



AGENDA ITEM REQUEST FORM

Town Manager

Connie Hoffmann

Department Submitting Request

Dept Head's Signature

REGULAR
COMMISSION MTG
Meeting Dates - 7:00 PM

DEADLINE TO
Town Clerk

ROUNDTABLE
MEETING
Meeting Dates - 7:00 PM

DEADLINE TO
Town Clerk

- April 26, 2011
- May 24, 2011
- June 28, 2011
- July 26, 2011

- April 15 (5:00 pm)
- May 13 (5:00 pm)
- June 10 (5:00 pm)
- July 15 (5:00 pm)

- April 12, 2011
- May 10, 2011
- June 14, 2011
- July 12, 2011

- April 1 (5:00 pm)
- April 29 (5:00 pm)
- June 3 (5:00 pm)
- July 1 (5:00 pm)

SUBJECT TITLE: REPORT ON STATUS OF PRIORITIES SET FOR THE TOWN MANAGER FOR FY 2010/2011

EXPLANATION: The Commission asked for a mid-year update on the status of the priority assignments set for me. That report is attached. There are several issues I feel we need to discuss as it relates to the priorities. One is the progress towards accomplishment of the priorities that were established. The second is how the list of assignments keeps expanding. The third is what is necessary to sustain the level of effort we have all put forth during the last eleven months.

Progress on the Designated Priorities

One project is essentially complete – revising the parking requirements. The revisions to the purchasing policies only await the Commission’s direction. Substantial progress has been made on nine of the other fourteen priority projects.

Two of the priority assignments – Updating the Master Plan and fleshing out a Strategic Plan - have proven to be formidable assignments.

The process of updating the Master Plan clearly illustrated the big gap that had to be filled between simply updating the plan and implementing it. It’s important to point out that the priorities set for me for this year do not include implementing the Master Plan, given the big assignments laid out, that was realistic. The 2004 Master Plan was a combination of recommendations for capital projects (some of which were described fairly specifically, others very vaguely defined) and broad, sweeping strategies that sounded wonderful but lacked implementation direction.

Come September 30, the amount of work we will have finished in a single year will be incredible. And the progress we will have made *towards* implementation of the Master Plan and laying out strategies to achieve our economic and livability objectives will be will be enormous.



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The Ever-Expanding List of Priorities

In the report, I have also referenced a large number of other assignments and tasks that have been completed. I think it is clear from this report that, when we set the priorities, we did not take into consideration the staff time required by the normal, day to day activities that the Town staff must accomplish and the projects already in progress that would still require a good deal of time and attention to finish.

In addition, most of us (and I include myself) have expanded the list of projects without clarifying how those assignments would fit into the list of priority projects. And in multiple cases we have ignored that certain projects were deemed low priority and individually pushed for them to be accomplished.

Then there are situations, like the University of Miami giving us an unexpected opportunity that other cities would love to have that are just too good to pass up. When an opportunity like that strikes, you have to take it even when it is not in your plan.

With RMA's report and the exciting and numerous recommendations they have made, and the list of tasks Cecilia Ward has suggested we need to undertake, we are all going to want to keep the momentum going and start to implement some of those items, none of which are currently on the priorities list.

How Can We Sustain the Level of Effort

The Commission asked me earlier in the year to tell you what staff and outside services were needed to accomplish the work plan already laid out. Before doing that, I felt we needed to know what RMA and Cecilia Ward were going to tell us was necessary to accomplish from the economic development and planning perspectives, so that the staffing plan I presented would serve our needs not just today, but over the next several years. I have spoken with all of you individually about my work-in-progress on defining the combination of staff resources and supporting contractors needed to go forward. Staffing needs are a function of how much you want to accomplish in what period of time and the extent to which you are willing to contract for professional assistance. We need to discuss these issues in the context of the funds available in the current budget and next year's budget. I suggest we set a time to do so.

Commissioner Sasser has often spoken about our need to stay focused and, while we are clearly focused on moving many things forward, there are too many balls in the air to effectively manage unless the Commission is willing to significantly increase the size of the staff or contract out the management of big pieces of the Master Plan and Strategic Plan implementation.

As a group, I think we need to be more disciplined in sticking to our priorities and more realistic about how much can be achieved in a single year. When new issues come up, we have to discuss how they fit into our high level goals and our defined priorities and make decisions to drop some things from our list. And if the group decides something is low priority yet someone keeps pushing for it to happen, we have to share the responsibility of saying we made the decision already that would not be done in the foreseeable future.



Item No. _____

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EXPECTED OUTCOME: HELP!!!

EXHIBITS: Status Report on Priorities from Town Manager dated April 8th

Town Manager Initials CH

Town of Lauderdale-by-the-Sea

OFFICE OF THE TOWN MANAGER

Memorandum

Date: April 8, 2011

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

From: Connie Hoffmann, Town Manager 

Subject: Mid-Year Status Report on Town Manager's Performance Priorities

This memorandum outlines the status of the assignments the Commission decided were priorities for accomplishment this year and also reports on other projects completed.

<p>TOP PRIORITY ASSIGNMENTS</p>
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The following assignments were deemed high priority by the Commission. Each of these received 5 or 6 votes in the final ranking of assignments. They are listed in alphabetical order, not in any designated order of priority.

1. ACCELERATE RECYCLING

Status: Last fall we did a good deal of research on Recycle Bank as it operates in other cities and had preliminary discussions with Choice about the costs that would be incurred if we were to go with Recycle Bank or simply buy larger recycling containers. An issue is that the benefit of the avoided tipping fees costs would go to Choice with little financial benefit to the Town. We deferred this pursuing this matter at the time, thinking we would

take it back up after all the other Choice negotiations were complete, but simply haven't picked it back up given other assignments.

2. ECONOMIC VITALITY

Status: A variety of measures adopted that should improve the economic vitality of the Town. Next step is for the Commission to make decisions on RMA recommendations.

- Adopted parking requirements changes described later in the document.
- Retained RMA to provide economic development recommendations. Their analysis was completed in March and presented to the Commission in April. They have suggested a game plan and organization to help improve and manage the economic vitality of the Town.
- Installed parking pay stations, implemented capacity to pay for parking with credit cards and via cell phones & mobile computer devices.
- Improved relationships with business community (better communication, receptivity to ideas and needs of business owners) and Town Hall.

Pending projects are reduced permit fees for fire plans review, research for a new building permit fee schedule, and an RFP to consider alternative vendors for building services.

3. DEVELOP MECHANISM TO IMPLEMENT ECONOMIC DEVELOPMENT ACTIVITIES

Status: RMA has addressed the resources the Town needs to implement their economic development recommendations. We do not have a mechanism identified to finance these activities on an ongoing basis.

4. FIVE YEAR CIP

Status: Not yet addressed. The CIP will be prepared this summer as part of the budget preparation process.

5. NEIGHBORHOOD IMPROVEMENTS POLICY

Status: Policy informally adopted. Proceeding with only project for which we've received an application.

- Commission narrowed the scope of neighborhood projects to entryway signage and beautification projects, decided no match is required from the neighborhoods, that Town funding will be limited to a maximum of \$30,000, and directed staff to proceed with Terramar project.
- A meeting was held with representatives of Terramar and we are proceeding with the project.
- The Commission has asked that guidelines for the Neighborhood Projects Program be placed on the Roundtable for further discussion.

6. PARKING REGULATIONS

Status: Completed.

- Researched other cities' regulations and did an analysis of parking utilization in high season.
- Modified the Code to allow the Town Manager to waive small amounts of required parking and for the Commission to waive larger quantities.
- Adopted the restaurant parking exemption ordinance.
- Modified the Code to allow shared parking arrangements and in the process of modifying it to allow paid parking on private lots under certain conditions.

7. SEWER FUND ISSUES

Status: Sewer Fund revenue issues completed. Analysis of physical condition of the sewer system not yet done.

- Did the rate increase analysis and communicated with all condominiums about the impending rate increase. Talked or met with managers of condominiums and property owners who made inquiries to explain the impact of the pending rate increases on their property.
- Rate increase adopted and was implemented quickly, requiring much interface with Fort Lauderdale.
- Determined that the classification code for the Sea Ranch Condos was incorrect in the Pompano billing system, which had resulted in years of overbilling. Obtained an \$82,000 reimbursement from Pompano for this error.
- RFP for an engineering analysis of the condition of the LBTS sewer system infrastructure was sent to the Commission for review and will be issued late in the week of April 11th.

8. STORM WATER PROJECTS

Status: One drainage project design is complete; another is held up.

- We learned this week that another nearby drainage project (in Fort Lauderdale) is not producing the desired result, so the design concept we had for the Flamingo Road storm water drainage improvement project is not draining at the capacity expected and we may have to use a more costly alternative. The Fountainhead Condominium is scheduled to install a similar solution at their site and, once their discharge capacity is tested, we will know for sure if the planned installation of drainage wells within Flamingo Avenue is a viable option to completely resolve the flooding issues in the area.
- The design of the Tradewinds Drive storm water drainage project is complete. Chen has applied for our permit to construct the project with the South Florida Management District.
- The survey of Commercial and EL Mar is completed. It was done as will be needed for the design of the downtown core drainage improvements.
- The RFP for the design contract for the downtown core project is being prepared.

9. STRATEGIC PLAN

Status: Underway. Commission decisions needed before implementation plan can be developed.

- RMA review and recommendations referenced earlier have been completed. Next step is preparing a financing plan and implementation schedule.
- Planner Cecilia Ward has completed a review and comparison of our various planning documents and regulations and provided recommendations on inconsistencies that need to be addressed, regulations that need to be modified, and gaps that need to be filled.
- The Urban Design series was created and three speakers have come to Lauderdale-by-the-Sea to educate all of us on important factors that contribute to good urban design. Gianni Feoli's presentation, in particular, helped us understand that we have a unique version of the Miami Modern architectural style in Town that could be an important factor in preserving our identity and marketing the Town.
- The 2004 Master Plan addressed primarily the public infrastructure and suggestions for a design code. A good deal of time and effort has gone into updating the Master Plan (see below).

10. UPDATE THE MASTER PLAN

Status: Nearing completion.

- Three meetings with the Master Plan Steering Committee in which they reviewed and made recommendations for modifications to the Master Plan.
- Commission discussions of those recommendations.
- Three citizen input sessions on the major Master Plan recommendations held in March.

This project is nearing completion. In workshops in April and May, the Commission will discuss the input received from the public and RMA on the Master Plan and make decisions on the final Master Plan revisions and updates.

SECONDARY PRIORITIES

The following assignments received 4 votes in the final ranking of assignments. They are listed in alphabetical order, not in any designated order of priority.

1. BROWARD SHERIFF'S CONTRACT

Status: The first meeting with BSO is being scheduled for later this month.

2. BUILDING SERVICES OPTIONS

Status: Commissioner Vincent has been appointed liaison on this project and he and I have independently met with two service providers. An RFP is drafted to solicit proposals from building services contractors, however, we have determined we must first define the building permit fee structure that the Town will use and on which the contractors will base their proposals.

3. CORAL REEF PROJECT

Status: Agreement with GCRA revised and executed.

- Revised agreement with Global Coral Reef Alliance which addresses deficiencies in the original agreement and provides for two years' of monitoring instead of one year.
- Applied for a state grant to help offset some of the monitoring costs and create educational signage for the project.

- I made inquiries to Cry of the Water this week on the status of the project and, in response, received copies of emails they sent to the permitting agencies notifying them of the deployment of the project by the end of May, weather permitting.

4. OUTDATED TECHNOLOGY

Status: A great deal has been accomplished on this priority. See below for details.

- We installed the most recent upgrade to our financial software, Fund Balance, this past winter which contained several features that are allowing us to automate some transactions. We also purchased and installed their new accounts receivable module.
- We purchased a cash register that links directly to the finance software so that the Clerk's Office can enter receipts they take in over the front counter directly into the accounting system, which improves controls and eliminates an inefficient manual system used in the past.
- The Town now has the capability to accept credit card payments not only at our parking new parking pay stations, but also at the old pay stations at the El Prado parking lot and for a variety of payments made at the front counter of Town Hall.
- As the Commission knows, we also added the technology for our parking customers to pay by cell phone, smart phone or their laptop computers.

Still pending but being worked on is:

- Additional upgrades to the Town's IT hardware. Last fall we asked the County and the City of Ft Lauderdale to review the information technology analysis we had done by a private sector company to make sure it made sense for a government network. The County suggested they could provide us with updated technology capability at less cost by running off their systems than to make our own hardware investments. County IT staff got senior County management approval to working with us in January; they are now determining how to charge us. Despite the delays, we continue to believe the County is our best option for greatly improved system capability and long-term cost savings. The County also offers vastly improved system reliability, particularly in emergency situations. Being located only hundreds of feet from the ocean, our hardware is particularly vulnerable and using the County's hardware which is located in a hardened (i.e. hurricane-proof facility) is ideal.
- Replacing the antiquated telephone system the Town uses. The County provided us with a quote to tie into their telephone system. Their proposal would save a few thousand

dollars annually over our current cost, but more importantly it would add many features we do not currently have. In order to determine if the County's price is competitive, we solicited informal quotations from private sector telephone providers and are in the process of analyzing them.

5. PERSONNEL POLICIES

Status: I have worked on this project again for several days in the past two weeks and the revisions I propose are 90% complete. Next week, I'll send the revisions to our labor attorney to review and will place it on the May Roundtable for the Commission's review.

6. PURCHASING POLICIES

Status: Staff recommendations completed and provided to the Commission in March.

WERE NOT DESIGNATED AS PRIORITIES BUT HAVE BEEN COMPLETED

The following projects did not receive enough votes to be considered priorities, but were done anyway for the reasons explained below.

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| 1. Comprehensive Plan Updates | # priority votes: 0 |
| 2. Annual Audit & Preparation of CAFR | # priority votes: 0 |
| 3. FEMA Audit | # priority votes: 0 |

These three projects were done because they were legally required to be done.

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|--|---------------------|
| 4. Channel 78 Upgrades | # priority votes: 1 |
| 5. Street Sweeper Analysis | # priority votes: 1 |
| 6. Abandoned Property Ordinance | # priority votes: 2 |

These three projects were done because they were already substantially underway and it did not make much sense to abandon them.

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|---|---------------------|
| 7. Community Bus Contract | # priority votes: 0 |
| 8. Hurricane/Emergency Contracts | # priority votes: 0 |

These contracts had to be addressed because they were expiring or, in the case of the bus contract, had been extended by the prior administration far beyond the original contract authorization.

- 9. **Master Contract List** # priority votes: 0
- 10. **Regulation of Beach Recreational Uses** # priority votes: 2
- 11. **Chamber of Commerce Agreement** # priority votes: 3
- 12. **Try to Lease the Warehouse** # priority votes: 2

Despite not having designated them as high priorities, the Commission asked that these be done.

- 13. **Capital Assets Balances** # priority votes: 3

We needed to determine the rationale for setting these funds aside and if there was any restricted or prior Commission-approved use of these funds.

- 14. **A1A Streetscape Project** # priority votes: 3

The Commission made the decision to proceed with the project, so we obviously needed to work on it. In addition, the State DOT voiced concern about the amount of time the project was already delayed.

- 15. **Public Emergency Notification System** # priority votes: 0

This system was approved in the budgeted and required little work on staff's part. In addition, the public safety contractors all agreed it should be installed.

- 16. **Urban Design Series** # priority votes: 3

This is one I thought was important enough to devote time to. It ended up taking much more of my time than I thought it would, but think it was worth the effort.

- 17. **Trial Valet Project Evaluation** # priority votes: 1

The authorization for the trial valet program was about to expire.

OTHER PROJECTS NOT ON THE PRIORITY LIST

These are some projects that entailed significant work but were not on the priority list.

- 1. Expansion of business uses allowed.
- 2. Revisions to the Conditional Uses section of the LDRs.
- 3. Revisions to the sign code.

4. Parking system study and improvements.
5. The solid waste ordinance amendments and revisions to the Choice contract to deal with multi-family carts and other issues.
6. Analysis of the proposed ILA with the Resource Recovery Board.
7. The restaurant parking exemption program.