

ATTACHMENT E
STRATEGIC CITY WIDE WORK PLAN FY 2015/16

| Priority Area | Key Intended Outcome | Citywide Initiative | Responsible Department(s) |
|--|---|---|--|
| Management and Service Delivery | Streamline the Delivery of Services Through All Departments | Implement technology enhancement for new Permitting System including: Improved plans management and tracking system for the plan review process; Mechanism to obtain feedback from customers; Payment Kiosk for Code Compliance Division; Portable printers for inspectors involved in Building development process and Code Enforcement officers | BUILDING, FIRE, PLANNING, CODE, PUBLIC WORKS, IT |
| | | Complete acquisition and launch electronic plans review program for all departments with development review process functions | BUILDING, FIRE, PLANNING, CODE, PUBLIC WORKS, IT |
| | | Install and implement new ticketing, queuing and calling system for Departments participating in Development Review Process, simplifying and improving the customer experience | BUILDING, IT |
| | | Implement a software solution to automate the current City Commission agenda preparation process | CITY CLERK |
| | | Implement Body Camera Program in Code, Building, Parking, and Fire Departments (Building and Fire Departments will fund through their respective Training and Technology Units) | CODE, BUILDING, PARKING, FIRE |
| | | Explore additional services that could be provided to customers using Kiosk machines | FINANCE |
| | | Implement Employee Wellness program to encourage employees to make healthy lifestyle choices, such as annual physical examinations, biometric screenings, exercise, smoking cessation, and weight loss, and help reduce long-term medical plan costs | HR |
| | | Explore opportunities for providing additional online Parking services i.e. renewal and purchase of residential permits, on-street and off-street parking, etc | PARKING |
| | | Upgrade Gated Revenue Control system including centralized processing of all data, monitoring and access control, for all parking garages (phased) | PARKING |
| | | Increase the # of city contracts, and create a culture of efficiency and compliance | PROCUREMENT |
| | | Extend contract with current vendor or replace computerized dispatch system | EMERGENCY MGMT, PROCUREMENT, FIRE |
| | | Standardize public records process to and improve turnaround times | CITY CLERK |
| | | Implement an internship partnership with local university to support department objectives and support department objectives and support On-job-training for undergraduates and graduates | ODPI |
| | | Suspend amendments to Land Development Regulations LDR's while Code clean up is in process | PLANNING |
| | | Create Property Management Citywide standards to establish lighting standards throughout the City | PUBLIC WORKS |
| Enhance City's Records Management System | CITY CLERK | | |
| Automate work orders for greenspace management/parks by implementing Cityworks | PUBLIC WORKS, IT, CITY CLERK | | |

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| Management and Service Delivery | Ensure Expenditure Trends Are Sustainable Over The Long Term | Create a fine structure that ensures recovery of City costs associated with code violations | CODE, BUILDING, IT, PLANNING |
| | | Review and update cost allocation methodology for internal service departments to properly allocate costs and more effectively manage those costs/drivers over time | OBPI |
| | | Create a Bench/Park Sport and Fitness permit as a revenue enhancement | PARKS & REC |
| | | Evaluate the City's Fleet to expand fuel efficiency and opportunities for alternate transportation options (cops on bikes, hybrid, charging system) | PUBLIC WORKS |
| | | Evaluate and Improve energy efficiency by creating standards building standards as it relates to building materials for retrofit of existing buildings and new construction | PUBLIC WORKS, CIP |
| | | Expand usage of community benefit fund | TCED |
| | | Release CAC endowment over a 3 year period for public benefit arts programming | TCED |
| | | Evaluate procurement of FEMA compliance software | OBPI, EMERGENCY MGMT |
| | | Complete analysis of certificate of use fees to reflect full cost | PLANNING |
| | | Streamline record storage and compliance organization wide by proactively assisting departments with review of stored records | CITY CLERK |
| | Improve Building/ Development- Related Processes From Single Family Residences to the Large Development | Establish an unsafe structure panel | BUILDING |
| | | Implement Building unsafe structure board | BUILDING |
| | | Develop online paint permit | PLANNING, BUILDING, IT |
| | Strengthen Internal Controls To Achieve More Accountability | Explore alternatives to incentivize environmentally sensitive construction | BUILDING |
| | | Combine system initiatives under the security and safety function under a single area of responsibility to ensure uniformity and integration across the City | EMERGENCY MGMT |
| | | Complete a review of 20 prior audits to determine the degree of corrective recommendations successfully implemented and create an action plan to address outstanding deficiencies | OBPI |
| | | Contract audits of CIP, entitlement grants, HR Compensation, Tennis Center Parking enforcement utilizing state contractors | OBPI |

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| Management and Service Delivery | Ensure That A Universal Culture Of High Quality Customer-Service Is Driving The Conduct Of The City Commission And All City Employees | Implement phase one of new 3-1-1 customer service model by routing calls through the Customer Service call center and creating a City Warning Point dispatch function for high priority service calls related to programs in Public Works, Parking, Code, Transportation, and Emergency Management | FINANCE |
| | | Create a program for at-risk teens delivering produce to shut-ins in conjunction with community services | HOUSING & COMMUNITY SERVICES |
| | | Create professional appearance standards | HR |
| | | Create comprehensive employee orientation program to be completed within first week of hire, including: tour of the City departments, overview of standardized SOPs, and standardized training for specific department duties | HR, ODPI |
| | | Expand customer service and best practices trainings and team building events for middle managers | ODPI, HR |
| | | Create and implement rapid response team to address high priority citizen issues | CITY MANAGER |
| | Improve City's Managerial Leadership To Reward Innovation and Performance | Implement City Merchandise Store Develop licensing strategic plan to increase brand awareness and generate revenue | TCED, COMM |
| | | Reevaluate performance evaluation effectiveness and/or methodology | HR |
| | | Investigate options, where feasible, for alternative work schedules in departments i.e. 4-10 hr. days, telecommuting, expand normal business hours | HR |
| | | Create comprehensive in-patient alcohol treatment program for City employees in crisis over alcohol abuse and cover costs not presently covered by insurance and provide time off for treatment | HR |
| | | Create a fellowship program to provide opportunity for new attorneys to gain practical experience while developing skills | CITY ATTORNEY |
| | Enhance External And Internal Communication From And Within The City | Upgrade the Planning Department webpage to maximize public access to planning and development information | PLANNING, COMM |
| | | Develop a regular e-news communication, on a monthly basis, for MB businesses and increase subscriptions and outreach efforts by importing other existing email lists and better coordination of meetings | TCED, CIP, COMM |
| | | Close Building, Planning, Fire, and Public Works office to public to reduce backlog in permitting | BUILDING, PLANNING, FIRE, PUBLIC WORKS |
| | | Review contract extension with current vendor of replace City Radio system vendor | IT, COMM, PROCUREMENT |
| | | Pass a technical amendment to the Florida Building Code to match federal regulation for finished floor elevations | BUILDING |
| | | Build portable live remote broadcasting for MBTV transmission system | COMM, IT, PUBLIC WORKS |

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| Infrastructure | Ensure Reliable Stormwater Management And Resiliency Against Flooding By Implementing Select Short And Long- Term Solutions Including Addressing Sea- Level Rise | Develop and implement a funding mechanism for construction of a system to mitigate issues created by sea level rise over the next 20 years: Expand utilization of outsources vac-on services for annual stormwater main cleaning by increasing contractual maintenance; Provide enhanced stormwater pump maintenance with more preventive maintenance and bi-monthly inspections by creating contractual maintenance; Provide additional leadership of the expanded stormwater program by adding a Stormwater Superintendent position; Enhance cleaning operations and stormwater maintenance projects by adding two Field Inspector positions; Enhance capabilities in drainage analysis and stormwater modeling by adding a Civil Engineer position; Improve ability to produce drawings, sketches, and maps by adding an Engineering assistant position | PUBLIC WORKS, CIP |
| | | Develop mitigation plan for sea level rise anticipated over the next 50 years per year | PUBLIC WORKS, CIP, CITY MANAGER |
| | | Develop a process to allow eligible homeowners to access FEMA grant funds to elevate their homes | EMERGENCY MGMT, OBPI |
| | | Enhance pilot seawall assessment project and prepare accordingly | PUBLIC WORKS, PLANNING |
| | | Evaluate finding opportunities for stormwater improvements | PUBLIC WORKS |
| | Ensure Comprehensive Mobility Addressing All Modes Throughout The City | Expand availability of parking on Collins Ave corridor | PARKING, ECON DEV |
| | | Implement ITS program (phase I) for South Beach and a portion of Mid Beach | TRANSPORTATION |
| | | Deploy interim Intelligent Transportation System (ITS) solution for major special events and high impact periods | TRANSPORTATION |
| | | Update the Atlantic Greenway Master Plan (Bike Plan), by including locations for increased/attractive bike racks citywide and enhancing connectivity | TRANSPORTATION |
| | | Complete the transportation master plan study, including the recommendations of the Atlantic Greenway Network Master Plan | TRANSPORTATION |
| | | Incorporate communities of a lifetime (aging friendly strategies) into capital projects that will be recommended in transportation master plan | TRANSPORTATION |
| | | Conduct pilot on dedicated lanes for trolleys in lieu of median on Alton Rd. or a parking lane | TRANSPORTATION |
| | | Commission a Comprehensive Mobility Plan Which Gives Priority Recommendations (From Non-Vehicular To Vehicular and Including Parking) | TRANSPORTATION |
| | | Provide resources for the newly-created Transportation department by adding a Transportation Planner position to provide resources needed to adequately support various Transportation initiatives | TRANSPORTATION |
| | | Create digital internet portal (through IT Business plan) that incorporates all existing transportation, including bikes, car on demand, trolley, etc. | TRANSPORTATION |
| | | Conduct in-house training workshop to discuss designs, short-term solutions, and funding | TRANSPORTATION |
| | | Expand parking at limited beach front lots | PARKING |
| | | Coordinate with Florida East Coast Counties/Cities to ensure a continuous bike path along Florida's Atlantic Coast | TRANSPORTATION |
| | | Evaluate potential routes for expansion of trolley services in South Beach | TRANSPORTATION |
| | | Pursue the development for a modern streetcar light rail system in Miami Beach and Pursue longer term modern streetcar/light rail system between Miami and Miami Beach by initiating the NEPA process | TRANSPORTATION |
| | | Complete all steps necessary to implement enhanced bus service between Miami and Miami Beach | TRANSPORTATION |
| | | Deploy intelligent transit system | TRANSPORTATION |

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| Infrastructure | Ensure Comprehensive Mobility Addressing All Modes Throughout The City (continued) | Complete all steps necessary to implement a Mid Beach trolley and Collins Link | TRANSPORTATION |
| | | Evaluate potential for incorporation of CMB regulations for tour bus stops in conjunction with MDC | TRANSPORTATION |
| | | Implement ferry style water taxis between Miami and Miami Beach concession agreement with revenues | TRANSPORTATION, FINANCE |
| | Throughout The City (continued) | Create Bicycle safety campaign | TRANSPORTATION, COMM, POLICE |
| | | Add additional motor unit to address traffic congestion | POLICE |
| | Build and Maintain Priority Infrastructure With Full Accountability | Expand freight loading zone program throughout the City | PARKING |
| | | Review Preventive Maintenance Plan, Implement work as scheduled, and develop Annual Citywide Maintenance Plan | PUBLIC WORKS |
| | | Develop building database for key dates (elevator certificates, fire alarm expectations, etc.) | PUBLIC WORKS |
| | | Develop GIS baseline infrastructure maps for roadways, sidewalks, seawalls, sewer, water, street lighting, stormwater infrastructure, water infrastructure maps and sewer infrastructure map | PUBLIC WORKS |
| | | Fully assess upcoming neighborhood capital projects to ensure that all infrastructure deficiencies are addressed | PUBLIC WORKS |
| | | Review valet parking regulations (use of ROW) | PARKING |
| | | Create and implement street tree master plan | PUBLIC WORKS |
| | | Update public works standards to standardize lighting solutions throughout the City | PUBLIC WORKS |
| | | Implement an electronic statistically valid survey to be distributed within 9 days of substantial completion that captures resident and business feedback for ROW projects | CIP, ODPI |
| | | Develop procedure regarding signs in Right of Way | PARKING , PUBLIC WORKS |
| | | Improve grounds maintenance and landscape plantings, replace expired golf cart leases, refill sand bunkers, and replace mats and golf balls on the driving ranges for Miami Beach Golf Course and Normandy Shores Golf enhancements | PARKS & REC |
| | | Implement new pavement and sidewalk program | PUBLIC WORKS |
| | Premier Neighborhoods | Enhance Beauty And Vibrancy Of Urban And Residential Neighborhoods; Focusing On Cleanliness And Historic Assets In Select Neighborhoods & Redevelopment Areas | Develop a tree inventory to include # by type, date last pruned, etc. |
| Amend current tree ordinance to provide for enhanced enforcement | | | PUBLIC WORKS |
| Create new Urban Forestry Tree Preservation Program | | | PUBLIC WORKS |
| Revitalize Key Neighborhoods, Starting with North Beach and Ocean Drive | | Implement North Beach streetscape pilot program | TCED |
| | | Complete a Community Consensus Cohesive Master Plan for the North Beach Neighborhood, including educational initiatives | TCED, ODPI |

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| Premier Neighborhoods | Improve Cleanliness In High Traffic Residential And Pedestrian Areas, Including Maximizing Deployment Of Trash Cans On Every Corner | Create and implement bathroom Index to assess 64 public restrooms throughout Miami Beach for overall cleanliness and maintenance to ensure the public facilities are well maintained, through outsourcing assessment | ODPI, PUBLIC WORKS |
| | | Create structure to identify deficiencies in public ROW appearance and implement corrective action | ODPI, PUBLIC WORKS, PARKING |
| | Improve Cleanliness, City Beaches | Enhance cleanliness and appearance of the City parking garages through the implementation of several initiatives to improve the appearance of the City's garages including, pressure cleaning, wash-down, high- grade concrete treatment, and garbage cans | PARKING |
| | | Expand the "can on every corner" by an additional 100 locations | PUBLIC WORKS |
| | Enhance Beautification And Cleanliness Of City Owned Corridors | | |
| | | Create ongoing road maintenance program for city owned streets and landscaping/trees | PUBLIC WORKS |
| | Elevate Walkability and Pedestrian Safety To First Criteria Of All Development Decisions, Including Reconstruction and Planning | Enhance pedestrian safety through the planning/development review and approval process with development regulations that prioritize the pedestrian realm | PLANNING |
| | | Increase lighting throughout the City to increase safety and install more efficient lighting | PUBLIC WORKS, POLICE |
| | Ensure Workforce Housing For Key Industry Workers Is Available In Suitable Locations | Evaluate potential methods to encourage the private sector to increase availability of affordable work force housing including incentives, P3 financing, or use of City owned land through long term leases | HOUSING & COMMUNITY SERVICES |

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| Premier Neighborhoods | Ensure Compliance With Code Within Reasonable Time Frame, | Review and revise fine schedules in Chapter 30, using a consultant for the review/revision of Chapter 30 of the City Code of Ordinances | CODE |
| | Emphasizing The Code For Commercial Development | Develop a task force to address illegal transient lodging/short term rentals | CODE, HOUSING & COMMUNITY SERVICES |
| | Enhance Cultural and Recreational Activities | | |
| International Center for Tourism and Business | Improve Alliance With Key Business Sectors, Namely Hospitality, Arts, & International Business With A Focus On Enhanced Culture, Entertainment, & Tourism | Expediently Upgrade The Convention Center To Be Smart, Modern, Energy Efficient And Which Fits Local Context, Including Walkability | CITY MANAGER- Convention Center District |
| | | Complete Convention Center expansion and enhancement project | CITY MANAGER- Convention Center District |
| | | Accommodate Complimentary Hotel(s) to the Convention Center | CITY MANAGER- Convention Center District |
| | | Proceed With The RFP And Referendum As Soon As Possible | CITY MANAGER- Convention Center District |
| | Maximize The Miami Beach Brand As A World Class Destination | Develop revitalization plan for Washington Ave. to include feasibility of creation of Business Improvement District (BID) | PLANNING, TCED |
| | | Improve and use the City's standing in key business site selection and relocation indices to attract new business and improve the market for existing businesses | TCED |
| | | Create incentives program to facilitate desired industry diversification | TCED |
| | | Explore Options for Miami Beach Historical Exhibits | TCED |

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|----------------------|---|--|--|--------------------------------|
| Public Safety | Insist On Police Department Accountability And Skilled Management/ Leadership | Establish new recruiting and hiring standards for Police Department | POLICE, HR | |
| | Reform Policing Culture With Customer Service Emphasis | Implement new hiring approach by reimbursing police recruits that complete police academy training | POLICE, HR | |
| | Enhance Public Safety and Emergency Preparedness | | Implement license plate reader on MacArthur Causeway | POLICE |
| | | | Create a business industry partnership for emergency management, disaster mitigation, preparation, response and recovery | EMERGENCY MANAGEMENT, TCED |
| | | | Prepare a resident re-entry plan for after emergency events including a disaster recovery plan and post disaster redevelopment plan | EMERGENCY MGMT, FIRE, PLANNING |
| | | | Improve disaster preparedness by backing up City technology data/systems in an out of region data center | IT |
| | | | Enhance hurricane and disaster preparation by funding the acquisition of key equipment including an emergency response trailer, portable generators and lighting units, emergency mobile communication kits, and a 4 wheel drive vehicle in FY15 at \$101,000 | EMERGENCY MGMT |
| | | | Address security upgrades in city facilities by funding additional security cameras and increased access control measures (\$25,000) and implementation of Crime Prevention through Environmental Design (CEPTED) infrastructure enhancements (\$70,000) (Additional funding of \$100,000 to \$200,000 for CEPTED infrastructure enhancements is anticipated from existing and upcoming UASI grant funds) in FY15 | EMERGENCY MGMT |
| Education Excellence | Achieve Educational (K-12) Excellence | Review MDCPS parent and student satisfaction data to identify opportunities for improvement and leverage the city resources to provide support for improvement | ODPI | |
| | | Increase extended foreign language program access at the Elementary level in Miami Beach | ODPI | |
| | | Increase youth participation in established university workgroups to enhance access identify community support | ODPI | |
| | Induce Public School Accountability Mainly at the Middle School | Partner with MDCPS and FIU to build upon strengths and needs uncovered in Nautilus Middle comprehensive program review by aligning university expertise, resources and resource-based intervention programs to address pressing education and social needs of students of Nautilus Middle and its feeder schools | ODPI | |
| | | Coordinate and host an International Baccalaureate (IB) professional workshop for instructional staff at Nautilus Middle School and Miami Beach Senior High | ODPI | |