Code Enforcement – 43
- Building Department – 37
- Fire Department - 20
- Police Department use of less lethal force
- Purchased and deployed the new Taser X-2 model.
- Purchased and implemented less-lethal beanbag shotguns for use by patrol officers
- Introduced de-escalation training for all sworn staff.
- Police Community Outreach
- Code Red software system was established this summer providing emergency communications to select employees with the goal of augmenting safety for children in City parks.
 - Safe Place program brings business owners and police together to provide crime victims with safe harbor until the police can respond. Over 30 businesses are currently registered and participating.
 - Care Coordination Model
 - Ensure that Success University, Miami Beach All- Stars, and Parent Home Program continue to meet benchmarks more efficiently.

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- Services to reduce homelessness
- Continue to provide shelter placement for homeless at more than 5x the State average.
- Human Services
- Coordinated allocation of grant funding to 5 CDBG projects for a total value of \$667,758. These projects include: home-delivered meals for the elderly, youth services and homeless prevention.
- Partnership with Common Threads program to educate children and families on healthy eating.
- Youth Services
- Partnership with Children's Trust to fund Licensed Clinical Social Worker and nurses to provide mental health services in all 6 Miami Beach public schools and 2 schools in neighboring municipalities reaching a total of 7,200 children - \$58,400
- Partnership with MDCPS for parental workshops for youth drug prevention and intervention
- Miami Beach Teen Club program works with at risk youth providing classes on drug prevention, anti-bullying, and the importance of community service.
- Miami Beach Parks and Recreation offers free learn to swim programs for after school/play time participants along with infants and toddlers to teach drowning prevention.



Robust Recovery: PRE-planning for POST disaster

Departments: Tourism, Culture, and Economic Development, Department of Emergency Management, Property Management, Human Resources Risk Management

(Current Greater Miami and the Beaches description): We are vulnerable to hurricanes and flooding- but well-known and advanced in the nation for our emergency management. From a financial perspective, how can we design our recovery contracts, finances, and insurance to bounce back quickly- to get people back to work and get the economic engine in full gear quickly? From a land use and built environment perspective, how can we invest now to reduce the risk and cost of damage and recovery? How are businesses and homeowners prepared to make decisions to recover quickly? This discovery area focuses on how to change our policies, systems, insurance structures, and culture now for fast, more affordable and smarter recovery in the event of a disaster.

Miami Beach FY 2017/18 Resilience Actions

- Increased our insurance windstorm coverage to \$30 million and reduced the percentage deductible premiums to 6.5%.
- Developing a Crisis Communications Plan, with the leadership of the Mayor's Blue Ribbon Emergency Response Committee, to provide recommendations to the Mayor and Commission regarding proactive measures and response plans to address any emergencies in the City to the protect and enhance the Miami Beach brand.
- Emergency Management is continuing to work with key departments to update and maintain policies, plans and procedures related to emergency situations and natural disasters.

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- The City Warning Point program combines Emergency Management personnel, staff trainees, and contract personnel providing 24-hour services to include traffic coordination, Park Ranger dispatch, weather and special event monitoring, etc.



Leadership for Tomorrow: Staying ahead of the curve

Departments: City Commission, City Manager's Office, Directors, Communications, Internal Departments, Budget and Performance Improvement, Human Resources, Information Technology, Finance, Procurement, Organizational Development, Property Management

(Current Greater Miami and the Beaches description): We have 2.7 million people and growing, 34 Mayors, 1.2 million registered voters, 12 million tourists, and more than 2000 sq. miles as home. How can we modernize our governments now to prioritize resilience for years to come- from leadership, structure, policies, regulations, and decision-making based on data? This discovery area will focus on how to build the consensus, collaboration and courage across organizations to address shocks and stresses- and turn challenging systems designed for the past upside down.

Miami Beach FY 2017/18 Resilience Actions:

- Integrating ADAPT into staff decision-making processes- including 'renewal and replacement' and for new projects. ADAPT is the Adaptation Decision-Making Assessment and Planning Tool, developed in FY 2017, to assist staff in identifying, assessing, and addressing asset vulnerability to sea level rise and tidal flooding.
- Launching the Miami Beach Rising Above portal to be a main resource for all seeking information about our resilience.
- EnergyCAP software - \$75,000 - addresses challenges such as utility bill processing, data integration, transparency, workflows, reporting, project prioritization, tracking and verification of savings. The goal is to reduce energy consumption, lower emissions, and save money.
- Implementing green procurement policy by working with City vendors to make sustainable options available for purchase while creating procurement guidelines centered on purchasing sustainable products going forward when possible.

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The Timeline

Further resiliency strategy development will take place over the coming year. It will follow a best-practice methodology for mission-based organizations and governments. The strategy will tie to key themes from stakeholders, structured to drive outcomes that are clear and community-oriented, measurable, supported by key actions that drive progress, and will be supported by a clear and flexible budget model.



Voices and inputs to the process will be collected and analyzed. The 2016 Resident and Business Survey will drive significant insights related to constituent issues of importance and priorities for what to improve. Other point-of-service feedback and complaints will also be included to understand the day-to-day satisfaction and perception of city services.

In July 2017, workshops were held with the city executive team and the broader management team across all departments. During these initial strategic planning sessions, the existing city Mission, Vision and Values were examined, and live, electronically enabled feedback was captured. The following represent ideas for new concepts in our guiding statements.

Current Mission

We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community

Current Vision

The City of Miami Beach will be:

- *Cleaner and Safer*
- *Beautiful and Vibrant*
- *A Unique Urban and Historic Environment*
- *A Mature, Stable, Residential Community with Well-Improved Infrastructure*
- *A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business*

While Maximizing Value to Our Community for the Tax Dollars Paid.

Mission - New Concepts



Vision - New Concepts



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Current Values

- *We maintain the City of Miami Beach as a world-class city.*
- *We work as a cooperative team of well-trained professionals.*
- *We serve the public with dignity and respect.*
- *We conduct the business of the City with honesty, integrity, and dedication.*
- *We are ambassadors of good will to our residents, visitors, and the business community.*

Values - New Concepts



First glance at these Mission, Vision, Value concepts already demonstrate the dynamic, changing nature of Miami Beach, and forward-thinking issues of today present in the minds of the management team.

Next Steps to Integrating 100 Resilient Cities and Miami Beach Rising Above Resilience Strategies

Over the coming year, we look forward to creating both comprehensive Greater Miami and the Beaches and Miami Beach Rising Above Resilience Strategies, while also aligning the city's strategic priorities, resources, services, and budget.

By participating in the 100 Resilient Cities network, Miami Beach has access to expert services from more than 80 platform partners worldwide. The Rockefeller are committed to assisting Greater Miami and the Beaches in accomplishing key projects and initiatives outlined in the upcoming strategy. An added benefit of merging the existing strategic planning and budgeting process is the ability to participate in the 100RC 10% Pledge Program once our strategy is complete. The pledge is a commitment to making sure each project the city engages in achieves multiple goals, allowing the city to get the most return out of every dollar. Cities that sign the pledge have access to up to \$5 million in goods and services from 100 Resilient Cities and Platform Partners.

By integrating 100 Resilient Cities work with more classic strategic planning steps, including constituent feedback and Miami Beach-focused data, we will be well on our way to providing the services needed today, while planning for the Miami Beach of tomorrow.