

**ATTACHMENT D
CITYWIDE WORKPLAN INITIATIVES**

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
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	Create a business industry partnership for emergency management, disaster mitigation, preparation, response and recovery	EMERGENCY MANAGEMENT, TCED
		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
		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
Implement license plate reader on MacArthur Causeway	POLICE		

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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
		Implement a software solution to automate the current City Commission agenda preparation process	CITY CLERK
		Standardize public records process to and improve turnaround times	CITY CLERK
		Extend contract with current vendor or replace computerized dispatch system	EMERGENCY MGMT, PROCUREMENT, FIRE
		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
		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
		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	PROPERTY MANAGEMENT
		Increase the # of city contracts, and create a culture of efficiency and compliance	PROCUREMENT

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Management and Service Delivery	Improve Building/ Development-Related Processes From Single Family Residences to the Large Development Projects	Establish an unsafe structure panel	BUILDING
		Implement Building unsafe structure board	BUILDING
		Explore alternatives to incentivize environmentally sensitive construction	BUILDING
	Strengthen Internal Controls To Achieve More Accountability	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
	Enhance External And Internal Communication From And Within The City	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
		Upgrade the Planning Department webpage to maximize public access to planning and development information	PLANNING, COMM
	Ensure That A Universal Culture Of High Quality Customer-Service Is Driving The Conduct Of The City Commission And All City Employees	Create a program for at-risk teens delivering produce to shut-ins in conjunction with community services	HOUSING & COMMUNITY SERVICES
		Expand customer service and best practices trainings and team building events for middle managers	ODPI, 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

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Management and Service Delivery	Ensure Expenditure Trends Are Sustainable Over The Long Term	Review and update cost allocation methodology for internal service departments to properly allocate costs and more effectively manage those costs/drivers over time	OBPI
		Evaluate procurement of FEMA compliance software	OBPI, EMERGENCY MGMT
		Create a Bench/Park Sport and Fitness permit as a revenue enhancement	PARKS & REC
		Complete analysis of certificate of use fees to reflect full cost	PLANNING
		Evaluate the City's Fleet to expand fuel efficiency and opportunities for alternate transportation options (cops on bikes, hybrid, charging system)	FLEET
	Improve City's Managerial Leadership To Reward Innovation and Performance	Create a fellowship program to provide opportunity for new attorneys to gain practical experience while developing skills	CITY ATTORNEY
		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
		Ensure Reliable Stormwater Management And Resiliency Against Flooding By Implementing Select Short And Long- Term Solutions Including	Evaluate finding opportunities for stormwater improvements

ATTACHMENT D CITYWIDE WORKPLAN INITIATIVES

Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Infrastructure	Ensure Comprehensive Mobility Addressing All Modes Throughout the City	Implement ITS Program (phase I) for South Beach and a portion of Mid Beach	TRANSPORTATION
		Pursue the implementation of a Pedestrian Priority Zone for the South Pointe Neighborhood and the	TRANSPORTATION
		Establish a citywide interconnected trolley system through the implementation of the Middle Beach Trolley, Collins Link, and South Beach Trolley	TRANSPORTATION
		Implement a 1-year water taxi service pilot service operating from Downtown Miami to Purdy Boat Dock	TRANSPORTATION
		Pursue the development for a modern streetcar light rail system in Miami Beach and pursue longer term light rail system between Miami and Miami Beach by working with MDCTPW, MPO, City of Miami, FDOT, and CITT to initiate the NEPA process	TRANSPORTATION
		Work with FDOT and MDTPW to obtain approval for a design of a transit intermodal facility at the east end of I-195/Julia Tuttle Causeway on FDOT right-of-way	TRANSPORTATION
		Coordinate with MDTPW and FDOT on an enhanced bus service operating along the shoulder of the MacArthur Causeway and Julia Tuttle Causeway from Downtown Miami to South Beach	TRANSPORTATION
		Work collaboratively with CIP and PW to ensure the incorporation of Priority 1 Projects recommended in the TMP/BPMP as part of planned neighborhood improvement projects	TRANSPORTATION
		Review, Optimize, and Fine-tune traffic signal operations along 6 major corridors per year.	TRANSPORTATION
		Implement ITS/SPS Phase I including major causeways and roadways leading to the Convention Center	TRANSPORTATION
		Coordinate with Miami Dade County for implementation of Adaptive Traffic Signal Control along a corridor in Miami Beach as a pilot project	TRANSPORTATION
		Implement Safe Routes to School Projects infrastructure plans for 3 schools in Miami Beach	TRANSPORTATION
		Coordinate with the Florida Department of Transportation and Miami-Dade County for implementation of a Pedestrian Priority Zone as identified in the Transportation Master Plan	TRANSPORTATION
		Create an app that incorporates all existing transportation, including bikes, car on demand, trolley,	TRANSPORTATION
		Pursue partnerships with universities to advance transportation research projects and other mobility	TRANSPORTATION
		Pursue federal and state grants to help fund mobility projects in the City	TRANSPORTATION
		Pursue the implementation of bicycle parking in garages and bicycle corrals in dead zones at street corners/ends, including at Alton Road/Lincoln Road	TRANSPORTATION
	Deploy a bicycle safety campaign in collaboration with Communications and Police Departments	TRANSPORTATION	
Continue to plan and deploy community friendly bicycle events such as Ciclovía and community bike	TRANSPORTATION		
Build and Maintain Priority Infrastructure With Full Accountability	Review valet parking regulations (use of ROW)	PARKING	

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Premier Neighborhoods	Enhance Beauty and Vibrancy of Urban and Residential Neighborhoods; Focusing on Cleanliness, Historic Assets, In Select Neighborhoods and Redevelopment Areas		
	Revitalize Key Neighborhoods, Starting With North Beach and Ocean Drive		
	Improve Cleanliness In High Traffic Residential And Pedestrian Areas, Including Maximizing Deployment Of Trash Cans On Every Corner	Create structure to identify deficiencies in public ROW appearance and implement corrective action	ODPI, PUBLIC WORKS, PARKING
		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
	Improve Cleanliness, City Beaches		
	Enhance Beautification and Cleanliness of City Owned Corridors		

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Premier Neighborhoods	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
	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
	Ensure Compliance With Code Within Reasonable Time Frame, Emphasizing The Code For Commercial Development	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
	Enhance Cultural and Recreational Activities		

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Priority Area	Key Intended Outcome	Citywide Initiative	Responsible Department(s)
Educational Excellence	Achieve Educational (K-12) Excellence	Increase youth participation in established university workgroups to enhance access identify community support	ODPI
	Induce Public School Accountability Mainly at Middle School		
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
	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