ATTACHMENT H

FY 2013/14 Citywide Work Plan

City of Miami Beach Strategic Planning Priorities

VISION

Cleaner and Safer; Beautiful and Vibrant; a Unique Urban and Historic Environment, a Mature, Stable residential Community with Well Improved Infrastructure; a Cultural, Entertainment and Tourism Capital and an International Center for Innovation and Business; while Maximizing Value to our Community for the Tax Dollars Paid

Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
	Increase visibility of Police	 Add 2 ATV Officers in the North Area from 2 pm to midnight to implement and enforce beach closure Add 6 Police Officers in the South area for a walking beat along Washington Avenue Increase Police Patrol on Washington Avenue Enhance the Operations Division by adding two police officers and hiring a Senior Systems Analyst to replace them Reorganize the Internal Affairs Division to allow for increased oversight within the department Develop Crime Mapping using GIS to enhance crime analysis 	POLICE
Cleaner / Safer	Maintain crime rates at or below national trends	 Add seven dispatcher positions for the Public Safety Communications Unit (PSCU) to ensure the continuity of operations of the PSCU on a 24/7 basis Enhance Soundscape Park Security Increase security coverage between 1:00 a.m. and 6:00 a.m. allowing for 24 hours on Lincoln Rd between Police and security guard Add 4 Police Officers in the South area and Citywide to form an additional Crime Suppression Team 	POLICE
	Improve cleanliness of Miami Beach rights of way especially in business areas Improve cleanliness of city beaches	 Increase pressure cleaning on Washington Avenue, Lincoln Road and Ocean Drive from bi-weekly to weekly Develop cleanliness performance measure for City Center RDA using GIS with Code and Sanitation Continue to coordinate with departments in effort to continue dissemination of information regarding Neighborhood Pride Program Enhance coordination with HOA's, volunteer organizations, etc. 	PUBLIC WORKS (SANITATION), CODE REHCD, CODE, PUBLIC WORKS CITY MANAGER
Beautiful and Vibrant	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 Enhance deployment flexibility for Code Quality of Life officers by adding laptops for part-time staff Revise code procedures manual Enhance methods/systems available for Code tracking response time and follow up Conversion of the current Special Master System (Permit/Plus) 	CODE CITY CLERK
Beautift	Ensure safety and appearance of building structures and sites	 Implement and monitor impacts of North Beach Façade program Implement standard window treatment program for vacant storefronts Pursue funding to enhance enforcement of unsafe structures by providing funding for demolition of unsafe structures Provide Support in the violations section of department to become more proactive 	ECON DEV BUILDING

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
	Maintain Miami Beach public areas & rights of way citywide	 Facilitate departments to improve measurement methodologies for Public Appearance-ROW/Parks Landscaping through a Public Area Appearance Index for roadways, sidewalks, turf and plant beds 	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, PUBLIC WORKS, PARKS & REC
		 Initiate landscape maintenance of South Pointe Phase III, IV & V Project Initiate landscape maintenance for City Center ROW projects coming on line (Washington Ave and side streets – James, Lincoln and Lincoln Way) Develop a tree inventory to include # by type, date last pruned, etc. Amend current tree ordinance to provide for enhanced enforcement 	PARKS & REC
	Protect historic building stock	Explore changes to the 40-year recertification ordinance with Miami-Dade County	BUILDING
	Maintain strong growth management policies	 Expand previous development management initiatives – (e.g. expanded Planning Board review of threshold projects in residential districts) Work with CIP and other entities to implement recommendations of the North Beach Master Planning Strategy where feasible 	PLANNING
Beautiful and Vibrant (cont.)	Increase satisfaction with family recreational activities	 Evaluate amending City Code regarding fees to upland property owners Implement Mobile APPS (Tee Times, Tennis, Facility Rentals, etc) Review Programming and Management Bandshell/Unidad Develop in-house Blueways Masterplan Upgrade Recreation Software 	REHCD PARKS & REC
ul and Vi	Improve the lives of elderly residents	Pursue grants for improved services to address basic needs (e.g. food and visitation) to families and elderly in need	COMM SERVICES
Beautif	Enhance learning opportunities for youth	 Review training needs of public school staff to sustain International Baccalaureate (IB) program and facilitate all compact components Work with MDCPS to have measurable improvement in achievement scores Ensure all children in Miami Beach elementary and middle schools have access to IB program 	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES
	Reduce the number of homeless	 Obtain parent satisfaction data from the district segregated Communicate regarding initiatives being undertaken to address homelessness in the City Research issue of encouraging businesses to implement homeless meters 	REHCD, COMM SERVICES
		Continue Project Home Shore campaign targeting members of faith community with information and resources to empower them as outreach resources to the homeless, and secure non-government resource	CITY MANAGER
	Increase access to	Explore transit opportunities with Miami-Dade Transit to connect affordable housing opportunities with workplace destinations	PUBLIC WORKS
	workforce or affordable housing	 Develop marketing plan for affordable housing, including advertising and providing media information regarding major accomplishments related to affordable housing and opportunities funded by the City 	REHCD
	Promote and celebrate our City's diversity		
	Improve	Complete Convention Center Expansion and Enhancement Project	ECON DEV
nt and ational	Convention Center facility	Work with consultant to assist the City in finding private sector participation in the Convention Center Expansion and Enhancement Project	TCD
tainme al Intern iter	Maximize Miami Beach	 Develop infrastructure to ensure Miami Beach in the next 20 years as the "most mobility friendly" city, "most aging population friendly" city, etc. 	PUBLIC WORKS
Cultural, Entertainment and Tourism Capital International Center	as a destination Brand	 Develop a marketing program to enhance Washington Avenue tourism, which highlights cultural institutions, historic buildings, diverse & successful businesses, hotels, and special places and includes a brochure and map, median banners, and TV commercial Pursue new events such as Miss America, Outgames, Orange Bowl Tennis Tournament Develop Proposed Plan for Miami Beach Centennial Celebration Develop an official City map 	TCD

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	
	Maximize Miami Beach as a destination	• Enhance citywide holiday decorations program (Includes decorations at City of Miami Beach main entrances via Julia Tuttle Causeway and 5 th Street; additional street decorations along 41 st Street, Collins Avenue, and 71 st Street; and median decorations along Collins Avenue)	PARKS & REC
	Brand (cont.)	Identify and monitor business area measures (cleanliness, crime, public appearance, turnover, etc.)	ECON DEV
ss (cont.)		Work with GIS to publish performance measures for the City Center redevelopment area as well as other business areas including Ocean Drive, Collins Avenue, Washington Avenue, 41 Street, and 71 Street, including crime statistics, cleanliness and public appearance indices, resort tax, etc.	
and Busine		 Monitor Washington Avenue economic development initiatives and provide quarterly reports to NCAC: Enhance Sanitation, Homeless Outreach, Increased lighting/Enhanced lighting for Building Features, Monthly Arts Event Work with Collins Park Association to help promote proposed Art Walk program 	
on :			REHCD
vati	Diversify	Research options for grandfathered food trucks on the beach Work with State of Florida DCA on implementation of the Energy Economic Zone Pilot	ECON DEV
lnno	business	Program	LOON DEV
er for	base in Miami Beach	• Identify barriers to growth for the City's businesses that are in non-economic base industries	
I Cente		 Develop and implement a program to provide outreach to new businesses in the City and businesses leaving the City of Miami Beach Develop Lincoln Lane 	
nternationa		 Identify potential incentives that may facilitate industry diversification Establish process to assist new businesses in City/Identify barriers to growth for City businesses 	
nt and Tourism Capital International Center for Innovation and Business (cont.)		Develop a program for North Beach economic development including pursuit of education initiative	ECONDEV, ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES
d Tou	Improve building	Continue FY2006/07 initiative to track reasons for building and fire inspection rejections through implementation of electronic plan review system	BUILDING, FIRE
	development related	Develop tracking for the number of times a supervisor has to over-rule inspectors for changes to plans being directed in the field	
tainme	processes	 Evaluate integration of Fire Prevention into Building Department activities/space with goal of improved customer service 	
Cultural, Entertainme		Replace permitting system for building development process Eliminate the number of past due elevator inspections	BUILDING
ıltura		 Review and revise all Building Development process forms Explore functionality of current and future permitting software systems to determine if there 	
ರ		is the possibility of publishing on the website the location and status (workflow) of permit application	
		Periodically hold public forum for customers to provide feedback on Building Department services and suggestions for improvement	
		Explore Replacing the Building Department's queuing systems	
		Work with Building Development Process Task Force in streamlining processes and validating performance targets	PUBLIC WORKS
<u>e</u>	Enhance mobility	Work with County to identify how Intelligent Transportation Systems can be used in Miami Beach	PUBLIC WORKS
Well Improved Infrastructure	throughout the City	 Enhance education and marketing programs informing residents about bicycle paths and bike lanes in Miami Beach and promote bike friendly capital projects currently underway Update Atlantic Greenway Master Plan (Bike Master Plan) 	
nfra		Update the City's Bikeways Masterplan	
ved I		Support the MPO Mass Transit Connectivity Study Implement North Beach Circulator by 2014	
ıpro		Complete the 2014 Transportation Master Plan Study	
l II		Develop and implement a Bicycle Safety Campaign Address Dade Blvd Bike path landscaping people such alignment.	
We		 Address Dade Blvd Bike path landscaping needs curb alignment Complete West Avenue Traffic and Pedestrian Safety Study – recommendations to be 	
		incorporated into West Avenue BODR	

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
	Enhance mobility throughout the City	 Implement Next Bus app for South Beach circulator Purchase and install bicycle parking racks Implement a system for tracking the % of traffic system that is heavily congested (LOS E or F) 	PUBLIC WORKS
	(cont.)	 Focus on long term transportation plans with the County using PTP dollars Pursue project authorizations in the new federal Surface Transportation Authorization bill 	PUBLIC WORKS, ECON DEV
	Improve Parking Availability	 Continue to develop and implement marketing plan for parking and traffic, including identification of areas of underutilized capacity through measurement of garage capacity Explore outsourcing of dispatch operations or add 4 part-time dispatchers to provide coverage for leave, etc. in lieu of using part-time Parking Enforcement Specialists - offset by increased revenues from parking enforcement Develop map of the City with desirable sites for purchase suitable for expansion of parking facilities 	PARKING
		Continue to evaluate opportunities to acquire land where possible for additional parking	ECON DEV
		 Add 53 parking spaces during FY08/09 and 88 spaces in FY09/10 as a result of projects in 69th Street and Harding Avenue, 41st Street and Royal Palm Avenue, and Ocean Dr. and 1st Street 	CIP
		Implement a master meter map program	TCD, PARKING
	Ensure value and timely	• Create and apply a standard close-out procedure to all CIP projects in order to assure proper transition to owner department	CIP
cont.)	delivery of quality capital projects	 Evaluate & implement means to secure post-construction resident and business feedback for ROW projects to determine satisfaction with project communication and project quality Implement internal tools to manage projects Initiate construction of the following ROW projects that will improve roads and sidewalks in 	
proved Infrastructure (cont.)	projects	Biscayne Pt., Bayshores A/B/C; Sunset Isl. 1 & 2; Ven. Isl; & City Center 9B Institute a contractor Quality Assurance/Quality Control program that will serve to provide measures to gauge the progress and successful completion of a CIP project across various attributes Produce graphical project scheduling and measurement tool	
l Inf		Create and enarginate CID Action Toom to facilitate implementation of capital projects	OBPI
Improvec	Ensure well- maintained	 Create and coordinate CIP Action Team to facilitate implementation of capital projects Conduct 40 year recertification of City Buildings required by Miami-Dade County through the use of outside services Continue ongoing remediation and monitoring activities at the Miami Beach and Normandy 	PUBLIC WORKS
Well Im	facilities	 Shores Golf Courses Accelerate past due renewal and replacement projects Create a structured process to solicit feedback (from users) about the Energy efficiencies that have been implemented 	
		 Provide quarterly report on Energy Savings vs Debt Service Review Preventative Maintenance Plan and Implement work as scheduled Look at Cost Allocation Methodology and look at cost drivers 	
		 Hire outside architect/engineer and project manager to expedite renewal & replacement projects Enhance ADA support by adding ADA position 	
		Complete Building Assessments (Facility Condition Index) Ensure Facility Index (FCI) software is up to date and able to produce FCI Report Develop Annual Citywide Maintenance Plan Expedite Proviously Budgeted Repoyal and Replacement Projects	
		 Expedite Previously Budgeted Renewal and Replacement Projects Monitor City's Energy Contract with Amaresco Quarterly for Energy Savings to offset Debt Service Update the Facility Assessment System to provide Facility Condition Indices for all facilities 	
		 and maintain going forward Ensure all 40-year certifications are complete for City Buildings Ensure enhanced maintenance of beachfront restrooms based on quantitative standards Improve controls for access to buildings by staff and contracted employees 	
		 Review City's standards for Property Management turnaround times Develop building database for key dates (elevator certificates, fire alarm expectations, etc.) 	
		Pursue possible contracting out of maintenance staff for beach restrooms	PUBLIC WORKS, REHCD
		Develop a systematic process for assessing Recreation Facilities on a continuous basis	PARKS & REC

Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
	Maintain City's infrastructure	 Establish baseline values for water, sewer, and storm water pipes Complete assessment of streetlight poles/fixtures Develop GIS monitoring map to manage pavement program Develop GIS baseline infrastructure maps that also reflect planned improvements over the next five years for: roadways, sidewalks, seawalls, sewer, water, street lighting, stormwater infrastructure, water infrastructure maps & sewer infrastructure map Develop Right of Way Management Procedure to minimize impacts after streets have been improved Develop procedure regarding signs in Right of Way Fully assess upcoming neighborhood projects to ensure that roadway and sidewalk deficiencies are addressed 	PUBLIC WORKS
(Develop parking garage appearance index	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, PARKING
Well Improved Infrastructure (cont.)		Develop Public Outreach Program to better educate the community and explain intended goals of projects e.g. drainage, safety, capacity in layman's terms	CIP
ctu		Improve maintenance of City leased assets	REHCD
nfrastru	Improve storm	Explore monitoring of restaurant waste runoff by adding a code enforcement team for restaurant drains	CODE
oved I	drainage citywide	Review zoning code/compliance and issuance of variances that affect sea level rise	PLANNING
ell Impro		 Update the storm water master plan to reflect the latest science and data Provide orientation for Commissioners on sea level rise 	PUBLIC WORKS
We		Promote education on sea level rise including costs of mitigation	COMM
		Work with flood insurance providers regarding City initiatives	BUILDING, PUBLIC WORKS
		 Create recreational areas like the Netherlands which also serve as protection from flooding Develop sea level rise mitigation plans for today, 20 year and 50 year plan including evaluation of roadways and facilities (esp. Flamingo Park, South Pointe Park) 	PUBLIC WORKS, PLANNING, CIP
		Strengthen resiliency efforts (including vehicles)	CITY MANAGER
	Preserve our beaches	Continue federal lobbying to secure funding and sources of sand for beach renourishment	ECONDEV, PUBLIC WORKS
		Provide Feedback to Environmental Division in Public Works to meet their beach monitoring needs	REHCD
		Monitor Beachfront Concessionaires permitted through a field monitoring schedule Description of the concession	
ollar	Maximize efficient delivery of services	Beachfront concessionaire monitoring Develop procedure for issuing IDs to contractors (facilities & those operating around children)	HR
Maximizing Value for Taxpayer Dollar		Enhance position control including: Monthly reports of filled versus vacant positions, Implementation of workflow processing software for Requests-to-Fill, Eden position control training to identify ways to improve, Expedited turnaround times for reclassifications	HR, OBPI
e for 1		Streamline special events permitting and review process	TCD
g Valu		Develop a program to assess effectiveness of Code Compliance enforcement efforts, similar to Internal Audits' review of the parking enforcement efforts	CODE, OBPI
Maximizin		Develop a process improvement plan to evaluate City processes on a regular basis	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES

Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
	Maximize efficient delivery of services (cont.)	 Develop and implement customer feedback mechanisms for Fleet Management services Create service level agreements with departments for preventive maintenance (oil changes) based on new engine technology, improved synthetic fluids and manufacturers recommendation and track impact on fleet expense Improve Fleet warehouse operations management by reclassifying two existing part-time FSR positions to one Warehouse Supervisor position Implement/evaluate results of the Fleet Fuel Card Program for Police, Fire, and Parks and Recreation Departments' employees assigned City vehicles operating in the City's north end Implement centralized coordination of aerial device safety training for various City departments Develop Accident review Committee Citywide similar to Police Offer quarterly emergency management team section training Prepare a resident re-entry plan for after emergency events Initiate partnerships with the business community to both encourage the creation of business continuity plans and to better involve the business community in disaster mitigation, preparation, response and recovery 	FIRE
Maximizing Value for Taxpayer Dollar (cont.)		 Develop and implement Procurement Customer Surveys - City department users Develop and implement Procurement Customer Surveys - Bidders and Proposers Improve procurement compliance measures Revise backlog of solicitations for goods and services Reduce requisition to P.O. processing time to meet or exceed national average of 6 days Reduce backlog of solicitation of A/E and construction 	PROCUREMENT
храуег		Continue to explore other meter payment options	PARKING
e for Ta		Develop and implement procedure related to printing/turn-around time Enhance City's Records Management System	CITY CLERK
Valu		Implement LaserFische digitizing of records in Planning	PLANNING, IT
nizing		Pursue use of pay cards for employees without automated deposits	FINANCE
Maxir		 Ensure all contracts and lease agreements are in EDEN and are monitored for agreement dates, deliverables, etc. Secure relocation space for the sign and meter shop 	REHCD
	Control costs of payroll including	Pursue pilot implementation of weekend staffing schedule for Fire Fighters with additional staffing to reduce overtime	FIRE
	salary and fringes/ Minimize Taxes/ Ensure expenditure trends are sustainable over the long term	 Address opportunities for improvement identified in Risk Management Review study Complete 2013-2014 AFSCME contract 	HR
		 Continue implementation of Accident Awareness and Prevention program with HR, Risk and Police by initiating a process to monitor and verify licensing of driver & operators Develop Accident Prevention Training Program 	FLEET, HR, POLICE
		Evaluate internal process of cost-effectiveness of decommissioning vehicle/equipment for auction	FLEET, POLICE
		Review the Code Compliance overtime approval process and create a Standard Operating Procedure for effective assignment and approval of overtime	CODE
		 Work with State Attorney/Dade Chiefs to implement initiatives to reduce court overtime Add 1 Records Technician and 1 Data Entry Clerk in order to reduce the need for overtime in the Records Management Unit 	POLICE

Vision	Key Intended Outcome	Existing Citywide Initiatives	Dept
	Increase community satisfaction with City government	Facilitate 2014 Community Satisfaction Survey	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES
	(cont.)	Develop and Implement a continuous Internal Services Satisfaction survey for IT, Property Management, HR, and Fleet	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, IT
(Cont.)		Develop and implement a continuous satisfaction survey of community external service users	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, FINANCE, PARKING, IT
Value for Taxpayer Dollar (Cont.)		Re-invigorate Performance Improvement Initiatives annual and quarterly performance reports	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, OBPI
Maximizing Value fo		Expand Service Shopper to contracted operations and charge enterprise funds as appropriate	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, OBPI, PROCUREMENT
2		 Expand contracted call center for use by Water and Parking Replace Licensing module 	FINANCE
		 Procure an outside contract to improve Quality Assurance/Quality Control and identify consistency issues in the Fire Prevention Bureau Implement a program that allows the Fire Department personnel (sworn) to train citizens, city employees and local businesses (excluding medical providers) in CPR/AED 	FIRE
		Add contracted Sr. Mechanical Inspector and Sr. Building Inspector in order to improve flexibility in response to market demands for Building Development Process	BUILDING
		Evaluate bulk deals for cable/internet for elderly/low-income housing facilities	REHCD
ility	Enhance the environmental	Continue to pursue green initiatives - Fuel efficient Vehicles	FLEET
Sustainability	sustainability of the community	 Achieve LEED certification for the following City facilities moving into construction: Property Management facility, Public Works facility and Collins Park garage Seek opportunities to implement sustainable green initiatives in ROW projects 	CIP
		 Install hand sanitizers in City Facilities Enhance the environmental sustainability of the community through comprehensive Citywide Recycling program, including conducting responsible outreach and recycling guidance 	PUBLIC WORKS
Supporting Outcomes to		 Encourage County to provide information on residential recycling participation on a quarterly basis Create structured process to solicit feedback from users of energy efficiencies that have been implemented 	
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Vision Linkade	Key Intended Outcome	Existing Citywide Initiatives	Dept
	Enhance external and internal	Update CIP Website to provide current Capital Program status and enable expanded communications with the Miami Beach community to address project related concerns and follow-up status	CIP
	s from and within the City	Partner with the North Beach commercial real estate industry and other interests to create a commercial site directory	ECON DEV
		• Expand Performance Improvement component of Excellence Miami Beach Website	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVE
		 Enhancing transparency by upgrading the Planning Department webpage to maximize public access to planning and development information 	PLANNING, COMM
		Develop a regular communication for MB businesses	СОММ
		 Develop programming procedures for MBTV Develop low-cost video program by repackaging existing footage that is no longer being used 	
		Continue LiketoLove Miami Beach (civic pride) campaign	
nt.)	Expand e- government	 Explore costs associated with expanding production and mailing of MB to businesses Implement Pretty Good Privacy (PGP) encryption solution to safeguard data and secure transmittal of sensitive information via email 	IT
sion (co		 Citywide security training for PCI compliance Conduct a gap analysis between the City's existing ERP software solution, EDEN, and Tyler Munis 	
of Vis		 Identify and develop Mobile Applications for visitors and residents 	IT, TCD
billity		Explore phone apps that can be developed related to arts, tourism, etc.	TCD
omes to Sustainability of Vision (cont.)		Implement Cityworks Mobile Inventory Management to improve efficiency of material and work order management in the Public Works warehouse storeroom	PUBLIC WORKS
mes to		 Develop Parking website with the ability to perform business transactions online Document parking enforcement procedures 	PARKING, IT
		Expand e-procurement systemImplement electronic surplus property system	PROCUREMENT
Supporting Outc		Implement a software solution to automate the current City Commission agenda preparation process and other Board and committee agenda	CITY CLERK
Ø		• TV: Replace existing analog in the Commission Chamber television room with a new SD/HD capable system. Radio: Upgrade the City's HAR (Highway Advisory Radio) radio station programming capabilities from analog to digital	СОММ
		 Implement online training and records management system to improve operational efficiency, maintain compliance with accreditation, ISO rating, and state certification 	FIRE
		Continue implementing the automated vehicle locator (AVL) program	FLEET
		Procure 50 Panasonic Toughbook computers and docking stations	POLICE
	Improve process	Summarize and track contract development	REHCD
	through information technology	 Develop City Clerk's records disposition log Explore electronic filing of elections reporting 	CITY CLERK
		 Upgrade Parks and Recreation software (Safari Recware) Automation of Greenspace Management Operations Assessment/ Reporting Activities (Phase One), purchase 14 wireless tablets for supervisors to utilize in the collection of data 	PARKS & REC
		 Implement Symantec Enterprise Vault for Police network storage Implement Police off-duty job tracking application 	IT, POLICE

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
	Improve process through information technology (cont.)	 Reprogram the public records purchase receipt system to print both public records and photo daily activity report Increase compliance with electronic arrest reports by adding additional mobile laptop licenses and Net-Motion software 	IT, POLICE
		 Explore opportunities for providing additional online Parking services i.e. renewal and purchase of residential permits, on-street and off-street parking, etc. Purchase handheld software upgrade to automate valet process Master meter replacements - purchase and installation of 750 multi-space pay stations for on-street and off-street locations Upgrade Gated Revenue Control system including centralized processing of all data, monitoring and access control, for all parking garages 	PARKING
		Implement license plate recognition technology	PARKING, POLICE
comes to Sustainability of Vision (cont.)		 Pursue grant funding for Net-Witness providing ability to investigate normal and abnormal events taking place on the network Facilitate the review of business process requirements and data gathering for departments in order to identify technology improvements, focusing on customer solutions Implement work order tracking system in Communications department Evaluate thin client solution for further deployment Citywide Region Database Backup Implementation Exchange Migration Analysis 2013 Dell VMWARE Health Check Citywide Vulnerability Management, Log Management, Vulnerability Scans Green Initiative VM Servers and Virtual Desktop buildout Copier/Scanner Cloud Printing Implementation Records Management Plan Implementation Motorola Public Radio System Replacement RFP for Consultant Motorola Public Radio System Resolution Plan for Radio System Issues Upgrade conduit at Marine Patrol Building 	IT
g Outcomes to Sustaina		 Implement technology enhancement for new Accela Permitting System including: Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system Improved plans management and tracking system for the plan review process Mechanism to obtain feedback from customers using Citizen Access portal 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
Supporting Out		 Implement City Liens e-Recording with Miami-Dade County to file and record liens electronically to Miami-Dade County via secure web service Implement Tyler Cashiering Develop a plan for the expansion of AVL devices and systems to all City Vehicles and equipment 	FINANCE
		Improve Cleanliness Automation through new program and hardware	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES
		 Install additional Automated Vehicle Locator (AVL) technology in Parks and Recreation, Fire, Water, Sewer, Stormwater, Property Management and Public Works vehicles Develop a plan for the expansion of AVL devices and systems to all City vehicles and equipment 	FLEET
		Implement automated vendor performance management system Implement commodity codes in EDEN	PROCUREMENT
		Improve operational efficiency in the Fire Department by implementing an online training and records management system	FIRE
		Automate budget document reports Reinvigorate IT Steering Committee to meet at least quarterly to facilitate and fund implementation of technology projects	ОВРІ

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
	Improve the	Evaluate amending ordinance to increase beachfront concession upland fees	REHCD
	City's overall financial health and maintain overall bond rating	Evaluate business improvement districts	ECON DEV
		 Implement process to continuously verify stormwater billings and review for missed ERUs Create a system of monitoring energy efficiencies implemented based on the Energy Efficient Consultant's (Ameresco) recommendations to ensure that savings offset debt service expenses Evaluate procurement of FEMA compliance software 	PUBLIC WORKS
		Explore Neighborhood Establishment Impact Fee	CODE
		 Evaluate "no cash acceptance policy" for outlying locations Explore Kiosk machines that also sell merchandise such as gift cards Finalize certificate of use fees to reflect full cost 	FINANCE, PLANNING, OBPI
		 Prepare a Disaster Recovery Plan Prepare a Post Disaster Redevelopment Plan 	FIRE
cont.)		 Document Budget Work Plan Development and Monitoring Procedures Procure Professional Service Support for processing FEMA expenses and reimbursements Evaluate procurement of FEMA compliance software Develop federal compliance guidelines 	OBPI
sion (c		Revenue Enhancement – Create a Beach/Park Sport and Fitness permit	PARKS & REC
Sustainability of Vision (cont.)		 Develop a product to market for profit Pursue corporate sponsorship for Ocean Rescue and Pool Lifeguard uniforms Pursue corporate sponsorship for Police and Fire uniforms Evaluate potential usage of Community Benefit Fund Evaluate Potential use of CAC Endowment Pursue cable TV sponsorship 	TCD, COMM
comes to	Promote transparency of City operations	Utilize outside audit contractor to review/audit City's operations annually, Construction projects, entitlement grants, HR compensation, Tennis Centers, and parking enforcement	OBPI
Supporting Outc	Strengthen Internal controls	 Review and revise Procurement procedures Implement Certificate of Insurance (COI) review and tracking system Complete review and update of City Procurement Code Complete standardizing procurement documents (ITB/RFP/RFQ), etc. through outside review Complete recommendations for expedited processes for procurement of City construction processes Ensure equitable distribution of work on contracts awarded to multiple vendors/contractors Centralize contract administration 	PROCUREMENT
		Improve oversight of agreements through an additional Leasing Specialist	REHCD
		Support Internal Audit's operational review of Fire Prevention	OBPI
		Audit citywide procedures, update as required, and promulgate among the City's workforce	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES
		 Review and update procedures for Human Resources Department Develop procedures for Notification of Injuries and FMLA (update including intranet) Document/Implement safety and security procedures for all City facilities, including evacuation drills, etc. Develop Administrative Procedure for Risk reimbursement of property damaged by City employee – address City-owned versus employee-owned property Conduct HR compliance and continuous improvement audits which result in standard operating procedures for each functional area in the department 	HR

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
	Strengthen	Document Human Resources department procedures	HR
	Internal controls	Ensure all compensatory time is captured in EDEN, especially for Police	HR, FINANCE, IT
	(cont.)	Address findings from Audit of Access Cards	HR, PUBLIC WORKS
		Implement recommendations of Code financial audit	CODE
(:	Attract and Maintain a Workforce of Excellence	Conduct training needs and satisfaction survey	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES
(cont		Provide Code staff with additional customer service training	CODE
Vision		Implement Company Store	TCD, COMM
Supporting Outcomes to Sustainability of Vision (cont.)		Review Department processes in Police, Fire, Parks and Recreation and Public Works for recruitment, hiring, promotions and disciplines Police Parks Parks	HR
Sustair		 Implement activities to improve employee morale Develop a standardized process for updating job descriptions and EEOC Codes and address payroll audit findings 	
es to S		Develop Systematic process for tracking completion of performance expectations Evaluate City's wellness program	
Outcom		 Evaluate City's Employee Discounts program Provide support to the personnel board in their review and update of Personnel Rules for the Classified Service 	
oorting		 Formalize Hiring Procedure/Process for Police Reserve Officers including standard criteria Develop Administrative Procedure for internships 	
ldnS		Develop a comprehensive award and recognition system for the City - especially to address exceeds and significantly exceeds expectations Powers now employed exists the process to include online reinforcement.	HR, ORGANIZATION DEVELOPMENT PERFORMANCE
		 Revamp new employee orientation process to include online reinforcement Reinvigorate supervisory skills training Provide training to all City employees on ethics, Citywide procedures and work rules 	INITIATIVES