

STRATEGIC PLAN

EXECUTIVE SUMMARY



North Miami Beach, Florida

George Vallejo, Mayor

Anthony F. DeFillipo, Councilperson

Barbara Kramer, Councilperson

Marlen Martell, Councilperson

Frantz Pierre, Councilperson

Phyllis S. Smith, Councilperson

Beth E. Spiegel, Councilperson

Ana M. Garcia, City Manager

Jose Smith, City Attorney

Pamela Latimore, City Clerk



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

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STRATEGIC FRAMEWORK

GOALS 2019

“Desired Destination for North Miami Beach”

PLAN 2014 – 2019

“Map to North Miami Beach’s Destination”

EXECUTION

“Route for Next Year”

MISSION

***“Responsibilities of North Miami Beach
City Government”***

BELIEFS

***“How North Miami Beach City Government
Should Operate”***

North Miami Beach Vision 2029

NORTH MIAMI BEACH 2029
is the
PREMIER RESIDENTIAL COMMUNITY ⁽¹⁾
in South Florida – the
MOST BEAUTIFUL ⁽²⁾
and the
SAFEST. ⁽³⁾

NORTH MIAMI BEACH 2029
has opportunities for
ACTIVE AND HEALTHY LIVING. ⁽⁴⁾
and ***CONVENIENT MOBILITY.*** ⁽⁵⁾

NORTH MIAMI BEACH 2029
has a
VIBRANT "DOWNTOWN" ⁽⁶⁾
and
THRIVING MAJOR CORRIDORS. ⁽⁷⁾

Vision 2029

Guiding Principles

PRINCIPLE 1

PREMIER RESIDENTIAL COMMUNITY

► Means

1. Capitalizing on North Miami Beach's great location-convenient access to opportunities in South Florida
2. Affordable City government with reasonable taxes and fees
3. Strong, well maintained City infrastructure including natural gas and sewer system
4. Convenient access to neighborhood retail providing the necessities for daily life
5. Quality housing choices for all stage of life: from young professionals to families with children to seniors
6. Strong community events and festivals with active participation that bring the community together
7. Top quality public and private schools in North Miami Beach
8. City – residents – businesses partnering and working together for the benefit of the whole North Miami Beach community
9. Strong neighborhood associations taking pride and responsibility for their neighborhood
10. Consistent application, standards and code compliance adapted to each neighborhood
11. Residents' passion and enthusiasm for North Miami Beach and optimism about our future

PRINCIPLE 2

MOST BEAUTIFUL

► **Means**

1. Well designed and maintained neighborhoods and homes
2. Well designed and maintained corridor districts and business buildings
3. Well designed and maintained public buildings and green spaces
4. Trees and green foliage throughout the city
5. Attractive and unique gateway entrance signifying that you are arriving in North Miami Beach
6. Well maintained City streets, sidewalks, etc.
7. Beautiful, clean blueways and waterways
8. Attractive, distinctive lights, signage, street furniture, recycling containers, etc.
9. Residents and property owners upgrading their properties and complying with City codes
10. Art in public places throughout the city

PRINCIPLE 3

SAFEST

► **Means**

1. Residents and guests feeling safe-at home, in their neighborhoods and throughout the community
2. Low crime rate through a proactive approach, using public education, and preventative activities
3. City public projects and new developments/redevelopment designed with safety in mind
4. Community prepared for a major emergency or disaster response and recovery
5. City Police, Parks, Building and Code Enforcement and Fire Department working in partnership with businesses and residents for a safe community
6. Monitoring cameras in public spaces
7. Safe community for walking and biking
8. Safe City facilities and buildings that are ADA compliant
9. Appropriate businesses that do not contribute to criminal activities
10. Educated residents and businesses taking responsibility to create a safe community

PRINCIPLE 4

ACTIVE AND HEALTHY LIVING

► **Means**

1. Range of top quality parks: city, regional and state
2. Variety of recreational programs and activities for all
3. Recreational venues and activities along a beautiful and personally inviting Snake Creek
4. Quality athletic and ball fields for tournaments and recreational leagues
5. Active, state of the art Tennis Complex
6. Trails for walking and biking
7. Specialty parks responsive to the changing recreational desires of the community, community garden, skate park
8. Public-private partnerships to expand parks and recreational facilities and opportunities
9. Partnering with Dade County for parks and leisure activities
10. Pool and waterpark/splash pads
11. Top quality Theater with major productions
12. Up to date community centers

PRINCIPLE 5

CONVENIENT MOBILITY

► **Means**

1. Unique public transportation with attractive stations serving the North Miami Beach community
2. Ample parking at strategic locations
3. Electric vehicle charging stations throughout the community
4. Walkable neighborhoods linked to neighborhood retail destinations
5. Beautiful travel routes – a pleasant visual environment
6. Bike friendly with the availability of bike rentals
7. Attractive traffic circles facilitating traffic flow
8. Availability of alternative transportation modes, including mopeds, zip car, etc.

PRINCIPLE 6

VIBRANT “DOWNTOWN” *

* Boundary: FEC 163rd 171st Library

► **Means**

1. A "Destination" for residents and drawing visitors
2. Pedestrian friendly and walkable
3. Variety of restaurants including opportunities for outdoor dining
4. Mixed use developments with live-work spaces and townhomes
5. Active during the day and in the evenings
6. Greater density with flexible City standards and regulations
7. Adequate City infrastructure in urban areas
8. Expanded university presence in Downtown
9. Wireless hot spot
10. Convenient parking

PRINCIPLE 7

**THRIVING MAJOR CORRIDORS: 163rd;
DIXIE HIGHWAY, BISCAYNE BOULEVARD**

► **Means**

1. Attractive gateway signs signifying the entrance to North Miami Beach - defining our boundaries
2. Well maintained, attractive streetscapes and decorative modern lighting
3. Mixed use developments blending retail and residential opportunities
4. Annexed corridors with City control, consistent and attractive developments
5. Wayfinding signage guiding residents and visitors
6. Visual consistency on all major corridors
7. Medical and Healthcare District around Jackson Hospital
8. "Funky" village with unique residential opportunities, entertainment venues with late hours and attractive for artists (in the industrial area) (Boundary: 151st – Dixie Highway – 159th – FEC)
9. 163rd/Biscayne Intersection corporate center with high density, business hotel(s), top quality professional offices, upscale residential opportunities
10. Convenient access top parking

North Miami Beach City Government Mission

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

is to provide

EXCELLENT MUNICIPAL SERVICES ^(A)

in a

FINANCIALLY RESPONSIBLE ^(B)

and

ENVIRONMENTALLY CONSCIOUS ^(C)

manner, while

ENGAGING OUR RESIDENTS ^(D)

North Miami Beach City Government Mission Guiding Principles

PRINCIPLE A

EXCELLENT MUNICIPAL SERVICES

► Means

1. Providing municipal services that are responsive to the North Miami Beach community
2. Defining core municipal services and establishing service priorities.
3. Hiring, retaining a top quality City workforce dedicated to serving the North Miami Beach community
4. Identifying and evaluating "best practices" and applying when appropriate to the City
5. Providing well designed and well maintained City infrastructure and facilities that result in reliable City services and easy access for City customers
6. Developing and using outcome based performance metrics/benchmarks for measuring City services and performance
7. Cross training City employees to maximize productivity
8. Developing a pool of professional resources to support City services

PRINCIPLE B

FINANCIALLY RESPONSIBLE

► **Means**

1. Providing adequate resources to support defined services and levels of services
2. Having a responsible tax and fee rates
3. Delivering City services in the most cost effective, efficient manner
4. Leveraging City resources through grants and other outside revenue sources
5. Using debt on strategic projects that have a return to the City or contribute to expanding the local economy or tax base
6. Exploring ways to reduce the cost of service delivery through contracting with other governments or businesses, or using well-trained volunteers
7. Maintaining competitive compensation for City employees based upon the market
8. Developing and using long range financial plan and processes based upon projected revenues and expenditures

PRINCIPLE C

ENVIRONMENTALLY CONSCIOUS

► **Means**

1. Increasing energy efficiencies and the use of renewable resources
2. Educating and promoting reuse and recycling
3. Align City codes and incentives with "Green" building codes
4. Having "energy efficient" fleet
5. Educating and promoting water conservation
6. Reducing the City's carbon footprint

PRINCIPLE D

ENGAGING OUR RESIDENTS

► **Means**

1. Providing timely information to the community using effective methods of communications
2. Developing and using City boards and commissions, task forces and committees
3. Using neighborhood and "town hall" meetings to share information and to listen to input/feedback
4. Maintaining a City presence in the community including participation and leadership in community organizations
5. Using community surveys and other techniques for feedback on city services, programs and activities
6. Listening to the entire community
7. Educating the community on emergency preparedness, response and recovery and their responsibilities
8. Seeking and using community volunteers in the City
9. Using multiple languages in City communications and signage

City of North Miami Beach Goals 2019

Financially Sound City Government



The Place to Live: Beautiful, Safe and Livable



**High Performing City Organization
Providing Great Customer Services**



Revitalized Downtown and Major Corridors

GOAL 1	FINANCIALLY SOUND CITY GOVERNMENT
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► Objectives

1. Reasonable taxes and fees that are affordable for residents
2. Affordable retirement system and employee compensation
3. Adequate resources to support defined City services and levels of service while building reserves
4. City investing in well planned, well maintained and upgraded City infrastructure, technology, facilities and buildings
5. Effective financial planning and reporting systems
6. City services delivered in the most cost effective manner

► Short Term Challenges and Opportunities

1. Funding City operations and capital projects for “Excellent Municipal Services”
2. Funding for pensions and the expectations of City employees
3. Prioritizing City services and capital projects
4. Changing the City service delivery mechanisms and openness to change
5. Funding and staff resources to upgrade City information technology
6. Changing outdated policies, procedures and practices to be efficient and legally responsible
7. Openness to outsourcing City services
8. Upgrading financial and budgeting systems
9. City staffing efficiency in departments
10. Retaining and hiring a top quality City workforces dedicated to providing “Great Customer Service” to the community

► **Actions 2014**

PRIORITY

Action Agenda

- 1.1 Solid Waste Contract: Direction
- 1.2 Water Operations Review/Report: Direction
- 1.3 Financial Policies: Review/Update
- 1.4 Community Events: Review, Evaluation, Direction
- 1.5 Employee Compensation and Benefits Policy: Phase 1 and Phase 2

Top Priority

High Priority

High Priority

Management Initiatives

- 1.6 Sewer System Capital Improvement Plan: Review
- 1.7 Water Capital Improvement Plan: Review
- 1.8 LED Street Lights Policy and Plan

Top Priority

Top Priority

High Priority

Management in Progress

- 1.9 CRA \$5 Million Debt Restructuring
- 1.10 Employee Negotiations and Contract
 - A. AFSCME (Wage Reopener FY15)
 - B. IUPA (Negotiation)
- 1.11 Grants and Funding Sources Report
- 1.12 Comprehensive Budget Process: Review
- 1.13 Storm Water Billing Corrections
(based on Equivalent Runoff Units (ERU Audit))
- 1.14 Pension Reform: Law Suit

GOAL 2	THE PLACE TO LIVE: BEAUTIFUL, SAFE AND LIVABLE
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- Objectives**
1. Top quality schools with a high graduation rate and graduates prepared to enter the workforce or go to college
 2. Lower crime rate and the reputation that the City is tough/ no tolerance on crime and criminal activities
 3. Attractive, beautiful streetscapes, waterways and landscaping throughout the City
 4. Upgraded City parks and leisure facilities serving the community's needs
 5. Police working with the community to create a safe community for all
 6. Buildings and homes meeting City codes and ordinances

- Short Term Challenges and Opportunities**
1. Dealing with the County adjacent properties, making more beautiful
 2. Addressing public owned properties: front yards, alleys and lots
 3. Addressing “grandfathered” variances and land uses in conflict with City goals and plans
 4. Conflicting personal property rights and community benefits
 5. Aging buildings and homes needing major repairs, renovation or replacement
 6. Working with property owners who are not maintaining their buildings and homes
 7. Defining and funding the City role and participation in redevelopment
 8. Addressing foreclosed and unmaintained properties

► Actions 2014	PRIORITY
<i>Action Agenda</i>	
2.1 Parks and Recreation Master Plan: Development	Top Priority
2.2 Land Use Study	Top Priority
A. Intra Coastal North Area	
B. Highland Village	
2.3 Annexation Policy and Actions: Enclaves, North, South	Top Priority
2.4 Comprehensive Plan: Update	High Priority

► **Actions 2014 (Continued)**

- 2.5 Code Enforcement Policies and Processes: Evaluation, Report
- 2.6 Zoning Code: Comprehensive Review/Revision
- 2.7 City Landscape Master Plan: Development
- 2.8 Citywide Video Monitoring System: Direction, Funding
- 2.9 Public Owned Land: Direction
 - A. Sunray ROW Abandonment
 - B. Citywide
- 2.10 Development Policies and Standards: Refinement

PRIORITY

High Priority

High Priority

Management Initiatives

- 2.11 Neighborhood Safety/Blue Wave Program: Community Policing and Crime Prevention
- 2.12 Flood Management System
- 2.13 Littman Theater: Outsource

Top Priority

High Priority

High Priority

Management in Progress

- 2.14 CRA Spring Promotional Event

► **Major Projects 2014 – 2015**

- 2.15 Library: Upgrade
- 2.16 Tot Lot Renovation: Victory Park, Columbia Park, Uleta Park
- 2.17 Allen Park Community Center Renovation, Athletic Field and Lighting Repair, Gym Floor, Security Cameras
- 2.18 Uleta Community Center Field Irrigation Well
- 2.19 Norwood Saveall Bridge Project
- 2.20 Pat Mishcon Field: New Athletic Field
- 2.21 Washington Park: Restroom Renovations, Fence
- 2.22 Basketball Courts Upgrade: Highland Village, Victory Park, Fulford Park
- 2.23 171st Street Median: Upgrade
- 2.24 Storm Water TMDL Project
- 2.25 State Road 826 Median: Upgrade, Irrigation System
- 2.26 Biscayne Boulevard Restoration Project
- 2.27 Highland Village Renovation: Restrooms, Kitchen Flooring
- 2.28 YES/McDonald Center Renovation: Restrooms, Kitchens
- 2.29 Taylor Park: Clean Up

GOAL 3

**HIGH PERFORMING CITY ORGANIZATION
PROVIDING GREAT CUSTOMER SERVICES**

► Objectives

1. Top quality and engaged City workforce dedicated to serving the North Miami Beach community
2. Performance measures and benchmarking City services
3. Streamlined City processes and systems focusing on service outcomes
4. City evaluating operations and continuously exploring ways to increase productivity, to reduce the costs of service delivery and to enhance customer service
5. City services responsive to the needs of the community
6. High level of community customer satisfaction
7. High level of City employee satisfaction

► Short Term Challenges and Opportunities

1. Changing the Charter for a more effective City organization
2. Mature City workforce with upcoming retirements
3. Refining City service delivery and processes
4. Potential outsourcing City services and contractor accountable for their performance
5. Distinguishing between community "needs" and community "wants"
6. Traditions and resistance to change in City legal framework and processes
7. City employees taking responsibility and being accountable and recognized for their actions
8. Turnover in City Managers: impact on the City organization performance and effectiveness

► **Actions 2014**

PRIORITY

3.1 Charter Review

Top Priority

3.2 Park Maintenance: Evaluation, Service Level, Direction, Funding

High Priority

Management Initiatives

3.3 ERP Software

Top Priority

3.4 Building Department Audit: Completion, Recommendations

Top Priority

3.5 Police Staffing and Deployment Study and Direction

Top Priority

3.6 City Organization Review and Report

High Priority

3.7 Fleet Operations: Evaluation, Direction

High Priority

Management in Progress

3.8 FPL/Street Light Assessment: Non City Lights from North Miami Beach Bill Removal

3.9 Smart Water Program

3.10 Diversity Training Program: Development

3.11 Human Resources Administrative Policies: Social Media, Computer Utilization, Workplace Violence, FMLA, Breaks

3.12 Safety Policy and Training Manual

3.13 Records Policies and Procedures: Update and Training

3.14 City Foundation (501C3): Evaluation, Direction

3.15 Strategic Planning: Plan and Institutionalization

3.16 Employee Evaluation: Update

3.17 Recruitment Process: Evaluation, Report

3.18 Ethics Training: City Staff, Board Members and Elected Officials

3.19 Phone and Online Utility Bill Payment

3.20 City Website: Review and Update, Enhancement

3.21 Interview Assessment: Update

3.22 Network Servers: Upgrades

3.23 Police Fleet: Replacement

3.24 Street Light Maintenance for ROW

3.25 Multi Lingual Communications: Actions

3.26 10 Year Water Supply Plan: Final Report, Council Approval

3.27 Sanitary Sewer Connections in Highland Village: Enforcement Report

3.28 CNG Study

3.29 Document Scanning: Phase 2 Historical Documents

3.30 Automated Meter Reading: Implementation (2016), Monthly Billing (2017)

► **Major Projects 2014 – 2015**

- 3.31 Red Light Camera Project
- 3.32 Police Radio System: Upgrade
- 3.33 City Phone System
- 3.34 City Hall Indoor Air Quality
- 3.35 City Hall: IT Renovation
- 3.36 Water Main Replacement Projects
- 3.37 Fire Flow Improvement Projects
- 3.38 Sewer System: Force Main Replacements, Pump Stations Rehabilitation
- 3.39 Infiltration and Inflow Project
- 3.40 Police Security System Upgrade: Doors, Video System
- 3.41 Police Building Improvements

GOAL 4	REVITALIZED DOWNTOWN AND MAJOR CORRIDORS
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- Objectives**
1. Upgrade and revitalize West Dixie Highway corridor
 2. Hanford 19th area develop as North Miami Beach's downtown
 3. Upgrade Snake Creek
 4. Revitalize “Sharp” area – (South of Mischon and West of Library)
 5. Upgrade and revitalize 163rd corridor
 6. Develop attractive, distinctive entrances and gateway signs

- Short Term Challenges and Opportunities**
1. Lack of sewer service in revitalizing areas
 2. Attracting businesses and private sector investments
 3. Under utilized, limited access, limited development at Snake Creek
 4. Defining the City role in redevelopment
 5. Changing land uses and zoning
 6. Supporting mixed-use developments that fit the community and the corridor
 7. Encouraging private sector to assemble properties for redevelopment

► Actions 2014	PRIORITY
<i>Action Agenda</i>	
4.1 Zoning Overlay: Dixie Highway	Top Priority
4.2 Zoning Overlay: Hanford	Top Priority
4.3 Zoning Overlay: 19 th Avenue	Top Priority
4.4 Zoning Overlay: Biscayne Boulevard	Top Priority
4.5 City Branding	High Priority
4.6 163 rd Corridor Revitalization and Rezoning	

► **Actions 2014** (*Continued*)

PRIORITY

Management in Progress

- 4.7 CRA Market North Miami Beach Program
- 4.8 CRA Performance Review/Evaluation, Direction

► **Major Projects 2014**

- 4.9 Snake Creek Clean Up: Ongoing Maintenance
- 4.10 FDOT Resurfacing Projects
 - A. NE 6th Avenue
 - B. West Dixie Highway
- 4.11 19th Avenue Street and Sewer Project: (181st – 185th Street)

City of North Miami Beach Policy Agenda 2014 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 Shore

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 Management in Progress 2014

1. CRA \$5 Million Debt Restructuring
2. Employee Negotiations and Contract: AFSCME (Wage Reopener FY15), IUPA (Negotiation)
3. Grants and Funding Sources Report
4. Comprehensive Budget Process: Review
5. Storm Water Billing Corrections (based on Equivalent Runoff Units (ERU Audit))
6. Pension Reform: Law Suit
7. CRA Spring Promotional Event
8. FPL/Street Light Assessment: Non City Lights from North Miami Beach Bill Removal
9. Smart Water Program
10. Diversity Training Program: Development
11. Strategic Planning: Plan and Institutionalization
12. Human Resources Administrative Policies:
Social Media, Computer Utilization, Workplace Violence, FMLA, Breaks
13. Safety Policy and Training Manual
14. Records Policies and Procedures: Update and Training
15. City Foundation (501C3): Evaluation, Direction
16. Strategic Planning: Plan and Institutionalization
17. Employee Evaluation: Update
18. Recruitment Process: Evaluation, Report

19. Ethics Training: City Staff, Board Members and Elected Officials
20. Phone and Online Utility Bill Payment
21. City Website: Review and Update, Enhancement
22. Interview Assessment: Update
23. Network Servers: Upgrades
24. Police Fleet: Replacement
25. Street Light Maintenance for ROW
26. Multi Lingual Communications: Actions
27. 10 Year Water Supply Plan: Final Report, Council Approval
28. Sanitary Sewer Connections in Highland Village: Enforcement Report
29. CNG Study
30. Document Scanning: Phase 2 Historical Documents
31. Automated Meter Reading: Implementation (2016), Monthly Billing (2017)
32. FPL/Street Light Assessment: Non City Lights from North Miami Beach Bill Removal
33. CRA Market North Miami Beach Program
34. CRA Performance Review/Evaluation, Direction

City of North Miami Beach Major Projects 2014 – 2015

1. Library: Upgrade
2. Tot Lot Renovation
3. Allen Park Community Center Renovation, Athletic Field and Lighting Repair, Gym Floor, Security Cameras
4. Uleta Community Center Field Irrigation Well
5. Pat Mishcon Field: New Athletic Field
6. Norwood Saveall Bridge Project
7. Tot Lot Renovation: Victory Park, Columbia Park, Uleta Park
8. Washington Park: Restroom Renovations, Fence
9. Basketball Courts: Upgrade, Highland Village, Victory Park, Fulford Park
10. 171st Street Median: Upgrade (NW 2nd to NE 6th)
11. Storm Water TMDL Project
12. State Road 826 Median: Upgrade, Irrigation System (Phase 3) – Golden Glade
13. Biscayne Boulevard Restoration Project
14. Highland Village Renovation: Restrooms, Kitchen Flooring
15. Taylor Park: Clean Up
16. Red Light Camera Project
17. Police Radio System: Upgrade
18. City Phone System
19. City Hall Indoor Air Quality
20. City Hall: IT Renovation
21. Water Main Replacement Projects

22. Fire Flow Improvement Projects
23. Sewer System: Force Main Replacements, Pump Stations Rehabilitation
24. Infiltration and Inflow Project
25. Police Security System Upgrade: Doors, Video System
26. Police Building Improvements
27. Snake Creek Clean Up: On Going Maintenance
28. FDOT Resurfacing Projects: NE 6th Avenue, West Dixie Highway
29. 19th Avenue Street and Sewer Project: (181st – 185th Street)