

ACTION AGENDA 2015

Mayor and City Council



North Miami Beach, Florida
June 2014



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**North Miami Beach
Vision 2029**

NORTH MIAMI BEACH 2029
is the
PREMIER RESIDENTIAL COMMUNITY
in South Florida – the
MOST BEAUTIFUL
and the
SAFEST.

NORTH MIAMI BEACH 2029
has opportunities for
ACTIVE AND HEALTHY LIVING
and ***CONVENIENT MOBILITY.***

NORTH MIAMI BEACH 2029
has a
VIBRANT "DOWNTOWN"
and
THRIVING MAJOR CORRIDORS.

**North Miami Beach
City Government Mission**

**The MISSION of the North Miami Beach
City Government**

is to provide

EXCELLENT MUNICIPAL SERVICES

in a

FINANCIALLY RESPONSIBLE

and

ENVIRONMENTALLY CONSCIOUS

manner, while

ENGAGING OUR RESIDENTS

City of North Miami Beach Policy Agenda 2015 Targets for Action

TOP PRIORITY

**Zoning Overlay: Development, Adoption:
Dixie Highway, Hanford, 19th Avenue, Biscayne Boulevard**

Parks and Recreation Master Plan: Development

Land Use Study: Highland Village, Eastern Shores

Solid Waste: Direction

Annexation Policy and Actions: Enclaves, North, South

Charter Review

HIGH PRIORITY

City Branding and Signage

Comprehensive Plan: Update

Code Enforcement Policies and Processes: Evaluation, Report

Water Operations Review/Report: Direction

Financial Policies: Review/Update

Park Maintenance: Evaluation, Service Level, Direction, Funding

Zoning Code: Comprehensive Review/Revision

**City of North Miami Beach
Management Initiatives 2014
Targets for Action**

TOP PRIORITY

Sewer System Capital Improvement Plan: Review

ERP Software

Building Department Audit: Completion, Recommendations

Water Capital Improvement Plan: Review

**Neighborhood Safety/WAVE Program:
Community Policing, Crime Prevention**

Police Staffing and Deployment Study and Direction

HIGH PRIORITY

City Organization Review and Report

LED Street Lights Policy and Plan

Flood Management System Development/GIS Coordinator

Littman Theater: Utilization and Direction

Fleet Operations: Evaluation, Direction

**City of North Miami Beach
Action Outlines 2014**

GOAL 1	FINANCIALLY SOUND CITY GOVERNMENT
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1.1 ACTION:	SOLID WASTE CONTRACT: DIRECTION	PRIORITY
		<i>Policy – Top</i>
<p style="text-align: center;"><u>Key Issues</u></p> <ul style="list-style-type: none"> • Rate • Equipment • Service Method • Staffing • Outsource • Operational Costs 	<p style="text-align: center;"><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Prepare report 2. Council Workshop: presentation and direction 3. Issue New RFP (Deadline: 8/14) 4. Negotiate contract with vendor 5. Council Decision: Contract 	<p style="text-align: center;"><u>Time</u></p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>TBD</p> <p>TBD</p>
Responsibility: Public Works Director		

1.2 ACTION:	WATER OPERATIONS REVIEW/REPORT: DIRECTION	PRIORITY
		<i>Policy – High</i>
<p style="text-align: center;"><u>Key Issues</u></p> <ul style="list-style-type: none"> • Rate • Potential Customer • Service to Bal Harbour Village • Delivery Options • Other Potential Customers 	<p style="text-align: center;"><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Compile and evaluate rate study, operations analysis, delivery options, market analysis, potential customers and marketing development 2. Initiate contact with Bal Harbour Village 3. Prepare report with recommendations 	<p style="text-align: center;"><u>Time</u></p> <p>9/14</p> <p>3/15</p> <p>4/15</p>
Responsibility: Public Utilities Director		

1.3 ACTION:	FINANCIAL POLICIES: REVIEW/UPDATE	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Investment Policy • Reserve Policy 	<ol style="list-style-type: none"> 1. Council Memo: existing financial policies 2. Council Workshop: review, identification of potential change, direction 	<p>6/15</p> <p>7/15</p>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Finance Director</div>		

1.4 ACTION:	COMMUNITY EVENTS: REVIEW, EVALUATION, DIRECTION	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Calendar • Cost of Events • Quality Events • Attendance Level • Event Marketing • City Role/Degree of Support • Support Event Calendar • Managing Expectations • Criteria for City Events • Locations for Events • “Sunset Events” • City Sponsorship of Events • Time for Mid Year Adjustment • Potential Private Partnership 	<ol style="list-style-type: none"> 1. Inventory events and costs analysis (direct/in-direct support) 2. Develop budget recommendations 3. Council Decision: event direction and budget 4. Develop annual calendar 5. Develop public information for event calendar 6. Evaluate each event; success, areas for improvement; “sunset” event 	<p>Completed</p> <p>Completed</p> <p>9/14</p> <p>10/14</p> <p>10/14</p> <p>Ongoing</p>
<p>\$</p>	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Parks and Recreation Director</div>	

1.5 ACTION:	EMPLOYEE COMPENSATION AND PACKAGE POLICY: PHASE I AND 2	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Platform for recruiting and retaining talent Platform for achieving all other goals Classification Compensation Data for Union Negotiation 	<ol style="list-style-type: none"> Phase 1: Complete initial study of Management and Professional Class, Tiers One and Two, providing new job classifications, new job grades based upon internal and external benchmarks, and recommendations for adjustments Build Phase 1 recommendations into the budgeting process, including tentative, market-based adjustments for Management and Professional Class Tiers Three and Four Deliver Phase 2 project plan to study the remainder of the organization, beginning with Management and Professional Class, Tiers Three and Four. Conduct Phase 2 project plan/study reviewing classifications and compensation of remaining employee classifications. Review Phase 2 results and make budget recommendations for FY16 	<p>Completed</p> <p>10/14</p> <p>10/14</p> <p>10/14 – 7/15</p> <p>8/15</p>
\$	Responsibility: Human Resources Director	

1.6 INITIATIVE:	SEWER SYSTEM CAPITAL IMPROVEMENT MASTER PLAN: REVIEW	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Regulatory Requirement Project Management Project Priority 	<ol style="list-style-type: none"> Receive final report Finalize budget recommendations Council Budget Decision: projects, funding, staffing 	<p>Completed</p> <p>Completed</p> <p>9/14</p>
\$	Responsibility: Public Utilities Director	

1.7 INITIATIVE: WATER CAPITAL IMPROVEMENT		PRIORITY
PLAN: REVIEW		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Project Management • Project 	<ol style="list-style-type: none"> 1. Receive final report 2. Finalize budget recommendations 3. Council Budget Decision: projects, funding, staffing 	<p>Completed</p> <p>Completed</p> <p>9/14</p>
\$	Responsibility: Public Utilities Director	

1.8 INITIATIVE: LED STREET LIGHTS POLICY AND PLAN		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Funding • Service Level • FPL Accountability • Internal Lighting 	<ol style="list-style-type: none"> 1. Review costs for street lights 2. Evaluate LED replacement: phase plan, cost analysis, 1st project – City Hall and Community Complex, Meeting with FPL and other Sources 3. Complete report, including internal lighting 4. Council Presentation/Workshop: direction 	<p>3/15</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>
\$	Responsibility: Public Works Director	

► Management in Progress 2014	<u>Time</u>
1.9 CRA \$5 Million Debt Restructuring (F)	Completed
1.10 Employee Negotiations and Contract (HR)	
A. AFSCME (Wage Reopener FY15)	Ongoing
B. IUPA (Negotiation)	
1.11 Water Rate Structure Report (F/P)	Completed
1.12 Comprehensive Budget Process: Review (F/CM)	9/14
1.13 Grants and Funding Sources Report (F)	4/15
1.14 Stormwater Billing Corrections (based on Equivalent Runoff Units [ERU Audit] (F/CS)	TBD
1.15 Pension Reform: Law Suit (CA)	TBD
1.16 Comprehensive Pension Review: Annual Report, Council Work Session/Direction	2/15

GOAL 2	THE PLACE TO LIVE: BEAUTIFUL, SAFE AND LIVABLE
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2.1 ACTION:	PARKS AND RECREATION MASTER PLAN: DEVELOPMENT	PRIORITY
		<i>Policy – Top</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Park Land: City Owned Land • Service Level • Community Needs • Density Bonus with Developer • Outsourcing Services • Amphitheater Snake Creek: Linear Park (including Security Mechanism) 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Council Decision: contract for service 2. Define scope and costs 3. Initiate planning process 4. Complete park data gathering 5. Complete community recreation needs assessment 6. Completed draft plan <p style="text-align: center;">[Address Life Safety Issues during preparation]</p>	<p><u>Time</u></p> <p>Completed</p> <p>10/14</p> <p>11/14</p> <p>12/14</p> <p>2/15</p> <p>4/15</p>
\$	Responsibility: Parks and Recreation Director	

2.2 ACTION:	LAND USE STUDY	PRIORITY
		<i>Policy – Top</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Land Use 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> A. Highland Village <ol style="list-style-type: none"> 1. Review Zoning and Potential Land Uses 2. Finalize report with recommendations 3. Council Decision: Direction B. Eastern Shores/Intra Coastal North <ol style="list-style-type: none"> 1. Review Zoning and Potential Land Uses 2. Finalize report with recommendations 3. Council Decision: Direction 	<p><u>Time</u></p> <p>11/14</p> <p>12/14</p> <p>2/15</p> <p>12/14</p> <p>12/14</p> <p>2/15</p>
\$	Responsibility: Assistant City Manager/City Planner	

2.3 ACTION:	ANNEXATION POLICY AND ACTIONS: ENCLAVES, NORTH, SOUTH	PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Overall Direction • Specific Opportunities • Cost vs. Benefit Analysis to City • Skylake Commerical • South of 163rd Street • 163/Biscayne Annex from County 	<ol style="list-style-type: none"> 1. Obtain County Commissioner approval 2. Develop game plan/cost and benefit for application (4 areas) 3. Council Discussion 4. Complete Applications and Council Decision 5. Submit to County Commission 	<p>Completed 12/14</p> <p>2/15 TBD TBD</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Responsibility: Assistant City Manager/City Planner </div>		

2.4 ACTION:	COMPREHENSIVE PLAN: UPDATE	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Complete update Comprehensive Plan 2. Review by Planning and Zoning Board 3. Council Decision: Comprehensive Plan (1st reading) 4. Submit to State of Florida 5. Receive feedback from State of Florida 6. Council Decision: Comprehensive Plan (2nd reading) 	<p>11/14 12/14 1/15</p> <p>2/15 2/15 3/15</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Responsibility: City Planner </div>		

2.5 ACTION:	CODE ENFORCEMENT POLICIES AND PROCESSES: EVALUATION, REPORT	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Weekend • 24 hour/7 day • Service Level • Staff Resources • Software • Tools • Enforcement 	<ol style="list-style-type: none"> 1. Complete department review 2. Hire Director of Compliance and Building 3. Develop budget recommendation: staffing and funding 4. Council Decision: Budget and Resources 5. Council Workshop: Lien Mitigation Workshop 6. Review Property and Landscaping Maintenance Ordinance 7. Complete department reorganization and leadership 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>1/20</p> <p>TBD</p> <p>3/15</p>
\$	Responsibility: Director of Code Compliance and Building Services/Legal Department	

2.6 ACTION:	ZONING CODE: REVISION	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> A. Zoning Overlay: Dixie Highway (4.1) B. Zoning Overlay: Hanford (4.2) C. Zoning Overlay: 19th Avenue (4.3) D. Zoning Overlay: Biscayne Boulevard (North of 163rd Street) (4.4) 	<p>Refer to Goal 4</p>
	Responsibility: City Planner/Legal Department	

2.7 ACTION:	CITY LANDSCAPE MASTER PLAN: DEVELOPMENT	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Maintenance • Planting • Tree Cover • Locations • Staffing 	<ol style="list-style-type: none"> 1. Develop contract/scope of work for landscape design and implementation 2. Council Decision: Contract for Preparation of Master Plan 3. Complete City Landscape Master Plan 4. Council Workshop and Presentation: City Landscape Master Plan 	<p>11/14</p> <p>4/15</p> <p>6/15</p> <p>6/15</p>
\$	Responsibility: Public Works Director	

2.8 ACTION:	CITYWIDE VIDEO MONITORING SYSTEM: DIRECTION, FUNDING	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • New Development: Requirement 	<ol style="list-style-type: none"> 1. Identify and assess major security and safety needs for all City facilities and locations; other Community Locations citywide 2. Complete research options and funding sources 3. Develop report with recommendations 4. Council Workshop: direction, funding 	<p>11/14</p> <p>1/15</p> <p>2/15</p> <p>3/15</p>
\$	Responsibility: Police Chief	

2.9 ACTION: PUBLIC OWNED LAND: DIRECTION	PRIORITY	
	<i>Policy</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City Ownership • Use of Land • Potential for Redevelopment • Link to RMA Study 	<ul style="list-style-type: none"> A. Citywide <ul style="list-style-type: none"> 1. Complete inventory and ROW 2. Develop plan for all City properties with recommendations (Depends on Parks Master Plan) 3. Council Decision: direction On-Going (Depends on Parks Master Plan) B. Abandonment ROW <ul style="list-style-type: none"> 1. Determine process and legal framework analysis of costs 2. Develop report and recommendations 3. Council Decision: direction 	<ul style="list-style-type: none"> Completed TBD TBD 4/15 TBD TBD
Responsibility: City Planner/ACM		

2.10 INITIATIVE: NEIGHBORHOOD SAFETY/BLUE WAVE PROGRAM COMMUNITY POLICING AND CRIME PREVENTION	PRIORITY	
	<i>Mgmt – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Funding • Services 	<ul style="list-style-type: none"> 1. Develop Blue Wave Program Proposal 2. Council Decision: funding 3. Implementation: Full Program 	<ul style="list-style-type: none"> Completed 9/14 6/15
\$	Responsibility: Police Chief	

2.11 INITIATIVE: FLOOD MANAGEMENT SYSTEM	PRIORITY	
	<i>Mgmt – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ul style="list-style-type: none"> 1. Develop in house capacity flood plain 2. Develop in house expertise/training 3. Develop Flood Plain Maps: Update 	<ul style="list-style-type: none"> 10/14 10/14 As Necessary
\$	Responsibility: Building Official/ACM	

2.12 INITIATIVE: LITTMAN THEATER: UTILIZATION AND DIRECTION

PRIORITY
<i>Mgmt – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City Role • Goals • Service • Outsourcing • Capital Investment • Uses 	<ol style="list-style-type: none"> 1. Review uses and program/service options 2. Issue Letter of Interest to possible vendors 3. Assess opportunities and determine direction 	<p>Completed</p> <p>Completed</p> <p>10/14</p>

Responsibility: Parks and Recreation Director/Procurement

► **Management in Progress 2014**

- 2.13 CRA Spring Promotional Event (CRA)
- 2.14 Art in Public Places Ordinance

<u>Time</u>
Completed
12/14

► **Major Projects 2014**

- 2.15 Uleta Community Center Field Irrigation Well (PW)
- 2.16 Library: Upgrade (L)
 - A. Roof
 - B. Furniture
 - C. Technology Lab
 - D. Computers
- 2.17 Allen Park
 - Community Center Renovation
 - Athletic Field and Lighting Repair
 - Gym Floor
 - Security Cameras (PW/P&R)
- 2.18 171st Street Median: Upgrade (NW 2nd to NE 6th) (PW)
- 2.19 Norwood Saveall Bridge Project (PU)
- 2.20 State Road 826 Median: Upgrade, Irrigation System (Phase 3) – Golden Glade (PW)
- 2.21 Biscayne Boulevard Restoration Project (PW)

<u>Time</u>
Completed
Completed
Completed
10/14
10/14
11/14
12/14
12/14
12/14

► Major Projects 2014 (Continued)		<u><i>Time</i></u>
2.22	Tot Lot Renovation (PW/P&R)	Completed
	A. Victory Park	3/15
	B. Columbia (County funded)	3/15
	C. Uleta (County funded)	TBD
2.23	Washington Park: Restroom Renovations, Fence (PW/P&R)	TBD
2.24	Basketball Courts: Upgrade (PW/P&R)	
	A. Highland Village (County funded)	3/15
	B. Victory Park (County funded)	3/15
	C. Fulford Park (County funded)	3/15
2.25	Highland Village Renovation: Restrooms, Kitchen Flooring (County funded) (PW/P&R)	TBD
2.26	YES/McDonald Center Renovation: Restrooms, Kitchens (County funded) (PW/P&R)	3/15
2.27	Pat Mishcon Field: New Athletic Field (PW/P&R)	TBD
2.28	Taylor Park: Clean Up (County funded) (P&R)	TBD

GOAL 3	HIGH PERFORMING CITY ORGANIZATION PROVIDING GREAT CUSTOMER SERVICES
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3.1 ACTION:	CHARTER REVIEW	PRIORITY
		<i>Policy – Top</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Approach • Costs 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Council Workshop: presentation and direction 2. Council Decision: resolution and decision 3. City Attorney Review Charter 4. City Attorney Develop Draft 5. Council Review and Decision 6. Submit Miami Dade Charter 7. Election: Charter 	<p><u>Time</u></p> <p>Completed</p> <p>Completed</p> <p>9/14</p> <p>11/14</p> <p>1/15</p> <p>2/15</p> <p>5/15</p>
\$	Responsibility: City Attorney/City Clerk	

3.2 ACTION:	PARK MAINTENANCE: EVALUATION, SERVICE LEVEL, DIRECTION, FUNDING	PRIORITY
		<i>Policy – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Service Level • Service Delivery • Park Maintenance Position • Funding • Organization Structure • Maintenance Schedule • Maintenance Performance Monitoring 	<p><u>Activities/Milestones</u></p> <p>A. Maintenance Contract</p> <ol style="list-style-type: none"> 1. Define scope and standards 2. Decision: direction 3. Issue RFP 4. Selection: contractor(s) 5. Council Decision: contract <hr/> <p>B. Fields (3)</p> <ol style="list-style-type: none"> 1. Manager: direction and action <hr/> <p>C. Park Maintenance Position</p> <ol style="list-style-type: none"> 1. Review organization structure 2. Define position: description, salary 3. Council Budget: Decision 	<p><u>Time</u></p> <p>9/14</p> <p>9/14</p> <p>9/14</p> <p>11/14</p> <p>12/14</p> <p>*</p> <p>Completed</p> <p>*</p> <p>*</p>
\$	* Parks Master Plan will provide direction Responsibility: Public Works Director/Parks and Recreation Director	

3.3 INITIATIVE: ERP SOFTWARE		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Code/Building • Schedule • Activities Review 	<ol style="list-style-type: none"> 1. Review contract 2. Contractor review 3. Council Presentation: contract 4. Council Decision: contract 5. Initiate Finance Implementation 6. Complete Implementation of all Modules 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>11/14</p> <p>11/17</p>
\$	Responsibility: Information Technology Manager/ACM	

3.4 INITIATIVE: BUILDING DEPARTMENT AUDIT: COMPLETION, RECOMMENDATIONS		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Short Term Software • Action Plan • Public Education • Service Delivery Action Plan 	<ol style="list-style-type: none"> 1. Council Presentation: Department Review, Software 2. Public education materials: frequently asked questions/answers (May Newsletter) 	<p>2/15</p> <p>3/15</p>
	Responsibility: Building Official	

3.5 INITIATIVE: POLICE STAFFING AND DEPLOYMENT STUDY AND DIRECTION		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Hire Police Chief 2. Key promotions 3. Complete department review 4. Define budget recommendation: program initiatives – crime prevention and community police 5. Council Decision: Budget 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>9/14</p>
\$	Responsibility: Police Chief	

3.6 INITIATIVE: CITY ORGANIZATION REVIEW AND REPORT		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Initiate department reviews	Completed
	2. Complete department review, Organization Chart and positions	Completed
	3. Incorporate into FY15 budget recommendations	Completed
	4. Council Decision: direction and funding	9/14
\$	Responsibility: City Manager	

3.7 INITIATIVE: FLEET OPERATIONS: EVALUATION, DIRECTION		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Own/Lease	1. Review fleet: use, size and options	9/14
• Auction/Trade Off	2. Develop budget recommendation	*
• Maintenance/ Parks: Outsourcing	3. Council Decision: FY15 purchase/funding	TBD
	* (Dependent on Sanitation RFP)	
	Responsibility: Public Works Director	

► Management in Progress 2014		<u>Time</u>
3.8	FPL/Street Light Assessment: Non City Lights from North Miami Beach Bill Removal (F)	Completed
3.9	Smart Water Program (Police)	Completed
3.10	Diversity Training Program: Development (HR)	Completed
3.11	Records Policies and Procedures: Update and Training (CC)	Completed
3.12	Safety Policy and Training Manual (HR)	Completed
3.13	Ethics Training: City Staff, Board Members and Elected Officials (CC)	6/15
3.14	Phone and Online Utility Bill Payment (F)	Completed
3.15	Human Resources Administrative Policies: Social Media, Computer Utilization, Workplace Violence, FMLA, Breaks (HR)	11/14
3.16	Network Servers: Upgrades (IT)	10/14
3.17	Police Fleet: Replacement (Police)	10/14

► Management in Progress 2014 (<i>Continued</i>)		<u><i>Time</i></u>
3.18	Street Light Maintenance for ROW (PW)	TBD
3.19	10 Year Water Supply Plan: Final Report, Council Approval (PS)	1/15
3.20	Sanitary Sewer Connections in Highland Village: Enforcement Report (PS)	1/15
3.21	CNG Study (PW)	2/15
3.22	Leadership Institutes for Managers and Supervisors: Enhancement (HR)	3/15
3.23	Document Scanning: Phase 2 Historical Documents (CC)	2016
3.24	Automated Meter Reading: Implementation (2016), Monthly Billing (2017) (F)	2016 -2017
3.25	City Website: Review and Update, Enhancement (IT)	Ongoing
3.26	Recruitment Process: Plan for Each Position, Interview, Training, Update, Tests, Requirements (HR)	Ongoing

► Major Projects 2014		<u><i>Time</i></u>
3.27	Red Light Camera Project (PW)	Completed
3.28	Police Radio System: Upgrade (Transfer to County) (Police)	Completed
3.29	City Phone System (IT)	Completed
3.30	Water Main Replacement Projects (FY14) (PS)	Completed
3.31	Fire Flow Improvement Projects (FY14) (PS)	Completed
3.32	Infiltration and Inflow Project (FY14) (PS)	Completed
3.33	City Hall Indoor Air Quality (PW)	11/14
3.34	City Hall: IT Renovation (PW)	11/14
3.35	Police Security System Upgrade: Doors, Video System (Police)	10/14
3.36	Police Building Improvements (Police)	10/14
3.37	Sewer System: Force Main Replacements, Pump Stations Rehabilitation (FY14) (PS)	3/15
3.38	City Hall Renovations	TBD

GOAL 4	REVITALIZED DOWNTOWN AND MAJOR CORRIDORS
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4.1 ACTION:	ZONING OVERLAY: DIXIE HIGHWAY	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY				
<i>Policy – Top</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
	<ol style="list-style-type: none"> 1. Prepare Zoning Overlay – Dixie Highway 2. Review by Planning and Zoning Board 3. Council Decision: Overlay – Dixie Highway (1st reading) 4. Council Decision: Overlay – Dixie Highway (2nd reading) <p style="text-align: center;">[Pending State Review of Comprehensive Plan)</p>	<p>11/14</p> <p>12/14</p> <p>2/15</p> <p>3/15</p>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Responsibility: City Planner</td></tr> </table>		Responsibility: City Planner	
Responsibility: City Planner				

4.2 ACTION:	ZONING OVERLAY: HANFORD	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY				
<i>Policy – Top</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
	<ol style="list-style-type: none"> 1. Prepare Zoning Overlay – Dixie Highway 2. Review by Planning and Zoning Board 3. Council Decision: Overlay – Hanford (1st reading) 4. Council Decision: Overlay – Hanford (2nd reading) 	<p>11/14</p> <p>12/14</p> <p>2/15</p> <p>3/15</p>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Responsibility: City Planner</td></tr> </table>		Responsibility: City Planner	
Responsibility: City Planner				

4.3 ACTION: ZONING OVERLAY: 19th AVENUE

PRIORITY
<i>Policy – Top</i>

Key Issues

Activities/Milestones

Time

- | | |
|---|-------|
| 1. Prepare Zoning Overlay – 19 th Avenue | 11/14 |
| 2. Review by Planning and Zoning Board | 12/14 |
| 3. Council Decision: Overlay – 19 th Avenue
(1 st reading) | 2/15 |
| 4. Council Decision: Overlay – 19 th Avenue
(2 nd reading) | 3/15 |

Responsibility: City Planner

4.4 ACTION: ZONING OVERLAY: BISCAYNE BOULEVARD (North of 163rd)

PRIORITY
<i>Policy – Top</i>

Key Issues

Activities/Milestones

Time

- | | |
|--|-------|
| 1. Prepare Zoning Overlay – Biscayne Boulevard | 11/14 |
| 2. Review by Planning and Zoning Board | 12/14 |
| 3. Council Decision: Overlay – Biscayne Boulevard
(1 st reading) | 2/15 |
| 4. Council Decision: Overlay – Biscayne Boulevard
(2 nd reading) | 3/15 |

Responsibility: City Planner

4.5 ACTION: CITY BRANDING

PRIORITY
<i>Policy – High</i>

Key Issues

Activities/Milestones

Time

- | | | |
|---|--|-------------------------------|
| <ul style="list-style-type: none"> • Brand • Sign Design • Funding • Location | <ol style="list-style-type: none"> 1. Vendor selection for signage 2. Council Workshop: Entryway Signage | <p>Completed</p> <p>12/14</p> |
|---|--|-------------------------------|

Responsibility: City Planner/City Manager

4.6 ACTION:	163rd CORRIDOR REVITALIZATION AND REZONING	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete rezoning: 163 rd	12/14
	2. Planning and Zoning Board	12/14
	3. Council Decision: 163 rd rezoning	3/15
	4. Complete landscape: Phase III	2015
	5. Mall property annexation	2015
	6. Landscape Project: Phase IV	2015
Responsibility: City Planner		

► Management in Progress 2014	<u>Time</u>
4.7 CRA Marketing at ICSC	Completed
4.8 CRA Market North Miami Beach Program (CRA) – Brochure Revision/CRA Review	12/14
4.9 CRA Performance Review/Evaluation, Direction (CRA)	12/14

► Major Projects 2014	<u>Time</u>
4.10 Snake Creek Clean Up: On Going Maintenance (PW)	Ongoing
4.11 FDOT Resurfacing Projects	Completed
A. NE 6 th Avenue	
B. West Dixie Highway (PW)	8/15
4.12 19 th Avenue Street and Sewer Project: (181 st – 185 th Street)	2015
4.13 163 rd Street Sewer Project	9/15

Activities/Milestones Calendar 2014

City of North Miami Beach

MONTH

May 2014

1.1.2 Council Workshop and Direction: Solid Waste Contract

3.1.1 Council Workshop: Charter Presentation

3.1.2 Council Decision: Charter Resolution and Direction (Revise vs Rewrite)

<p style="text-align: center;">May 2014 Other Activities/Milestones</p>

3.5.3 Police Staffing: Complete Department Review

3.5.4 Police Staffing: Define budget recommendation program initiatives

<p style="text-align: center;">May 2014 Management in Progress: Completion</p>
--

2.13 CRA Spring Promotional Event (CRA)

3.10 Diversity Training Program: Development (HR)

June 2014

1.1.5 Council Decision: Solid Waste Contract (accept, reject, or rebid)

2.1.1 Council Decision: Parks and Recreation Master Plan Contract for Services

<p style="text-align: center;">June 2014 Other Activities/Milestones</p>
--

- 2.3.1 Annexation Policy and Actions: Obtain County Commissioner Approval**
- 2.5.1 Code Enforcement: Reorganization**
- 2.5.2 Code Enforcement: Leadership**
- 2.5.3 Code Enforcement: Recommendation**
- 2.12.1 Littman Theater: Review on Uses and Service Options**
- 4.5.1 City Branding: Vendor Selection for Signage**

<p style="text-align: center;">June 2014 Management in Progress: Completion</p>

3.11 Records Policies and Procedures: Update and Training (CC)

3.12 Safety Policy and Training Manual (HR)

<p style="text-align: center;">June 2014 Major Projects: Completion</p>

2.15 Uleta Community Center Field Irrigation Well (PW/PR)

3.29 City Phone System (IT)

MONTH

July 2014

2.1.1 Council Decision: Parks and Recreation Master Plan Development: Contract for Service

<p style="text-align: center;">July 2014 Other Activities/Milestones</p>
--

- 1.6.2 Sewer System Capital Improvement Plan: Budget Recommendations**
- 1.7.2 Water System Capital Improvement Plan: Budget Recommendations**
- 3.6.3 City Organization Review: FY15 Budget Recommendations**

July 2014
Major Project: Completion

MONTH

August 2014

3.3.3 Council Presentation: ERP Software Contract

3.3.4 Council Decision: ERP Software Contract

MONTH

<p>August 2014 Other Activities/Milestones</p>
--

- 1.4.1 Community Events: Inventory/Cost Analysis**
- 1.4.2 Community Events: Annual Calendar and Budget**
- 1.5.1 Employee Compensation and Benefits: Phase 1 Complete Initial Study of Management and Professional Class and Recommendations for Adjustments.**
- 2.12.2 Littman Theater: Issue Letter of Interest to Possible Vendors**
- 2.5.3 Code Enforcement: Budget Recommendations on Staffing and Funding**
- 3.7.2 Fleet Operations: Budget Recommendations**

MONTH

<p>August 2014 Management in Progress: Completion</p>

- 1.10 Employee Negotiations and Contract: (HR)**
 - A. AFSCME Wage Reopener**
 - B. IUPA Negotiations**

1.11 Water Rates Structure Report (F/P)

3.14 Phone and Online Utility Bill Payment (F)

4.7 CRA Marketing at ICSC

MONTH

September 2014

- 1.4.3 Council Decision: Community Events Policy, Annual Calendar, Budget**

- 1.6.3 Council Decision: Sewer System Capital Improvement Plan – Projects, Funding**

- 1.7.3 Council Decision: Water Capital Improvement Plan – Projects, Funding**

- 2.5.4 Council Decision: Code Enforcement Budget and Resources**

- 2.10.2 Council Decision: Neighborhood Safety/Blue Wave Funding**

- 3.2.3 Council Decision: Park Maintenance Position, Funding**

- 3.5.5 Council Decision: Police Staffing**

- 3.6.4 Council Decision: Organization Review, Direction, Funding**

- 3.7.3 Council Decision: Fleet Operations Direction, Vehicle Funding**

MONTH

<p>September 2014 Management in Progress: Completion</p>
--

1.7.1 Water Capital Improvement Plan: Final Report

1.12 Comprehensive Budget Process: Review (F/CM)

3.18 Street Light Maintenance for ROW (PW)

MONTH

<p>September 2014 Major Projects: Completion</p>
--

- 2.27 Pat Mishcon Field: New Athletic Field (PW/PR)**
- 3.30 Water Main Replacement Projects (FY14) (PS)**
- 3.31 Fire Flow Improvement Projects (FY14) (PS)**
- 3.32 Infiltration and Inflow Project (FY14) (PS)**

MONTH

October 2014

2.12.3 Council Decision: Littman Theater -- Assess Opportunities and Determine Direction

MONTH

<p>October 2014 Other Activities/Milestones</p>

- 1.4.3 Community Events: Develop Annual Calendar**
- 1.4.4 Community Events: Develop Public Information for Event Calendar**
- 1.5.2 Employee Compensation Policy: Build Phase 1 Recommendations into Budgeting Process**
- 1.5.3 Employee Compensation Policy: Deliver Phase 2 Project Plan to Study Remainder of Organization.**
- 2.1.2 Parks and Recreation Master Plan: Define Scope and Costs**
- 2.2.1 Land Use Study: Highland Village – Zoning and Potential Land Use Review**
- 2.9.1 Public Owned Land: Citywide Complete Inventory & ROW**
- 2.11.1 Flood Management System: Develop in house capacity flood plain**
- 2.11.2 Flood Management System: Develop in house expertise/training**

MONTH

<p>October 2014 Management in Progress: Completion</p>

3.16 Network Servers: Upgrade (IT)

3.17 Police Fleet: Replacement (Police)

MONTH

<p>October 2014 Major Projects: Completion</p>
--

2.17 Allen Park

- **Community Center Renovations**
- **Athletic Field and Lighting Repair**
- **Gym Floor**
- **Security Cameras (PW/PR)**

2.22 Tot Lot Renovation:
A. Victoria Park

3.35 Police Security System Upgrade: Doors, Video (Police)

3.36 Police Building Improvements (Police)

MONTH

November 2014

2.5.5 Council Workshop: Code Enforcement – Presentation on Changes

2.5.6 Council Workshop: Code Enforcement – Review Property and Landscaping Maintenance Ordinance

MONTH

<p>November 2014 Other Activities/Milestones</p>
--

- 2.1.3 Parks and Recreation Master Plan: Initiate Planning Process**

- 2.2.1 Land Use Study:**
 - A. Highland Village – Review Zoning and Potential Land Uses**
 - B. Eastern Shores/Intra Coastal North – Review Zoning and Potential Land Uses**

- 2.4.1 Comprehensive Plan: Update –Complete Update of Comprehensive Plan**

- 2.7.1 City Landscape Master Plan: Develop Scope of Work/Contract for Landscape Design and Implementation**

- 2.8.1 Citywide Video Monitoring System: Major Security and Safety Needs Assessment for City Facilities and Locations**

- 2.9.B.2 Public Owned Land – Abandonment ROW: Report with Recommendations**

- 3.1.4 Charter: Draft Completion**

- 3.2.4 Park Maintenance Contract: Contractor Selection**

- 3.15 Human Resources Administrative Policies:**
 - A. Social Media**
 - B. Computer Utilization**
 - C. Workplace Violence**
 - D. FMLA**
 - E. Breaks**

MONTH

<p>November 2014 Other Activities/Milestones Continued</p>

4.1.1 Zoning Overlay: Dixie Highway – Prepare Zoning Overlay

4.2.1 Zoning Overlay: Hanford Boulevard – Prepare Zoning Overlay

4.3.1 Zoning Overlay: 19th Avenue – Prepare Zoning Overlay

4.4.1 Zoning Overlay: Biscayne Boulevard – Prepare Zoning Overlay

MONTH

<p>November 2014 Major Project: Completion</p>
--

2.18 171st Street Median: Upgrade (NW 2nd to NE 6th) (PW)

3.33 City Hall Indoor Air Quality (PW)

3.34 City Hall: IT Renovation (PW)

MONTH

December 2014

- 1.2 Council Decision: Water Direction and Rates**
- 2.7.2 Council Decision: City Landscape Master Plan: Contract for Preparation of Master Plan**
- 2.9.B.3 Council Decision: Abandonment of ROW**
- 3.2.5 Council Decision: Park Maintenance Contract**
- 4.5.2 City Branding: Council Workshop: Entryway Signage**
- 4.6 Council Decision: 163rd Rezoning**

MONTH

<p>December 2014 Other Activities/Milestones</p>
--

- 2.14 Art in Public Places Ordinance**
- 2.1.4 Parks Master Plan: Complete data gathering**
- 2.19 Norwood Saveall Bridge Project (PU)**

- 4.1.2 Zoning Overlay: Dixie Highway – Review by Planning & Zoning Board**
- 4.2.2 Zoning Overlay: Hanford Blvd – Review by Planning & Zoning Board**
- 4.3.2 Zoning Overlay: 19th Avenue – Review by Planning & Zoning Board**
- 4.4.2 Zoning Overlay: Biscayne Blvd – Review by Planning & Zoning Board**

- 4.6.1 163rd Corridor Revitalization and Rezoning: Rezoning Report**
- 4.6.2 163rd Corridor Revitalization and Rezoning: Planning and Zoning Board**
- 4.6.4 163rd Corridor Revitalization and Rezoning: Complete Landscape Phase III**

MONTH

<p>December 2014 Management in Progress: Completion</p>

4.8 CRA Market North Miami Beach Program (CRA) – Brochure Revision/CRA Review

4.9 CRA Performance Review/Evaluation (CRA)

MONTH

<p>December 2014 Major Projects: Completion</p>

2.20 State Road 826 Median: Upgrade Irrigation System(Phase 3) – Golden Glades (PW)

2.21 Biscayne Boulevard Restoration Project (PW)

MONTH

January 2015

- 2.2 Council Decision: Land Use Study:**
 - A. Highland Village**
 - B. Eastern Shores/ Intra Coastal North**

- 2.4.3 Council Decision: Comprehensive Plan: Update (1st Reading)**

- 2.7.4 Council Workshop and Presentation: City Landscape Master Plan**

- 3.19 Council Decision: 10 Year Water Supply Plan Adoption**

MONTH

<p>January 2015 Other Activities/Milestones</p>

2.8.2 Citywide Video Monitoring System: Research Options/Funding Sources

MONTH

<p>January 2015 Management in Progress: Completion</p>
--

3.19 10 Year Water Supply Plan: Final Report/Council Approval (PS)

3.20 Sanitary Sewer Connections in Highland Village: Enforcement Report (PS)

MONTH

February 2015

- 2.6 **Council Decision: Zoning Code (1st Reading)**
- 2.3.3 **Council Decision: Annexation Policy and Actions**
- 3.1.3 **Charter Review: City Attorney Review Charter**
- 4.1.3 **Council Decision: Zoning Overlay – Dixie Highway (1st Reading)**
- 4.2.3 **Council Decision: Zoning Overlay – Hanford (1st Reading)**
- 4.3.3 **Council Decision: Zoning Overlay – 19th (1st Reading)**
- 4.4.3 **Council Decision: Zoning Overlay – Biscayne Boulevard (North of 163rd) (1st Reading)**

MONTH

<p>February 2015 Other Activities/Milestones</p>
--

- 1.2.2 Water Operations Review/Report: Contact Bal Harbour**
- 1.5.4 Employee Compensation and Benefits Policy: Complete Phase 2 Study**
- 2.1.5 Parkland Recreation Master Plan: Complete Community Recreation Needs Assessment**
- 2.4.4 Comprehensive Plan and Update: Submit to State of Florida**
- 2.8.3 Citywide Video Monitoring System: Report with Recommendations**
- 3.1.6 Charter: Submit to Miami Dade County**

MONTH

<p>February 2015 Management in Progress: Completion</p>

3.21 CNG Study (PW)

MONTH

March 2015

- 2.4.6 Council Decision: Comprehensive Plan: Update (2nd Reading)**
- 2.6 Council Decision: Zoning Code (2nd Reading)**
- 2.8.4 Council Workshop: Citywide Video Monitoring System, Direction and Funding**
- 3.4.2 Building Department Audit: Public Education Materials/Frequently Asked Questions/Answers (May Newsletter)**
- 4.1.4 Council Decision: Zoning Overlay – Dixie Highway (2nd Reading)**
- 4.2.4 Council Decision: Zoning Overlay – Hanford (2nd Reading)**
- 4.3.4 Council Decision: Zoning Overlay – 19th Avenue (2nd Reading)**
- 4.4.4 Council Decision: Zoning Overlay – Biscayne Boulevard (2nd Reading)**

MONTH

<p>March 2015 Other Activities/Milestones</p>

- 2.4.5 Comprehensive Plan: Update Receive Feedback from State of Florida**
- 1.2.3 Water Operations Review/Report: Prepare report with recommendations**
- 1.8.1 Review costs for streetlights**
- 3.37 Sewer System Force Main Replacements, Pump Stations Rehabilitation (FY14) (PS)**
- 2.22 Tot Lot Renovation:**
 - B. Columbia (PW/PR)**
 - C. Uleta (PW/PR)**
- 2.5.7 Code Enforcement Policies: Complete Department reorganization and leadership**
- 2.24 Basketball Courts Upgrade:**
 - Highland Village (PW/PR)**
 - Victory Park (PW/PR)**
 - Fulford Park (PW/PR)**

MONTH

<p>March 2015 Management in Progress: Completed</p>

3.22 Leadership Institutes for Managers and Supervisors: Enhancement (HR)

MONTH

April 2015

1.13 Grants and Funding Source Report (F)

2.1.6 Parks And Recreation Master Plan: Complete Draft Master Plan

2.9.B.1 Public Owned Land: Abandonment ROW – Process, Legal Framework, Cost Analysis

MONTH

May 2015

3.1.7 Charter Review: Election

MONTH

**May 2015
Other
Activities/Milestones**

2.26 YES/McDonald Center Renovation: Restrooms, Kitchens (PW/PR)

MONTH

<p>June 2015 Other Activities/Milestones</p>

- 1.3.1 Council Memo: Existing Financial Policies**
- 2.7.3 City Landscape Masterplan: Complete Master Plan**
- 2.10.3 Neighborhood Safety/Blue Wave: Full Implementation**
- 3.13 Ethics Training: City Staff, Board Members and Elected Officials (CC)**

MONTH

July 2015

1.3.2 Council Workshop: Financial Policies Review, identification of potential change, direction (MOVE TO 7/15)

MONTH

July 2015
Other Activities/Milestones

MONTH

<p>August 2015 Other Activities/Milestones</p>
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- 1.5.5 Employee Compensation and Package Policy: Review Phase 2 results and make budget recommendations for FY16**

- 4.11.B FDOT Resurfacing Project: West Dixie Highway (PW)**

MONTH

September 2015

4.13 163rd Street Sewer Project

<p style="text-align: center;">TBD Other Activities/Milestones</p>
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- 1.1.4 Solid Waste Contract: Negotiate Contract with Vendor**
- 1.1.5 Solid Waste Contract: Council Decision**
- 1.14 Stormwater Billing Corrections (based on Equivalent Runoff United [ERU Audit] (F/CS)**
- 1.15 Pension Reform: Law Suit (CA)**
- 1.16 Comprehensive Pension Review: Annual Report, Council Work Session/Direction**

- 2.23 Washington Park: Restroom Renovation, Fence (PW/PR)**
- 2.25 Highland Village Renovation: Restrooms, Kitchen and Flooring (PW/PR)**
- 2.27 Pat Mishcon Field: New Athletic Field (PW/P&R)**
- 2.28 Taylor Park: Clean Up (County Funded) (P&R)**
- 2.3.4 Annexation Policy and Action: Complete Application**
- 2.3.5 Annexation Policy and Action: Submit to County Commission**
- 2.7.4 City Landscape Master Plan: Council Workshop and Presentation**
- 2.10.2 Council Decision: Development Policies and Standards (2nd Reading)**
- 2.9.3 Council Decision: Citywide Owned Land Direction**
- 3.1.5 Charter Review: Council Review and Decision**

- 2.9.3 Council Decision: Citywide Owned Land Direction**
- 2.9.2 Citywide – Plan for All City Properties**
- 3.3.6 ERP Software: Complete Implementation of all Modules 11/17**
- 3.7.3 Fleet Operations: Council decision FY15 Purchase/Funding**
- 3.23 Document Scanning: Phase 2 Historical Documents (CC) 2016**
- 3.24 Automated Meter Reading: Implementation (2016), Monthly Billing (2017) (F)**
- 3.25 City Website: Review and Update, Enhancement (IT) Ongoing**
- 3.26 Recruitment Process: Plan for Each Position, Interview, Training, Update, Tests, Requirements (HR) Ongoing**
- 3.38 City Hall Renovations**
- 4.6 163rd Street Corridor Revitalization and Rezoning: Complete Landscape Phase III, Mall Property Annexation, Landscape Project IV**
- 4.12 19th Avenue Street and Sewer Project: (181st – 185th Street)**