

# Town of Lauderdale-by-the-Sea

## OFFICE OF THE TOWN MANAGER

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### Memorandum

**Date:** November 12, 2010

**To:** Mayor Roseann Minnet  
Commissioner Stuart Dodd  
Commissioner Birute Clottey  
Commissioner Scot Sasser  
Commissioner Chris Vincent

**From:** Connie Hoffmann, Town Manager

**Subject:** Strategic Priorities

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Attached is a list of projects, assignments, and issues that the Commission has told staff they want to see done, that I have on my list of things I would like to get done, and significant items that the Department Directors and Assistant Town Manager have on their "to do" lists. The vast majority of these items will consume a good deal of time. Not included in this list are all the matters we all deal with on a daily or weekly basis.

I tried to show what the time frame might be for these items, assuming they were to be done in this fiscal year, and who would have some significant responsibility for getting the item completed so that you would get a sense of the workload this creates for various individuals.

As you can see, there are almost ninety items on this list. I do not believe it is possible to get all of these items done between now and October of 2011 and, as you know, the purpose of this workshop is to prioritize the workload before us so there is a cohesive strategy to the work we do.

We have less than two hours scheduled for this discussion. A technique that is often used to quickly narrow down a large list of desirable projects is called multi-voting. I have used it many times in my consulting work, when helping a group to reach a consensus on what is most important because it is the technique I have found works best.

I will explain the process at the workshop and, if you are comfortable with trying it, we'll proceed. It involves a series of votes to narrow down the number of items we are dealing with. I would ask that you come prepared to the meeting for the first round of voting by printing the list out (I've emailed it to you to facilitate that), and marking the

forty-five (45) items on it that you personally believe are the forty-five items most important to accomplish if the Town is to achieve some strategic focus in our efforts. That way we will be ready to proceed quickly with the first vote.

It may be necessary that we collect your lists after each round of voting so we have some record of each Commissioner's vote as it will be next to impossible for June to record so many individual votes. I will check with the Town Attorney for guidance on that matter before the workshop.

## TOWN MANAGER'S 8/20 /2010 LIST OF SIGNIFICANT ASSIGNMENTS/PROJECTS

	A	B	C	D
1	PROJECT	COMMENTS	TIME FRAME	WHO
2				
3	<b>ORDINANCES</b>			
4	Sign code revisions	To do this right will involve significant work- researching other attractive & coastal cities' sign codes, deciding on a policy for dealing with retroactivity of changes - many cities give non-conforming signs 3-5 years to come into compliance, drafting ordinance changes, etc.	P&Z - November, December, to Commission in the winter	Jeff, P&Z Bd, TAtty,
5	Parking Regulations	The Town needs to develop greater flexibility in our parking regulations to facilitate economic development. Staff has already suggested options & the P&Z Board will be making their recommendations. Ordinance amendments will be necessary.	October- March	Jeff, P&Z Bd, TAtty, Connie, Bud
6	Comp Plan Updates: Greenhouse Gas and Schools	Notice of intent approved at Aug 25th mtg. Commission approved updates on 1st reading. We transmitted plan amendments to DCA & expect to receive their comments in January. Next step will be incorporation of their comments into plan documents - or respond to them- and proceed with adoption.	Spring 2011	Jeff, Png Consultant
7	Pain Clinic Ordinance	The Town may wish to adopt an ordinance to protect itself against pain clinics locating here.	??	Jeff, Town Atty
8	Nuisance Abatement Ordinance	Adapt other cities' Ordinances to LBTS, set up Nuisance Abatement Board and policies for implementation of the ordinance.	Spring 2011	Jeff, Police Chief
9	<b>ADMINISTRATIVE ISSUES</b>			
10	Outdated Technology	Report from consultant received. PC & laptop replacements called for completed. Funds included in FY 2010/2011 budget to network servers for better efficiency & other hardware improvements. Included \$25K in budget to replace telephone system. Now exploring with County and a private vendor the possibility of outsourcing our IT and phone systems. County IT staff visited LBTS on 11/9 and is preparing a proposal for our consideration. If their proposal makes sense financially, we'll need to negotiate an interpositional agreement. We'll continue to talk to other outside vendors in the meantime.	November-January	Bud, Consultant or Contractor
11	Personnel Policies	Policies are outdated and need a substantial overhaul; Town Manager to prepare proposed revisions for Commission review. This project is important, but keeps getting pushed back by other priorities. It needs to go to the top of the list.	January	Connie

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1	PROJECT	COMMENTS	TIME FRAME	WHO
2				
12	Purchasing Policies	Request for review/updating of purchasing policies. Project to review purchasing policies was placed on back burner due to other higher priorities but we are now experiencing more problems with the lack of clarity in the current provisions and some provisions that aren't efficient (i.e. that credit card purchases are limited to \$250.)	February	Doug
13	Town Website Improvements	Funding proposed in FY 2010/2011 budget to improve the website from the user's perspective & reflect our brand better than it currently does. Commisison also wants website to have feature so residents can log on and make an inquiry to Town via the internet. Staff was preparing an RFP to select consultant to do the work, but realize that the new computer hardware probably needs to be settled first as it will support the redesigned website.	Must follow branding, so Spring	Steve D, Connie & Consultant
14	Master Contract List	The City Clerk keeps a master list of contracts that needs to be updated and expanded to provide advanced notice of term endings, renewal options, price increases, notice requirements, etc.	December	June
15	Annual Records Retention	City Clerk directs staff on files that must be retained and older files that can now be destroyed.	November - February	City Clerk, Dept Heads
16	Channel 78 Upgrades	Upgrades to be installed will give us much greater functionality and make Channel 78 a much more dynamic communication tool. Staff will need to create new page formats, add public service announcements, create video stories and video libraries, etc.	December - September	Steve D
17	Granicus Renewal?	Evaluate renewal of Granicus contract vs. other technology and vendors now available.	Spring	Steve D
18	Hurricane Contracts	The four contracts we have for debris removal, sand removal and emergency contractor and FEMA reimbursement request monitoring all expire this year and need to be rebid.	Spring	Don
19	Street Sweeper Analysis	Our small street sweeper has been retired due to maintenance costs and we are evaluating purchasing a bigger sweeping vs. contracting all sweeping out.	January	Don, Doug & Bud
20	Customer Service	Create friendlier, more responsive interactions with the public.	Year Round	Dept Heads, Connie, Bud
21	Upgrade Staff Skills & Knowledge	Training, exposure to different concepts, visits with other cities, upgrade experience requirements for new hires, etc.	Year Round	Connie & Bud

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1 2	PROJECT	COMMENTS	TIME FRAME	WHO
22	Revisions to Dept. Monthly Reports	First round of changes completed. I would like to see further refinements to the reports' formats and focus, but it is not a high priority right now.	Reports to TC Monthly	Dept Heads, Connie

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23	<b>BUDGET / FINANCE</b>			
24	Current Year Budget vs. Actual Analysis	A summary report for FY 2009/2010 is being completed. Reports will be provided quarterly.	November, January, April, July,	Doug
25	Budget Book	Prepare FY 2010/2011 budget book & get it printed.	December	Doug & Marta
26	Chamber of Commerce Agreement	Town Manager to work with the Chamber to develop a contract.	December	Connie
27	FEMA Audit	FEMA is auditing the Town's claims for reimbursement of expenses for several hurricanes. Town staff has to provide additional documentation and meet with FEMA personnel.	November- January	Don, Doug & PBS&J
28	Capital Assets Balances	Determine whether depreciation amounts in the Capital Assets balances in various funds were calculated for the replacement of specific assets. Prepare a replacement funding schedule for capital assets.	November-December	Doug, Consultant
29	Efficiency of Finance Operation	Upgrade software & equipment and modernize practices to improve efficiency in the Town's finance operation.	November-September	Doug
30	Investment of Cash	Town needs to get a better return on investment of available cash balances, while carefully monitoring cash flow so adequate funds are available when needed.	All Year	Doug
31	Bid Banking Services	Prepare bid specs, analyze responses. If a new bank wins the contract, a good deal of work is involved in setting up new accounts & filing all the paperwork necessary, reviewing agreements, restrictions, etc.	Spring	Doug
32	Legal Costs	Monitoring & reporting on costs	Quarterly	Connie
33	Town Attorney Contract	Revisit idea of a retainer	June	Connie & TAtty
34	Employee Health-Related Ins	1. Prepare RFP for health insurance broker services in preparation for bidding for coverage for next fiscal year. 2. Employee Committee to be set up to review suggestions broker has for how benefits are provided in future. 3. Recommendations to Commission.	February - July	Doug

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2				
35	Other Insurance Costs	1. Prepare RFP for insurance broker services in preparation for bidding for coverage for next fiscal year. 2. Broker to secure bids. 3. Compare bids broker brings to FLC quotes.	February - July	Doug
36	Sewer Fund Issues	Analysis of rates needed to cover operating costs, projected Pompano rate hike, and restore fund balance to desirable levels. Notices to sewer customers, presentations to resident groups, condo boards, etc. Coordinate with Ft. Lauderdale implementation of new rates. Analyze Pompano's rate adjustment to Master Sewer Agreement for conformity with agreement.	November - January	Connie, Consultant
37	Annual Financial Audit & Preparation of Annual Financial Report (CAFR)	Finalize close-out of FY 2009/2010 fiscal year; prepare schedules for external auditors and make adjustments & corrections. Respond to auditors' comments & findings. Schedule Audit Committee meeting with External Auditor.	November-February	Doug
38	Preparation of 2011/2012 Budget	Prepare analysis of factors that will affect 2012 budget & get Commission policy direction on those issues. Evaluate Department budget requests. Project revenues. Prepare CIP project estimates & revise 5 year CIP budget.	April - September	Doug, Connie, Bud, Dept Heads
39	Improve Government Efficiency	Determine how to maximize the utility of the Town's personnel resources & technology and blend them with outside contractors for improved efficiency and achievement of goals.	January - July	Connie & Bud
40	<b>CAPITAL PROJECTS</b>			
41	A1A Landscape/Streetscape LAP Project Pine Island to Terra Mar	1 Asst TMgr to either secure Sea Ranch Center maintenance commitment or remove them from plan. 2. Also to discuss project piece that is located in Pompano with Pompano. 3. 90% design submitted to FDOT on 11/9. 4. Recertification of Town's LAP certification. 5. Prepare RFP to select several firms to be approved to do construction oversight/mgmt for the Town on different capital projects. 6. Prepare bid documents, advertise, and evaluate bids. 7. Commission award bid and finalize construction contract and related documentation. 8. Ongoing management of the construction contract and coordination with consultant and contractor.	Nov - March. FDOT approval of plans by 12/31/2010	Bud, Design Consultant

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43	El Mar Dr Streetscape Project	<ol style="list-style-type: none"> <li>1. Commission needs to direct staff whether to cost out project as MPSC has recommended (I.e. with utilities buried underground, multi-use lane).</li> <li>2. Cost estimates based on what Commission chooses.</li> <li>3. Allocated CIP funding for design.</li> <li>4. Design project. (Assumes extension of Ocampo contract to avoid more time delays.)</li> <li>5. Community reviews.</li> <li>6. Prepare bid documents, advertise, and evaluate bids.</li> <li>7. Select contractor for construction oversight/mgmt.</li> <li>8. Award bid and finalize construction contract.</li> </ol>	November roundtable for direction on #1. December - September for rest.	Commission, Town Engineer, Bud
44	Swimming Pool at Public Safety Bldg	Awarded work to remove pool, fill and landscape to low bidder (under \$5,000).	December- January	Don
45	Stormwater Projects	<ol style="list-style-type: none"> <li>1. Approve Chen work orders to design the two smaller drainage projects in this years' CIP. Review Chen cost estimates; if in line, develop bid specs &amp; packages. Bid the projects &amp; begin construction.</li> <li>2. Have Chen prepare the technical specifications for an RFP to design the RFP for the downtown drainage project. RFPs will be prepared for design contract award on larger projects; smaller projects will be designed under the Chen contract. Downtown core project engineering analysis to be done to determine whether drainage can be handled with French drains or if a deep well is necessary. Bring back to Commission to review.</li> </ol>	December- August	Bud, Chen
46	Tennis Court lighting	Staff researching less expensive alternatives.	December-January	Don
47	Public bathroom facilities near beach	Commission decided to defer decision until master plan update addresses the issue.	Summer 2011	Jeff, Don
48	Coral Reef Project	Finalize revisions to agreement, advise permit agencies that project is proceeding, oversee work of contractor, assure permit agency reports are in order & filed timely. If we get Coastal grant, administer grant, have sign and promotional materials designed & fabricated.	December - September	??

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49	5 Year CIP	Develop detailed project list for next several years, get rough project cost estimates, and identify funding sources. If grant sources are to be sought, there is a good deal of work involved in researching grants and preparing grant applications.	May-July	Bud, Connie, Doug
50	Way finding Signs	There has been frequent comment that the Town needs a standard way finding sign system. The Town's brand should first be identified, then way finding signs designed. Installation would not occur until next fiscal year.	Summer	Connie, Design Consultant
51	Neighborhood Improvements Policy/ Program	TC discussed need to provide for neighborhood improvement projects such as this in the Master Plan and agreed to leave in five year funding for such projects. Staff to draft a policy for neighborhood entryways and other neighborhood projects and how they would be funded.	January - March	Consultant
52	Terramar Entrance Project	Nail down costs & design. Coordinate funding with neighborhood after policy/program discussed above is adopted by Commission. Determination of whether we bid or provide a grant to the neighborhood to do so. But Town will have to oversee construction since it is in Town right of way.	March - June	Design Consultant or Town Engineer

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53	<b>OTHER DEVELOPMENT SERVICES DEPT ISSUES</b>			
54	Planning Contracts	Town has 2 open contracts for planning services - Walter Keller and Keith & Schnars. Keith & Schnars has never been used. Have used Keller on multiple projects. Will be seeking additional planning consultants for use in areas of specialization.	January - May	Jeff & Connie
55	Building Services Options	Staff to explore the costs, advantages and disadvantages of utilizing a different building services provider or modifying current contract with the County. Goal is to maintain good service levels and reduce the cost of building permits. TMgr is reviewing a draft RFP.	February	Jeff, Consultant
56	Abandoned Property Ordinance	Implementation of this new ordinance requires notification letters to be sent to banks, mortgage holders, or others who have taken over ownership of abandoned properties and follow up to insure they fill out applications with us and pay the fees.	December - February	Jeff
57	Assume Responsibility for Annual Fire Inspection Billing	Due to late billings and difficulty the VFD has in following up on unpaid bills, we agreed to take over responsibility for billing & collection in 2011.	Put records in order in Spring, Billing in Summer	Jeff, Fire Chief
58	Code Enforcement Priorities	It would be helpful if the Commission could provide guidance on those issues where they would like to see more proactive or rigorous enforcement. E.g. the vacation rental ordinance was adopted last year, but staff only periodically does a check of rental ads to try to determine properties that are not registered with us.	??	Commission, Jeff

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59	<b>OTHER ACTION ITEMS</b>			
60	Choice Environmental Negotiations	Ordinance amending mixed use options and providing for temporary suspension of service was adopted by the Commission on 1st reading on 7/27 and on 8/25 on second reading. We have come to agreement with Choice on a possible solution to the issue of multi-family residences being billed for 1 cart per unit. Pending Commission approval of amendments to the refuse collection franchise agreement, Choice will make billing changes.	November - January	Choice, Bud
61	Lease of warehouse	Intent is to lease out north half of warehouse & offices.RFP drafted for a leasing agent. First contacting neighboring cities to see if they have interest in leasing the space.	October- June	Steve D, Connie
62	Revisions to Special Events Policy	Staff to draft amendments to policy to allow for TMgr approval of some events; fee schedule to reflect \$200 for annual events or higher #?; look at issue of a Traffic control Officer being mandated at some events (discuss w Police Chief)	January	Bud
63	Charter Review Board	Staff to come back with info on how Town did this last time. What qualifications must someone have to serve on the Board. What do other cities do? Commission to appoint Board.	January	June
64	Investigation of Missing Halloween & Easter Items	TM met with Police Chief 9/24 for his input on information needed to start the investigation. All invoices/payments pulled for Easter, Halloween & Fourth of July events. Municipal Services Director has searched warehouse and noted which items the Town has in its possession. List of items of significant value missing were provided to BSO on November 3rd.	?	BSO
65	Complaint or Inquiry System	At 9/20 meeting the Commission asked that the website be designed so that residents could log on and submit information requests to the Town. TC also wants to develop capability to sending email blasts. This work will be incorporated into web site redesign		
66	Regulation of Beach Recreational Uses	Workshop to be set up for January to cover both commercial recreational uses and non-commercial uses. Follow up work will be required.	January	??
67	Monitor Recreation Instructors	Monitor participation in tennis and martial arts programs.	October - May	??
68	Benihana ROW Agreement	Prepare new license agreement that addresses the issues raised by Benihana.	Summer	Bud, TAtty
69	Expand Recreation & Cultural Programming	Commission has expressed a desire to expand recreational & cultural offerings.	Winter- Spring	??

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2				
70	Town Bus Contract	Contract comes up for rebid this year.		??
71	Accelerate Recycling	Commission agreed at October roundtable that they would like to pursue methods to increase the volume of recycling done in Town. Research with recycling outfits and other cities to determine most effective means to accomplish this, discuss options with Choice.	November - September	Using consultant now
72	<b>PUBLIC SAFETY</b>			
73	Volunteer Fire Department O	Attend VFD Board of Director meetings, coordinate with Chief on various matters, work with VFD Committee to evaluate equipment & apparatus replacement needs, etc. Evaluate VFD's 2011 budget request.	November-September	Connie, Fire Apparatus consultant
74	BSO Contract	Renegotiation of the BSO contract. (Hopefully, will not be necessary to consider other options.) Other Broward City Managers have advised me this has been a very time consuming process.	April - July	Connie
75	Public Emergency Notification System	Town budgeted to implement the Code Red emergency notification system.	Spring	Don
76	LETF Reimbursement	Town returned \$79,000 to LETF as public safety building project came in well under the appropriation for it. On October roundtable, TC asked that we come back with the cost of providing high definition cameras that can capture license plate #s clearly. Chief Llerena is developing his recommendations and gathering the costs for the cameras. (The infrastructure needed to support new cameras in the process of being purchased and installed.)	January	BSO
77	Identification of Public's Safet	The Town should begin to survey residents and businesses on their perceptions of various Town services and a good place to start would be to assess their concerns and opinions of our public safety services.	Summer	BSO, AMR & VFD Chiefs, Survey Consultant, Connie
78	VFD Multi-Family Safety Drills & Fire Planning	Visits to condominiums and other large multi-family structures to do fire planning, safety drills, and public education.	December- June	Fire Chief

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2				
79	<b>STRATEGIC PLANING/MASTER PLAN &amp; PRIORITIES</b>			
80	Priorities Discussions	Commission to discuss priorities in order to assure that sufficient time and attention is devoted to strategic and master plan matters, so that the big picture issues do not get lost in the time it takes to deal with lower priority issues.	November	Commission, Connie
81	Town Manager Performance	TMgr's contract provides that performance goals are to be set annually ( in November this year. ) Manager has drafted goals.	November - December	Commission, Connie
82	Preparation of Strategic Plan	A series of community meetings will be held this winter to engage stakeholders (residents, business owners, seasonal residents, visitors) in defining strategic priorities for the Town. When the work on the Master Plan update is completed, those recommendations will be merged into the Strategic Plan implementation program.	January- May	Connie, Commission
83	Urban Design Education	A speaker series to educate the staff, the Commission, Board members, business owners and residents about the design features that make a town pleasing, livable, sustainable.	January - March	Connie
84	Economic Vitality	Develop strategies to encourage & incentivize retention of hotels and motels and commercial uses that support the hospitality industry in LBTS. Consider some structure to guide and support economic vitality initiatives.	December- September	P&Z Bd, Jeff, Connie, Consultants
85	Branding Plan	Town needs to decide on the image we wish to convey (based on our actual best features) and then utilize that brand image in our written materials, signage, promotions, etc. The community forums on the Strategic Plan will serve as focus groups to assist in identifying the brand identity but focus groups will also be likely necessary with tourists and local visitors to our Towns. (Assuming the business community will be involved in the community forums.) Then graphics need to be developed.	January - September	Connie, Consultants, Chamber
86	Updating Master Plan	TMgr prepared a summary of the major recommendations of the 2004 Master Plan and the current status of each. Using that list, TMgr is working with the MPSC to update the Master Plan to reflect current thinking and priorities.(First meeting with MPSC was in October, meetings in November & December are scheduled.) Once MPSC has provided their recommendations to the Commission, citizen and business input will be sought on those recommendations and brought back to the Commission.	October - April	MPSC, Connie, Commission

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87	<b>TRAFFIC and PARKING ISSUES</b>			
88	Imperial Lane Traffic Calming	Commission reviewed Traffic Engineer's plan & directed us to implement. Staff to discuss with neighborhood. Neighborhood entryway features will be considered as part of neighborhood entryway program. County has turned down most recommendations.		Bud
89	Trial Valet Project	Plan approved by Commission in July. Trial period has been extended through February. 1. continuing monitoring on a regular bases. 2. Prepare second evaluation report 3. Prepare Code amendment if Commission approves use	February	Bud, BSO, Code Enf
90	Open outlet to alley from Pier parking lot	Walter Keller did on-site evaluation on Aug 5th and recommendations provided Aug 13th. Copy given to Pier tenants to evaluate their costs of implementing it and a copy was given to the Commission with he indication we would proceed unless the Commission wished to discuss it. Subsequently, the pier tenants have advised it looks good to them and they'll discuss with their engineer. Nothing has happened in the past month on this issue.		Bud
91	Red light camera for Comm'l/	Have prepared a report on implementation issues for Commission review. Have deferred this item for 3 months in a row because roundtable agendas have been so full.	November roundtable	Don?
92	Bel Air traffic light issues	Traffic count to be requested to be done during season; Comm. Clotey has advised that light near the church is now working properly	March (2011)	Bud
93	Parking Operational Study	RFP for Parking study was reviewed by Commission in September and released to vendors in October. Responses due November 12.	October - February	Bud
94	Expand Sun trolley to LBTS	Mayor interested in possibility of having the Sun Trolley in Fort Lauderdale expand into LBTS or having Pelican Hopper go to Galt Ocean Mile to meet it; investigate option of using Pelican Hopper grant to do so.	??	Don??
95	Wings Parking Lot	On November 1, 2010, the Town Attorney file a complaint for breach of contract with the Circuit Court in Broward Count. The property owner has 20 days to respond. If the issue is quickly resolved, Town will need to get design for consolidating the 2 parking lots.	??	T Atty, Bud
96	Parking Ordinance	Staff to bring back revisions to hardship permits policy, eliminate reference to beach parking permits, clarify overnight parking, & address other needed changes in the Parking Ordinance.	December	Bud, TAtty

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1				
2				
97	Parking - multi-space meters	1. Get existing El Prado multi-space meter on maintenance contract 2. Evaluate multi-space meter proposals for A1A Lot, El Mar Lot and downtown core. 3. Prepare agenda item for award. 3. Coordinate installation, programming and public information		Bud
98	Paver Crosswalks on A1A and Commercial Blvd	Resolve maintenance issues with FDOT. Consider alternatives and possible replacement of pavers with other material that do not require so much maintenance.	Winter- Spring	Don, Bud
99				