

STRATEGIC PLAN

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North Miami Beach, Florida

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STRATEGIC PLANNING FOR THE CITY OF NORTH MIAMI BEACH

Strategic Planning Model for the City of North Miami Beach

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of City government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

NORTH MIAMI BEACH VISION 2029

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⁾

North Miami Beach Vision 2029

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” *

► 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

* Boundary: FEC 163rd 171st Library

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

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 CONCIOUS ^(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 CONCIOUS

► 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

***NORTH MIAMI BEACH
CITY GOVERNMENT
CORE MUNICIPAL SERVICES***

North Miami Beach City Government Core Municipal Services

NO CHOICE

Govern the city

Manage public records

Plan, manage storm water system

Plan for, respond to and recover from a emergency

CHOICE SERVICES FOR DAILY LIVING

Enforce laws and ordinances

Provide, treat and distribute water

Regulate land uses and development quality

Collect, dispose solid waste

Collect wastewater

**Stimulate economic growth/
create a positive climate for business investments**

**Plan, build and maintain parks:
active and passive, community and neighborhood**

Patrol the community

Support quality public schools

QUALITY OF LIFE SERVICES

Plan, build and maintain streetscapes and medians

Plan, build and maintain sidewalks, bikeways and trails

Review and approve plans, inspect buildings

Plan, build and maintain athletic fields

Inform the community: residents and residents

Recycle solid waste: residential and commercial

Manage traffic flow and control

Plant, trim trees and landscaping, operate the Forestry Program

Seek compliance/enforce housing and nuisance codes

Manage, operate the Library

COMMUNITY ADD – ONS FOR LIVABILITY

Plan for the City's future

Provide recreational classes, programs and activities

Maintain and operate McDonald Center - multi use facility

Support, fund community events

Manage, operate bus transportation system

Operate, maintain swimming pools (3)

Maintain canals and creeks

Preserve the environment and natural resources

OTHER CITY SERVICES

Plan, build and maintain roads and bridges

Operate, maintain the Snyder Tennis Complex

Operate, maintain Youth Center

Support, fund community organization

Support community events sponsored by others

Manage, operate Littman Theater

Manage, operate the Amphitheater

CITY OF NORTH MIAMI BEACH PLAN 2014 – 2019

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

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

VALUE TO RESIDENTS

1. Value for their City tax dollars and fees
2. City acting in a financially responsible manner
3. Services delivered in a cost effective, efficient manner
4. Affordable city for families
5. City planning for a financially sustainable future
6. Quality City workforce dedicated to serving the North Miami Beach community

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

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Loss of water revenues reduced consumption
2. Federal and state mandates and regulations impacting the City
3. Determining who should pay and how much and degree of cost recovery
4. Adequate funding for defined service levels and for management and maintenance of City facilities/buildings
5. Slow economic recovery and slow revenue growth for the City
6. Increasing demands for City services from residents and businesses
7. Increasing costs of services: raw materials, interest rates, healthcare
8. Inability to collect from tenant accounts
9. Maintaining City financial reserves and disaster contingency

POLICY ACTIONS 2014

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

MANAGEMENT INITIATIVES AGENDA 2014

	PRIORITY
1.6 Sewer System Capital Improvement Plan: Review	Top Priority
1.7 Water Capital Improvement Plan: Review	Top Priority
1.8 LED Street Lights Policy and Plan	High Priority

MANAGEMENT IN PROGRESS 2014

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

ON THE HORIZON 2015 – 2019

- 1. AVL for City Fleet: Direction
- 2. Long Term Financial Plan: Development
- 3. Comprehensive, Citywide Capital Improvement/Community Investment Plan/Program: Development
- 4. Sponsorship Policy and Plan: Development, Direction
- 5. Comprehensive Fee Waiver Policy: Evaluation, Direction
- 6. Dignitary Protocols and City Policy

Goal 2

The Place To Live: Beautiful, Safe And Livable

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

VALUE TO RESIDENTS

1. Protection or enhancement of property values
2. Pride in living in North Miami Beach
3. Beautiful and personally inviting community
4. Families want to live in North Miami Beach
5. Feeling safe at home, in the neighborhood and throughout the community
6. Community go "Green"

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

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for City projects and redevelopment
2. Defining the purposes of City's leisure facilities and funding for upgrades
3. Vacant and underutilized commercial buildings
4. Support for code compliance actions and consistent application of the codes
5. Making Snake Creek area more attractive
6. Defining the relationship between the City and the Schools
7. Lack of City control or responsibilities for public education
8. County enclaves within the City limits

POLICY ACTIONS 2014

	PRIORITY
2.1 Parks and Recreation Master Plan: Development	Top Priority
2.2 Land Use Study A. Highland Village B. Eastern Shores/Intra Coastal North Area	Top Priority
2.3 Annexation Policy and Actions: Enclaves, North, South	Top Priority
2.4 Comprehensive Plan: Update	High Priority
2.5 Code Enforcement Policies and Processes: Evaluation, Report	High Priority
2.6 Zoning Code: Revision	High Priority
2.7 City Landscape Master Plan: Development	
2.8 Citywide Video Monitoring System: Direction, Funding	
2.9 Public Owned Land: Direction A. Citywide B. Abandonment ROW	

**MANAGEMENT INITIATIVES
AGENDA 2014**

	PRIORITY
2.10 Neighborhood Safety/Blue Wave Program: Community Policing and Crime Prevention	Top Priority
2.11 Flood Management System	High Priority
2.12 Littman Theater: Utilization and Direction	High Priority

MANAGEMENT IN PROGRESS 2014

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

MAJOR PROJECTS 2014

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

ON THE HORIZON 2015 – 2019

1. Community Centers Plan: Evaluation and Direction
2. Snake Creek Revitalization Plan and Actions, including Safety Plan, Lighting, Clean Up, Accessible/Use
3. Peddlers/Panhandling Ordinance: Evaluation, Direction
4. Public Schools: Evaluation, City Role and Actions
5. Green and Open Space Plan: Development
6. Homeless: Evaluation, Action Plan
7. Library Master Plan: Development
8. Charter School: Evaluation (including Joint Use of Facilities)
9. The Fulford Monument Refurbishment: Funding (\$200,000)
10. Decorative Street Lights: Direction, Funding
11. Percent for the Art Policy: Development (Development Regulation)
12. 4 to 6 Licensing: Evaluation, Options, Policy Directions
13. Highland Village: Clean Up and Safety Action Plan
14. Wall around FPL (@ 167 and I-95) Beautification, Funding
15. McDonald Center Master Plan (Parks and Recreation Master Plan)
16. Washington Park Master Plan (Parks and Recreation Master Plan)
17. Solar Lights: Evaluation, Direction
18. Green City: Policy Review, Direction, City Actions
19. Public Art Program: Best Practices Evaluation, Options Analysis, Direction, Funding (Parks and Recreation Master Plan)
20. Victory Pool: Upgrade
21. Washington Park Fence (CDBG Funded)
22. [After School Programs: Evaluation, Direction]
23. [Senior Programs: Evaluation, Direction]
24. [Citywide Clean Up Plan: Development, Actions]
25. Traffic Calming: Evaluation

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

VALUE TO RESIDENTS

1. Top quality City services
2. City listening to the community needs and level of satisfaction with services
3. Responsive and reliable delivery of City services
4. City employees focusing on providing personal service to the customer
5. Consistent messages, actions and services across City departments
6. Efficient and effective City systems and processes focusing on the customer

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

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Aging City workforce and the potential loss of institutional knowledge and expertise
2. Aligning the City organization with defined core values and beliefs, strategic plan and policies
3. Developing effective performance measures and benchmarks based upon community outcomes
4. Emerging workforce and dedication to public service
5. Working as a City team
6. Knowing our community and aligning the City workforce with the community demographics
7. Recruiting and hiring the “best candidate” for the City of North Miami Beach
8. Consistent support for changes from Mayor and City Council

POLICY ACTIONS 2014

	PRIORITY
3.1 Charter Review	Top Priority
3.2 Park Maintenance: Evaluation, Service Level, Direction, Funding	High Priority

**MANAGEMENT INITIATIVES
AGENDA 2014**

	PRIORITY
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 2014

- 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

MANAGEMENT IN PROGRESS 2014

(Continued)

- 3.11 Records Policies and Procedures: Update and Training
- 3.12 Safety Policy and Training Manual
- 3.13 Ethics Training: City Staff, Board Members and Elected Officials
- 3.14 Phone and Online Utility Bill Payment
- 3.15 Human Resources Administrative Policies: Social Media, Computer Utilization, Workplace Violence, FMLA, Breaks
- 3.16 Network Servers: Upgrades
- 3.17 Police Fleet: Replacement
- 3.18 Street Light Maintenance for ROW
- 3.19 10 Year Water Supply Plan: Final Report, Council Approval
- 3.20 Sanitary Sewer Connections in Highland Village: Enforcement Report
- 3.21 CNG Study
- 3.22 Leadership Institutes for Managers and Supervisors: Enhancement
- 3.23 Document Scanning: Phase 2 Historical Documents
- 3.24 Automated Meter Reading: Implementation (2016), Monthly Billing (2017)
- 3.25 City Website: Review and Update, Enhancement
- 3.26 Recruitment Process: Plan for Each Position, Interview, Training, Update, Tests, Requirements

MAJOR PROJECTS 2014

- 3.27 Red Light Camera Project
- 3.28 Police Radio System: Upgrade (Transfer to County)
- 3.29 City Phone System
- 3.30 Water Main Replacement Projects (FY14)
- 3.31 Fire Flow Improvement Projects (FY14)
- 3.32 Infiltration and Inflow Project (FY14)
- 3.33 City Hall Indoor Air Quality
- 3.34 City Hall: IT Renovation
- 3.35 Police Security System Upgrade: Doors, Video System
- 3.36 Police Building Improvements
- 3.37 Sewer System: Force Main Replacements, Pump Stations Rehabilitation (FY14)
- 3.38 City Hall Renovations

ON THE HORIZON 2015 – 2019

- 1. Performance Review System: Comprehensive Review and Process (Forms, Rating System and Training)
- 2. “Friends of the Library”: Development
- 3. City Hall: Evaluation, Long Term Plan
- 4. DROP Program for Police: Replacement Plan
- 5. City Facilities Security Plan: Assessment, Plan, Funding
- 6. Communications Plan: Evaluation, Direction, Actions
- 7. Employee Recognition Program: Development
- 8. Second Greenhouse Direction
- 9. Police (In Car/Body Cameras): Direction, Funding
- 10. Street Sweeper Service Level, Direction
- 11. Electronic Agenda Management System: Funding
- 12. Customer Service/Communication Skills Program: Development and Funding
- 13. Management and Employee Succession: Evaluation Plan, Process and Funding
- 14. Purchasing Code: Update, Training, Compliance
- 15. City Flag Pole Replacement: Funding
- 16. City Hall Improvements: Direction, Funding (Windows, Elevators)
- 17. Public Works EOC Upgrade: Funding
- 18. Organization Performance Benchmarking System: Development
- 19. [City Civil Service Rules and Administrative Policies and Procedures: Comprehensive Assessment and Update]
- 20. Community Foundation: Evaluation, Direction

Goal 4

Revitalized Downtown and Major Corridors

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

VALUE TO RESIDENTS

1. Community destinations for residents: retail, restaurants and entertainment
2. Protection of property values
3. Pride in the community
4. Beautiful, personally inviting areas in North Miami Beach
5. Convenience: availability of services and shopping
6. Opportunities to start and grow a business in North Miami Beach

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

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for redevelopment projects
2. Becoming a more pedestrian and bike friendly community
3. Partnering with the private sector
4. Defining "Downtown" and the key characteristics
5. Working with the CRA to redevelop the community and to eliminate blight
6. Determining area priorities and defining specific actions for the City

POLICY ACTIONS 2014

	PRIORITY
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	

MANAGEMENT IN PROGRESS 2014

- 4.7 CRA Marketing at ICSC
- 4.8 CRA Market North Miami Beach Program (CRA) – Brochure Revision/CRA Review
- 4.9 CRA Performance Review/Evaluation, Direction (CRA)

MAJOR PROJECTS 2014

- 4.10 Snake Creek Clean Up: Ongoing Maintenance
- 4.11 FDOT Resurfacing Projects
 - A. NE 6th Avenue
 - B. West Dixie Highway
- 4.12 19th Avenue Street and Sewer Project: (181st – 185th Street)
- 4.13 163rd Street Sewer Project

ON THE HORIZON 2015 – 2019

- 1. Dixie Highway (North) Corridor Plan and Rezoning
- 2. Hanford/Downtown Plan: Development, Rezoning, Next City Actions
- 3. Restaurant and Retail Attraction Strategy: Development, City Actions
- 4. 163rd Business Attraction Strategy and Rezoning
- 5. Hanford Boulevard Parking Options
- 6. NE 163rd Street (18th – 21st Avenues) Sewer Project
- 7. Citywide Signage Master Plan

CITY OF NORTH MIAMI BEACH ACTION AGENDA 2014

City of North Miami Beach Policy Agenda 2014

TOP PRIORITY

Zoning Overlay: 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

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 Agenda 2014

TOP PRIORITY

Sewer System Capital Improvement Plan: Review

ERP Software: Finance

Building Department Audit: Completion, Recommendations

Water Capital Improvement Plan: Review

Neighborhood Safety/Blue 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

Littman Theater: Utilization and Direction

Fleet Operations: Evaluation, Direction

City of North Miami Beach Management in Progress 2014

CRA \$5 Million Debt Restructuring

Employee Negotiations and Contract: AFSCME (Wage Reopener FY15), IUPA (Negotiation)

Water Rate Structure Report

Comprehensive Budget Process: Review

Grants and Funding Sources Report

Stormwater Billing Corrections (based on Equivalent Runoff Units [ERU Audit])

Pension Reform: Law Suit

Comprehensive Pension Review: Annual Report, Council Work Session/Direction

CRA Spring Promotional Event

Art in Public Places Ordinance

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

Smart Water Program

Diversity Training Program: Development

Records Policies and Procedures: Update and Training

Safety Policy and Training Manual

Ethics Training: City Staff, Board Members and Elected Officials

Phone and Online Utility Bill Payment

Human Resources Administrative Policies:

Social Media, Computer Utilization, Workplace Violence, FMLA, Breaks

Network Servers: Upgrades

Police Fleet: Replacement

Street Light Maintenance for ROW

10 Year Water Supply Plan: Final Report, Council Approval

Sanitary Sewer Connections in Highland Village: Enforcement Report

CNG Study

Leadership Institutes for Managers and Supervisors: Enhancement

Document Scanning: Phase 2 Historical Documents

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

City Website: Review and Update, Enhancement

Recruitment Process: Plan for Each Position, Interview, Training, Update, Tests, Requirements

CRA Marketing at ICSC

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

CRA Performance Review/Evaluation, Direction

City of North Miami Beach Major Projects 2014

Uleta Community Center Field Irrigation Well

Library: Upgrade

**Allen Park Community Center Renovation, Athletic Field and Lighting Repair,
Gym Floor, Security Cameras**

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

Norwood Saveall Bridge Project

State Road 826 Median: Upgrade, Irrigation System (Phase 3) – Golden Glade

Biscayne Boulevard Restoration Project

Tot Lot Renovation: Victory Park, Columbia Park, Uleta Park

Washington Park: Restroom Renovations, Fence

Basketball Courts: Upgrade, Highland Village, Victory Park, Fulford Park

Highland Village Renovation: Restrooms, Kitchen Flooring

YES/McDonald Center Renovation: Restrooms, Kitchens

Pat Mishcon Field: New Athletic Field

Taylor Park: Clean Up

Red Light Camera Project
Police Radio System: Upgrade
City Phone System
Water Main Replacement Projects (FY14)
Fire Flow Improvement Projects (FY14)
Infiltration and Inflow Project (FY14)
City Hall Indoor Air Quality
City Hall: IT Renovation
Police Security System Upgrade: Doors, Video System
Police Building Improvements
Sewer System: Force Main Replacements, Pump Stations Rehabilitation (FY14)
City Hall Renovations
Snake Creek Clean Up: On Going Maintenance
FDOT Resurfacing Projects: NE 6th Avenue, West Dixie Highway
19th Avenue Street and Sewer Project: (181st – 185th Street)
163rd Street Sewer Project