

# ATTACHMENT H

## FY 2013/14 Citywide Work Plan

### City of Miami Beach Strategic Planning Priorities

#### VISION

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



Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
Cleaner / Safer	Increase visibility of Police	<ul style="list-style-type: none"> <li>• Add 2 ATV Officers in the North Area from 2 pm to midnight to implement and enforce beach closure</li> <li>• Add 6 Police Officers in the South area for a walking beat along Washington Avenue</li> <li>• Increase Police Patrol on Washington Avenue</li> <li>• Enhance the Operations Division by adding two police officers and hiring a Senior Systems Analyst to replace them</li> <li>• Reorganize the Internal Affairs Division to allow for increased oversight within the department</li> <li>• Develop Crime Mapping using GIS to enhance crime analysis</li> </ul>	POLICE
	Maintain crime rates at or below national trends	<ul style="list-style-type: none"> <li>• Add seven dispatcher positions for the Public Safety Communications Unit (PSCU) to ensure the continuity of operations of the PSCU on a 24/7 basis</li> <li>• Enhance Soundscape Park Security</li> <li>• Increase security coverage between 1:00 a.m. and 6:00 a.m. allowing for 24 hours on Lincoln Rd between Police and security guard</li> <li>• Add 4 Police Officers in the South area and Citywide to form an additional Crime Suppression Team</li> </ul>	POLICE
	Improve cleanliness of Miami Beach rights of way especially in business areas  Improve cleanliness of city beaches	<ul style="list-style-type: none"> <li>• Increase pressure cleaning on Washington Avenue, Lincoln Road and Ocean Drive from bi-weekly to weekly</li> <li>• Develop cleanliness performance measure for City Center RDA using GIS with Code and Sanitation</li> <li>• Continue to coordinate with departments in effort to continue dissemination of information regarding Neighborhood Pride Program</li> <li>• Enhance coordination with HOA's, volunteer organizations, etc.</li> </ul>	<b>PUBLIC WORKS (SANITATION), CODE</b>  <b>REHCD, CODE, PUBLIC WORKS</b>  CITY MANAGER
Beautiful and Vibrant	Ensure compliance with code within reasonable time frame	<ul style="list-style-type: none"> <li>• Review and revise fine schedules in Chapter 30, using a consultant for the review/revision of Chapter 30 of the City Code of Ordinances</li> <li>• Enhance deployment flexibility for Code Quality of Life officers by adding laptops for part-time staff</li> <li>• Revise code procedures manual</li> <li>• Enhance methods/systems available for Code tracking response time and follow up</li> <li>• Conversion of the current Special Master System (Permit/Plus)</li> </ul>	CODE    CITY CLERK
	Ensure safety and appearance of building structures and sites	<ul style="list-style-type: none"> <li>• Implement and monitor impacts of North Beach Façade program</li> <li>• Implement standard window treatment program for vacant storefronts</li> <li>• Pursue funding to enhance enforcement of unsafe structures by providing funding for demolition of unsafe structures</li> <li>• Provide Support in the violations section of department to become more proactive in addressing construction without permits and unsafe structures</li> </ul>	ECON DEV   BUILDING

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
Beautiful and Vibrant (cont.)	Maintain Miami Beach public areas & rights of way citywide	<ul style="list-style-type: none"> <li>Facilitate departments to improve measurement methodologies for Public Appearance-ROW/Parks Landscaping through a Public Area Appearance Index for roadways, sidewalks, turf and plant beds</li> <li>Initiate landscape maintenance of South Pointe Phase III, IV &amp; V Project</li> <li>Initiate landscape maintenance for City Center ROW projects coming on line (Washington Ave and side streets – James, Lincoln and Lincoln Way)</li> <li>Develop a tree inventory to include # by type, date last pruned, etc.</li> <li>Amend current tree ordinance to provide for enhanced enforcement</li> </ul>	<b>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES,</b> PUBLIC WORKS, PARKS & REC  PARKS & REC
	Protect historic building stock	<ul style="list-style-type: none"> <li>Explore changes to the 40-year recertification ordinance with Miami-Dade County</li> </ul>	BUILDING
	Maintain strong growth management policies	<ul style="list-style-type: none"> <li>Expand previous development management initiatives – (e.g. expanded Planning Board review of threshold projects in residential districts)</li> <li>Work with CIP and other entities to implement recommendations of the North Beach Master Planning Strategy where feasible</li> <li>Evaluate amending City Code regarding fees to upland property owners</li> </ul>	PLANNING  REHCD
	Increase satisfaction with family recreational activities	<ul style="list-style-type: none"> <li>Implement Mobile APPS (Tee Times, Tennis, Facility Rentals, etc)</li> <li>Review Programming and Management Bandshell/Unidad</li> <li>Develop in-house Blueways Masterplan</li> <li>Upgrade Recreation Software</li> </ul>	PARKS & REC
	Improve the lives of elderly residents	<ul style="list-style-type: none"> <li>Pursue grants for improved services to address basic needs (e.g. food and visitation) to families and elderly in need</li> </ul>	COMM SERVICES
	Enhance learning opportunities for youth	<ul style="list-style-type: none"> <li>Review training needs of public school staff to sustain International Baccalaureate (IB) program and facilitate all compact components</li> <li>Work with MDCPS to have measurable improvement in achievement scores</li> <li>Ensure all children in Miami Beach elementary and middle schools have access to IB program</li> <li>Obtain parent satisfaction data from the district segregated</li> </ul>	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES
	Reduce the number of homeless	<ul style="list-style-type: none"> <li>Communicate regarding initiatives being undertaken to address homelessness in the City</li> <li>Research issue of encouraging businesses to implement homeless meters</li> <li>Continue Project Home Shore campaign targeting members of faith community with information and resources to empower them as outreach resources to the homeless, and secure non-government resource</li> </ul>	REHCD, COMM SERVICES  CITY MANAGER
	Increase access to workforce or affordable housing	<ul style="list-style-type: none"> <li>Explore transit opportunities with Miami-Dade Transit to connect affordable housing opportunities with workplace destinations</li> <li>Develop marketing plan for affordable housing, including advertising and providing media information regarding major accomplishments related to affordable housing and opportunities funded by the City</li> </ul>	PUBLIC WORKS  REHCD
	Promote and celebrate our City's diversity		
Cultural, Entertainment and Tourism Capital International Center	Improve Convention Center facility	<ul style="list-style-type: none"> <li>Complete Convention Center Expansion and Enhancement Project</li> <li>Work with consultant to assist the City in finding private sector participation in the Convention Center Expansion and Enhancement Project</li> </ul>	ECON DEV  TCD
	Maximize Miami Beach as a destination Brand	<ul style="list-style-type: none"> <li>Develop infrastructure to ensure Miami Beach in the next 20 years as the “most mobility friendly” city, “most aging population friendly” city, etc.</li> <li>Develop a marketing program to enhance Washington Avenue tourism, which highlights cultural institutions, historic buildings, diverse &amp; successful businesses, hotels, and special places and includes a brochure and map, median banners, and TV commercial</li> <li>Pursue new events such as Miss America, Outgames, Orange Bowl Tennis Tournament</li> <li>Develop Proposed Plan for Miami Beach Centennial Celebration</li> <li>Develop an official City map</li> </ul>	PUBLIC WORKS  TCD

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	
Cultural, Entertainment and Tourism Capital International Center for Innovation and Business (cont.)	Maximize Miami Beach as a destination Brand (cont.)	<ul style="list-style-type: none"> <li>Enhance citywide holiday decorations program (Includes decorations at City of Miami Beach main entrances via Julia Tuttle Causeway and 5<sup>th</sup> Street; additional street decorations along 41<sup>st</sup> Street, Collins Avenue, and 71<sup>st</sup> Street; and median decorations along Collins Avenue)</li> <li>Identify and monitor business area measures (cleanliness, crime, public appearance, turnover, etc.)</li> <li>Work with GIS to publish performance measures for the City Center redevelopment area as well as other business areas including Ocean Drive, Collins Avenue, Washington Avenue, 41 Street, and 71 Street, including crime statistics, cleanliness and public appearance indices, resort tax, etc.</li> <li>Monitor Washington Avenue economic development initiatives and provide quarterly reports to NCAC: Enhance Sanitation, Homeless Outreach, Increased lighting/Enhanced lighting for Building Features, Monthly Arts Event</li> <li>Work with Collins Park Association to help promote proposed Art Walk program</li> </ul>	PARKS & REC  ECON DEV  REHCD
	Diversify business base in Miami Beach	<ul style="list-style-type: none"> <li>Work with State of Florida DCA on implementation of the Energy Economic Zone Pilot Program</li> <li>Identify barriers to growth for the City's businesses that are in non-economic base industries</li> <li>Develop and implement a program to provide outreach to new businesses in the City and businesses leaving the City of Miami Beach</li> <li>Develop Lincoln Lane</li> <li>Identify potential incentives that may facilitate industry diversification</li> <li>Establish process to assist new businesses in City/Identify barriers to growth for City businesses</li> </ul>	ECON DEV  <b>ECONDEV, ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES</b>
	Improve building development related processes	<ul style="list-style-type: none"> <li>Continue FY2006/07 initiative to track reasons for building and fire inspection rejections through implementation of electronic plan review system</li> <li>Develop tracking for the number of times a supervisor has to over-rule inspectors for changes to plans being directed in the field</li> <li>Evaluate integration of Fire Prevention into Building Department activities/space with goal of improved customer service</li> </ul>	<b>BUILDING, FIRE</b>  BUILDING  PUBLIC WORKS
Well Improved Infrastructure	Enhance mobility throughout the City	<ul style="list-style-type: none"> <li>Work with County to identify how Intelligent Transportation Systems can be used in Miami Beach</li> <li>Enhance education and marketing programs informing residents about bicycle paths and bike lanes in Miami Beach and promote bike friendly capital projects currently underway</li> <li>Update Atlantic Greenway Master Plan (Bike Master Plan)</li> <li>Update the City's Bikeways Masterplan</li> <li>Support the MPO Mass Transit Connectivity Study</li> <li>Implement North Beach Circulator by 2014</li> <li>Complete the 2014 Transportation Master Plan Study</li> <li>Develop and implement a Bicycle Safety Campaign</li> <li>Address Dade Blvd Bike path landscaping needs curb alignment</li> <li>Complete West Avenue Traffic and Pedestrian Safety Study – recommendations to be incorporated into West Avenue BODR</li> </ul>	PUBLIC WORKS



Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
Well Improved Infrastructure (cont.)	Maintain City's infrastructure	<ul style="list-style-type: none"> <li>Establish baseline values for water, sewer, and storm water pipes</li> <li>Complete assessment of streetlight poles/fixtures</li> <li>Develop GIS monitoring map to manage pavement program</li> <li>Develop GIS baseline infrastructure maps that also reflect planned improvements over the next five years for: roadways, sidewalks, seawalls, sewer, water, street lighting, stormwater infrastructure, water infrastructure maps &amp; sewer infrastructure map</li> <li>Develop Right of Way Management Procedure to minimize impacts after streets have been improved</li> <li>Develop procedure regarding signs in Right of Way</li> <li>Fully assess upcoming neighborhood projects to ensure that roadway and sidewalk deficiencies are addressed</li> <li>Develop parking garage appearance index</li> <li>Develop Public Outreach Program to better educate the community and explain intended goals of projects e.g. drainage, safety, capacity in layman's terms</li> <li>Improve maintenance of City leased assets</li> </ul>	PUBLIC WORKS  <b>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, PARKING</b>  CIP  REHCD
	Improve storm drainage citywide	<ul style="list-style-type: none"> <li>Explore monitoring of restaurant waste runoff by adding a code enforcement team for restaurant drains</li> <li>Review zoning code/compliance and issuance of variances that affect sea level rise</li> <li>Update the storm water master plan to reflect the latest science and data</li> <li>Provide orientation for Commissioners on sea level rise</li> <li>Promote education on sea level rise including costs of mitigation</li> <li>Work with flood insurance providers regarding City initiatives</li> <li>Create recreational areas like the Netherlands which also serve as protection from flooding</li> <li>Develop sea level rise mitigation plans for today, 20 year and 50 year plan including evaluation of roadways and facilities (esp. Flamingo Park, South Pointe Park)</li> <li>Strengthen resiliency efforts (including vehicles)</li> </ul>	CODE  PLANNING  PUBLIC WORKS  COMM  <b>BUILDING, PUBLIC WORKS</b>  <b>PUBLIC WORKS, PLANNING, CIP</b>  CITY MANAGER
	Preserve our beaches	<ul style="list-style-type: none"> <li>Continue federal lobbying to secure funding and sources of sand for beach renourishment</li> <li>Provide Feedback to Environmental Division in Public Works to meet their beach monitoring needs</li> <li>Monitor Beachfront Concessionaires permitted through a field monitoring schedule</li> <li>Beachfront concessionaire monitoring</li> </ul>	<b>ECONDEV, PUBLIC WORKS</b>  REHCD
Maximizing Value for Taxpayer Dollar	Maximize efficient delivery of services	<ul style="list-style-type: none"> <li>Develop procedure for issuing IDs to contractors (facilities &amp; those operating around children)</li> <li>Enhance position control including: Monthly reports of filled versus vacant positions, Implementation of workflow processing software for Requests-to-Fill, Eden position control training to identify ways to improve, Expedited turnaround times for reclassifications</li> <li>Streamline special events permitting and review process</li> <li>Develop a program to assess effectiveness of Code Compliance enforcement efforts, similar to Internal Audits' review of the parking enforcement efforts</li> <li>Develop a process improvement plan to evaluate City processes on a regular basis</li> </ul>	HR  <b>HR, OBPI</b>  TCD  <b>CODE, OBPI</b>  <b>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES</b>



Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
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Maximizing Value for Taxpayer Dollar (Cont.)	Increase community satisfaction with City government (cont.)	<ul style="list-style-type: none"> <li>Facilitate 2014 Community Satisfaction Survey</li> <li>Develop and Implement a continuous Internal Services Satisfaction survey for IT, Property Management, HR, and Fleet</li> <li>Develop and implement a continuous satisfaction survey of community external service users</li> <li>Re-invigorate Performance Improvement Initiatives annual and quarterly performance reports</li> <li>Expand Service Shopper to contracted operations and charge enterprise funds as appropriate</li> <li>Expand contracted call center for use by Water and Parking</li> <li>Replace Licensing module</li> <li>Procure an outside contract to improve Quality Assurance/Quality Control and identify consistency issues in the Fire Prevention Bureau</li> <li>Implement a program that allows the Fire Department personnel (sworn) to train citizens, city employees and local businesses (excluding medical providers) in CPR/AED</li> <li>Add contracted Sr. Mechanical Inspector and Sr. Building Inspector in order to improve flexibility in response to market demands for Building Development Process</li> <li>Evaluate bulk deals for cable/internet for elderly/low-income housing facilities</li> </ul>	<p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES</p> <p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, IT</p> <p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, FINANCE, PARKING, IT</p> <p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, OBPI</p> <p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES, OBPI, PROCUREMENT</p> <p>FINANCE</p> <p>FIRE</p> <p>BUILDING</p> <p>REHCD</p>
	Enhance the environmental sustainability of the community	<ul style="list-style-type: none"> <li>Continue to pursue green initiatives - Fuel efficient Vehicles</li> <li>Achieve LEED certification for the following City facilities moving into construction: Property Management facility, Public Works facility and Collins Park garage</li> <li>Seek opportunities to implement sustainable green initiatives in ROW projects</li> <li>Install hand sanitizers in City Facilities</li> <li>Enhance the environmental sustainability of the community through comprehensive Citywide Recycling program, including conducting responsible outreach and recycling guidance</li> <li>Encourage County to provide information on residential recycling participation on a quarterly basis</li> <li>Create structured process to solicit feedback from users of energy efficiencies that have been implemented</li> </ul>	<p>FLEET</p> <p>CIP</p> <p>PUBLIC WORKS</p>

Vision Linkage	Key Intended Outcome	Existing Citywide Initiatives	Dept
Supporting Outcomes to Sustainability of Vision (cont.)	Enhance external and internal communications from and within the City	<ul style="list-style-type: none"> <li>• Update CIP Website to provide current Capital Program status and enable expanded communications with the Miami Beach community to address project related concerns and follow-up status</li> <li>• Partner with the North Beach commercial real estate industry and other interests to create a commercial site directory</li> <li>• Expand Performance Improvement component of Excellence Miami Beach Website</li> <li>• Enhancing transparency by upgrading the Planning Department webpage to maximize public access to planning and development information</li> <li>• Develop a regular communication for MB businesses</li> <li>• Develop programming procedures for MBTV</li> <li>• Develop low-cost video program by repackaging existing footage that is no longer being used</li> <li>• Continue LiketoLove Miami Beach (civic pride) campaign</li> <li>• Explore costs associated with expanding production and mailing of MB to businesses</li> </ul>	<p>CIP</p> <p>ECON DEV</p> <p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVE</p> <p><b>PLANNING, COMM</b></p> <p>COMM</p>
	Expand e-government	<ul style="list-style-type: none"> <li>• Implement Pretty Good Privacy (PGP) encryption solution to safeguard data and secure transmittal of sensitive information via email</li> <li>• Citywide security training for PCI compliance</li> <li>• Conduct a gap analysis between the City's existing ERP software solution, EDEN, and Tyler Munis</li> <li>• Identify and develop Mobile Applications for visitors and residents</li> <li>• Explore phone apps that can be developed related to arts, tourism, etc.</li> <li>• Implement Cityworks Mobile Inventory Management to improve efficiency of material and work order management in the Public Works warehouse storeroom</li> <li>• Develop Parking website with the ability to perform business transactions online</li> <li>• Document parking enforcement procedures</li> <li>• Expand e-procurement system</li> <li>• Implement electronic surplus property system</li> <li>• Implement a software solution to automate the current City Commission agenda preparation process and other Board and committee agenda</li> <li>• TV: Replace existing analog in the Commission Chamber television room with a new SD/HD capable system. Radio: Upgrade the City's HAR (Highway Advisory Radio) radio station programming capabilities from analog to digital</li> <li>• Implement online training and records management system to improve operational efficiency, maintain compliance with accreditation, ISO rating, and state certification</li> <li>• Continue implementing the automated vehicle locator (AVL) program</li> <li>• Procure 50 Panasonic Toughbook computers and docking stations</li> </ul>	<p>IT</p> <p>IT, TCD</p> <p>TCD</p> <p>PUBLIC WORKS</p> <p><b>PARKING, IT</b></p> <p>PROCUREMENT</p> <p>CITY CLERK</p> <p>COMM</p> <p>FIRE</p> <p>FLEET</p> <p>POLICE</p>
	Improve process through information technology	<ul style="list-style-type: none"> <li>• Summarize and track contract development</li> <li>• Develop City Clerk's records disposition log</li> <li>• Explore electronic filing of elections reporting</li> <li>• Upgrade Parks and Recreation software (Safari Recware)</li> <li>• Automation of Greenspace Management Operations Assessment/ Reporting Activities (Phase One), purchase 14 wireless tablets for supervisors to utilize in the collection of data</li> <li>• Implement Symantec Enterprise Vault for Police network storage</li> <li>• Implement Police off-duty job tracking application</li> </ul>	<p>REHCD</p> <p>CITY CLERK</p> <p>PARKS &amp; REC</p> <p><b>IT, POLICE</b></p>



Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
Supporting Outcomes to Sustainability of Vision (cont.)	Improve process through information technology (cont.)	<ul style="list-style-type: none"> <li>• Reprogram the public records purchase receipt system to print both public records and photo daily activity report</li> <li>• Increase compliance with electronic arrest reports by adding additional mobile laptop licenses and Net-Motion software</li>   <li>• Explore opportunities for providing additional online Parking services i.e. renewal and purchase of residential permits, on-street and off-street parking, etc.</li> <li>• Purchase handheld software upgrade to automate valet process</li> <li>• Master meter replacements - purchase and installation of 750 multi-space pay stations for on-street and off-street locations</li> <li>• Upgrade Gated Revenue Control system including centralized processing of all data, monitoring and access control, for all parking garages</li>   <li>• Implement license plate recognition technology</li>   <li>• Pursue grant funding for Net-Witness providing ability to investigate normal and abnormal events taking place on the network</li> <li>• Facilitate the review of business process requirements and data gathering for departments in order to identify technology improvements, focusing on customer solutions</li> <li>• Implement work order tracking system in Communications department</li> <li>• Evaluate thin client solution for further deployment Citywide</li> <li>• Region Database Backup Implementation</li> <li>• Exchange Migration Analysis 2013</li> <li>• Dell VMWARE Health Check</li> <li>• Citywide Vulnerability Management, Log Management, Vulnerability Scans</li> <li>• Green Initiative VM Servers and Virtual Desktop buildout</li> <li>• Copier/Scanner Cloud Printing Implementation</li> <li>• Records Management Plan Implementation</li> <li>• Motorola Public Radio System Replacement RFP for Consultant</li> <li>• Motorola Public Radio System Resolution Plan for Radio System Issues</li> <li>• Upgrade conduit at Marine Patrol Building</li>   <li>• Implement technology enhancement for new Accela Permitting System including: <ul style="list-style-type: none"> <li>▪ Evaluating the ticketing, queuing and calling system for the permit application and walk-through plan review process and the integration with the new permitting system</li> <li>▪ Improved plans management and tracking system for the plan review process</li> <li>▪ Mechanism to obtain feedback from customers using Citizen Access portal</li> <li>▪ Payment Kiosk for Code Compliance Division</li> <li>▪ Portable printers for inspectors involved in Building development process and Code Enforcement officers</li> </ul> </li>   <li>• Implement City Liens e-Recording with Miami-Dade County to file and record liens electronically to Miami-Dade County via secure web service</li> <li>• Implement Tyler Cashiering</li> <li>• Develop a plan for the expansion of AVL devices and systems to all City Vehicles and equipment</li>   <li>• Improve Cleanliness Automation through new program and hardware</li>   <li>• Install additional Automated Vehicle Locator (AVL) technology in Parks and Recreation, Fire, Water, Sewer, Stormwater, Property Management and Public Works vehicles</li> <li>• Develop a plan for the expansion of AVL devices and systems to all City vehicles and equipment</li>   <li>• Implement automated vendor performance management system</li> <li>• Implement commodity codes in EDEN</li>   <li>• Improve operational efficiency in the Fire Department by implementing an online training and records management system</li>   <li>• Automate budget document reports</li> <li>• Reinvigorate IT Steering Committee to meet at least quarterly to facilitate and fund implementation of technology projects</li> </ul>	<p>IT, POLICE</p> <p>PARKING</p> <p>PARKING, POLICE</p> <p>IT</p> <p>BUILDING, FIRE, PLANNING, CODE, PUBLIC WORKS, IT</p> <p>FINANCE</p> <p>ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES</p> <p>FLEET</p> <p>PROCUREMENT</p> <p>FIRE</p> <p>OBPI</p>

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
Supporting Outcomes to Sustainability of Vision (cont.)	Improve the City's overall financial health and maintain overall bond rating	<ul style="list-style-type: none"> <li>Evaluate amending ordinance to increase beachfront concession upland fees</li> <li>Evaluate business improvement districts</li> <li>Implement process to continuously verify stormwater billings and review for missed ERUs</li> <li>Create a system of monitoring energy efficiencies implemented based on the Energy Efficient Consultant's (Ameresco) recommendations to ensure that savings offset debt service expenses</li> <li>Evaluate procurement of FEMA compliance software</li> <li>Explore Neighborhood Establishment Impact Fee</li> <li>Evaluate "no cash acceptance policy" for outlying locations</li> <li>Explore Kiosk machines that also sell merchandise such as gift cards</li> <li>Finalize certificate of use fees to reflect full cost</li> <li>Prepare a Disaster Recovery Plan</li> <li>Prepare a Post Disaster Redevelopment Plan</li> <li>Document Budget Work Plan Development and Monitoring Procedures</li> <li>Procure Professional Service Support for processing FEMA expenses and reimbursements</li> <li>Evaluate procurement of FEMA compliance software</li> <li>Develop federal compliance guidelines</li> <li>Revenue Enhancement – Create a Beach/Park Sport and Fitness permit</li> <li>Develop a product to market for profit</li> <li>Pursue corporate sponsorship for Ocean Rescue and Pool Lifeguard uniforms</li> <li>Pursue corporate sponsorship for Police and Fire uniforms</li> <li>Evaluate potential usage of Community Benefit Fund</li> <li>Evaluate Potential use of CAC Endowment</li> <li>Pursue cable TV sponsorship</li> </ul>	REHCD ECON DEV PUBLIC WORKS  CODE <b>FINANCE,</b> <b>PLANNING, OBPI</b>  FIRE  OBPI  PARKS & REC <b>TCD, COMM</b>
	Promote transparency of City operations	<ul style="list-style-type: none"> <li>Utilize outside audit contractor to review/audit City's operations annually, Construction projects, entitlement grants, HR compensation, Tennis Centers, and parking enforcement</li> </ul>	OBPI
	Strengthen Internal controls	<ul style="list-style-type: none"> <li>Review and revise Procurement procedures</li> <li>Implement Certificate of Insurance (COI) review and tracking system</li> <li>Complete review and update of City Procurement Code</li> <li>Complete standardizing procurement documents (ITB/RFP/RFQ), etc. through outside review</li> <li>Complete recommendations for expedited processes for procurement of City construction processes</li> <li>Ensure equitable distribution of work on contracts awarded to multiple vendors/contractors</li> <li>Centralize contract administration</li> <li>Improve oversight of agreements through an additional Leasing Specialist</li> <li>Support Internal Audit's operational review of Fire Prevention</li> <li>Audit citywide procedures, update as required, and promulgate among the City's workforce</li> <li>Review and update procedures for Human Resources Department</li> <li>Develop procedures for Notification of Injuries and FMLA (update including intranet)</li> <li>Document/Implement safety and security procedures for all City facilities, including evacuation drills, etc.</li> <li>Develop Administrative Procedure for Risk reimbursement of property damaged by City employee – address City-owned versus employee-owned property</li> <li>Conduct HR compliance and continuous improvement audits which result in standard operating procedures for each functional area in the department</li> </ul>	PROCUREMENT  REHCD  OBPI  ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES  HR

Vision Linkage	Key Intended Outcome:	Existing Citywide Initiatives	Dept
	Strengthen Internal controls (cont.)	<ul style="list-style-type: none"> <li>• Document Human Resources department procedures</li> <li>• Ensure all compensatory time is captured in EDEN, especially for Police</li> <li>• Address findings from Audit of Access Cards</li> <li>• Implement recommendations of Code financial audit</li> </ul>	HR HR, FINANCE, IT HR, PUBLIC WORKS CODE
Supporting Outcomes to Sustainability of Vision (cont.)	Attract and Maintain a Workforce of Excellence	<ul style="list-style-type: none"> <li>• Conduct training needs and satisfaction survey</li> <li>• Provide Code staff with additional customer service training</li> <li>• Implement Company Store</li> <li>• Review Department processes in Police, Fire, Parks and Recreation and Public Works for recruitment, hiring, promotions and disciplines</li> <li>• Implement activities to improve employee morale</li> <li>• Develop a standardized process for updating job descriptions and EEOC Codes and address payroll audit findings</li> <li>• Develop Systematic process for tracking completion of performance expectations</li> <li>• Evaluate City's wellness program</li> <li>• Evaluate City's Employee Discounts program</li> <li>• Provide support to the personnel board in their review and update of Personnel Rules for the Classified Service</li> <li>• Formalize Hiring Procedure/Process for Police Reserve Officers including standard criteria</li> <li>• Develop Administrative Procedure for internships</li> <li>• Develop a comprehensive award and recognition system for the City - especially to address exceeds and significantly exceeds expectations</li> <li>• Revamp new employee orientation process to include online reinforcement</li> <li>• Reinvigorate supervisory skills training</li> <li>• Provide training to all City employees on ethics, Citywide procedures and work rules</li> </ul>	ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES CODE TCD, COMM HR HR, ORGANIZATION DEVELOPMENT PERFORMANCE INITIATIVES