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**STATUS REPORT ON TOWN MANAGER'S
FY2010/2011 PERFORMANCE GOALS**

Town of Lauderdale-by-the-Sea
OFFICE OF THE TOWN MANAGER

Memorandum

Date: September 30, 2011

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

From: Connie Hoffmann, Town Manager

Subject: **Status Report on Town Manager's FY 2010/2011 Performance Goals**

This status report on progress is provided in order to assist the Commission in completing my performance evaluation. Please note that the goals were set in November and that the time period to complete them was to be twelve months.

STRATEGIC PLANNING

1. GOAL: A TOWN STRATEGIC PLAN

- a. Hold a series of Community Forums to identify the residents' and business community's vision for the Town.

STATUS: COMPLETED

- b. Develop a distinct brand image for the Town.
- c. Incorporate the brand into Town communications, marketing materials, website, etc.

STATUS of b & c: ECONOMIC DEVELOPMENT CONSULTANTS
RECOMMENDED DEFERRING ACTION ON DEFINING A BRAND IMAGE

- d. Incorporate the Master Plan and other initiatives the Town is pursuing into strategic plan.

STATUS: DEVELOPMENT OF A WRITTEN STRATEGIC PLAN IS IN PROGRESS

- e. Identify funding strategies to implement strategic plan priorities.

STATUS: COMPLETED

Additional actions taken:

- f. Had a planning consultant identify inconsistencies and gaps between the Town's Master Plan, Charter, LDRs and other code sections, and Comprehensive Plan. The consultant, Town Attorney & I then prioritized the issues that needed to be addressed and developed a schedule and cost estimates.
- g. Drafted an ordinance to implement planning priority #1 (removal of Mediterranean architecture requirement). The ordinance will be on the agenda for first reading in October.
- h. Presented a five year plan to implement Master Plan priorities. The Commission provided direction on modifications to that plan and the modified first year plan is funded in the FY 2012 budget.

2. GOAL: UPDATED MASTER PLAN

- a. Prepare a summary of the 2004 Master Plan recommendations and their implementation status.
STATUS: COMPLETED
- b. Facilitate the Master Plan Steering Committee's review of the plan's major elements & development of their recommendations for modifications to the Plan.
STATUS: COMPLETED
- c. Create & implement a process to garner broad community input on the Master Plan.
STATUS: COMPLETED
- d. Develop among advisory board members, the Commission, residents and members of the business community a better understanding of the elements and characteristics of urban and architectural design that contribute greatly to the vitality and livability of a town.
STATUS: COMPLETED
- e. Facilitate the adoption of revisions to the Master Plan by the Commission.
STATUS: COMPLETED
- f. Incorporate those Master Plan projects defined by the Commission to be the highest priority into the 5 year CIP.
STATUS: COMPLETED

3. GOAL: DEVELOP STRATEGIES & INITIATIVES THAT PROMOTE THE ECONOMIC VITALITY OF THE TOWN

- a. Provide greater flexibility in required parking regulations to make it easier for desired businesses to locate here or expand their business.

STATUS: COMMISSION ADOPTED PARKING EXEMPTION PROGRAM FOR RESTAURANTS & GAVE TOWN MGR AUTHORITY TO WAIVE REQUIREMENT FOR SMALL NUMBER OF REQUIRED PARKING SPACES.

- b. Develop a clear brand image for the Town. (see status under Goal 1)

- c. Prepare an agreement with the Chamber of Commerce that addresses the deliverables the Town expects for its contribution.

STATUS: COMPLETED

- d. Comprehensive evaluation and revisions to the sign code.

Note: I need clarification from the Commission on what you hope to accomplish with these revisions, as the discussion to date has simply called for an overhaul of the sign code.

STATUS: PHASE 1 OF SIGN CODE REVISIONS COMPLETED; PHASE 2 IS AMONG THE PLANNING PRIORITIES FOR THE UPCOMING FISCAL YEAR.

- e. Develop a mechanism that supports and keeps the Town focused on economic development.

STATUS: ASKED THE ECONOMIC DEVELOPMENT CONSULTANT TO SUGGEST A MECHANISM. THE COMMISSION TOOK NO ACTION ON THE CONSULTANT'S RECOMMENDATIONS ABOUT THE COMPOSITION OF AN IMPLEMENTATION ADVISORY BOARD.

Additional actions taken on this goal:

- f. Presented recommendations expand the business uses allowed in Town.
- g. Started a program to do code inspections of hotel properties for which numerous visitor complaints were received. Shut down one hotel entirely as a result, and a portion of another hotel until life safety violations are corrected. Improvements have been made at a number of hotels as a result.
- h. Contracted with the University of Miami's School of Architecture to do a 6 day intensive community design workshop in LBTS, which resulted in conceptual

plans for Commercial Boulevard, A1A, and several hotel façade improvements.

PUBLIC SAFETY

4. GOAL: A CONTRACT FOR POLICE SERVICES

- a. Review BSO's new contracts with other cities to determine likely changes in terms and conditions.

STATUS: COMPLETED

- b. Negotiate contract terms with BSO and bring proposals to the Town Commission by June 30, 2011 so budget impact can be determined.

STATUS: BROUGHT ISSUES TO COMMISSION FOR DECISION & GUIDANCE IN MAY & JUNE. CONTRACT ADOPTED IN SEPTEMBER.

- c. Look at alternatives if BSO costs are excessive.

STATUS: COMMISSION DECIDED TO DEFER UNTIL OCTOBER A DECISION ON WHETHER TO PURSUE THIS.

5. GOAL: IMPLEMENT A NUISANCE ABATEMENT PROGRAM.

- a. Determine what violations and conditions can legally be addressed by a nuisance abatement program under Florida Statutes.

STATUS: COMPLETED

- b. Research other cities' best practices for such programs.

STATUS: ASKED CHIEF LERENA TO TALK TO THE CHIEFS OF OTHER MUNICIPAL DISTRICTS TO SEE WHAT NUISANCE ABATEMENT ORDINANCES THEY ARE USING AND WHAT THEY FIND SUCCESSFUL. HE REPORTED NONE ARE USING ANYTHING THEY FIND VERY EFFECTIVE. GOT A COPY OF MIAMI'S ORDINANCE WHICH GOES BEYOND THE NORMAL NUISANCE ABATEMENT ORDINANCE AND ASKED THE TOWN ATTORNEY HER OPINION OF MIAMI'S EXTENDED LIST OF ISSUES ADDRESSED. SHE ADVISED SHE THINKS IT IS LEGALLY DEFENSIBLE.

- c. Adopt a Nuisance Abatement Ordinance.

STATUS: WILL PLACE DISCUSSION OF THIS ORDINANCE ON A COMMISSION OCTOBER AGENDA.

- d. Appoint a Nuisance Abatement Board.
- e. Coordinate with BSO to bring cases before the Board.

6. GOAL: ASSESS STREET LIGHTING ADEQUACY THROUGHOUT THE TOWN.

STATUS: HAVE NOT YET ADDRESSED THIS ITEM YET; WILL DO THE ASSESSMENT THIS FALL.

7. GOAL: PROPOSE SOLUTIONS TO IMPROVE PEDESTRIAN SAFETY AT THE INTERSECTION OF A1A AND COMMERCIAL BOULEVARD.

STATUS: SIGNIFICANT PROGRESS MADE.

PEDESTRIAN COUNTS COMPLETED IN HIGH SEASON (SPRING 2011) AND REPORTED TO FDOT AND BROWARD COUNTY TRAFFIC ENGINEERING AND FLOATED THE IDEA OF AN "ALL RED" SOLUTION TO THEM TO IMPROVE PEDESTRIAN SAFETY. COUNTY SUGGESTED A TRIAL PERIOD OF TAKING THE LIGHT OFF OF THE COUNTY'S A1A AUTOMATED SYSTEM. OUR TRAFFIC ENGINEER MONITORED THE TRIAL AND REPORTED LITTLE IMPROVEMENT. AS A RESULT, FDOT & COUNTY HAVE AGREED TO FURTHER SIGNALIZATION CHANGES. THOSE WILL BE IMPLEMENTED SOON. WILL HAVE TO MONITOR THE IMPACT OF THOSE CHANGES FOR A CONSIDERABLE PERIOD OF TIME BEFORE COUNTY & FDOT WILL CONSIDER "ALL RED" SOLUTION.

FINANCES

8. GOAL: STABILIZE THE SEWER FUND

- a. Recommendations to increase sewer rates.

STATUS: COMPLETED.

- b. Complete an engineering analysis of the condition of the Town-owned sewer infrastructure and identify high priority repairs or replacements of lines and equipment.

STATUS: IN PROGRESS.

ADDITIONAL ACTIONS TAKEN:

- c. Discovered Pompano overbilling for many years; sought & received reimbursement from Pompano of \$82,000.

- d. Worked with the Sea Ranch condos & Pompano Beach to go to direct billing from pompano.
- e. Cross checked our property records with the sewer billing records Fort Lauderdale was using to bill for sewer. Corrected all errors we found.
- f. Met or talked individually with all residents, property managers, and business owners who called for clarification on their sewer bills or to complain about the rate increase.

9. GOAL: IMPLEMENT IMPROVED PRACTICES IN THE OPERATION OF THE PARKING SYSTEM

- a. Within the confines of the budget, start the transition to multi-space meters that accept credit or debit cards in lots where revenues warrant it or to increase utilization.

STATUS: INSTALLED PAY STATIONS DOWNTOWN AND UPGRADED PAY STATIONS AT EL PRADO LOT TO ACCEPT CREDIT CARDS.

- b. Evaluate the cost-effectiveness of upgrading future purchases of single space meters to models that accept credit or debit cards.

STATUS: WILL ANALYZE IN CONJUNCTION WITH STUDY OF CONVERTING ADDITIONAL SINGLE SPACE METERS TO PAY STATIONS.

- c. Update the code of ordinances that deal with the parking system.

STATUS: COMPLETED

ADDITIONAL ACTIONS TAKEN:

- d. Sought advice from the parking consultant on best practices for controls over cash collection from the meters and quickly implemented 90% of the consultant's recommendations.
- e. Stopped prior practice of allowing citation management to deduct their fees from citation collections and started showing their fees as an expense in order to show the true cost of operating the parking system.
- f. Recovered \$10,000 from citation management after discovering they were charging us the wrong rates.
- g. Issued an RFP to evaluate savings and improvements that could be achieved by contracting the operation. Substantial savings can be realized. RFP ranking/results are scheduled for October 11th Commission meeting.

h. Working on a pay by phone option.

10. GOAL: DECISION ON WHETHER TO SIGN THE INTERLOCAL AGREEMENT WITH THE RESOURCE RECOVERY BOARD FOR DISPOSAL OF REFUSE

STATUS: STAFF RECOMMENDED AGAINST SIGNING THE ILA & HAS PROVIDED PERIODIC STATUS REPORTS ON DEVELOPMENTS REGARDING DISPOSAL FEES TO THE COMMISSION.

11. GOAL: DEVELOP A MORE DETAILED FIVE YEAR CAPITAL IMPROVEMENT PROGRAM.

STATUS: COMPLETED.

ENVIRONMENT/QUALITY OF LIFE

12. GOAL: GET THE TWO BUDGETED DRAINAGE PROJECTS UNDER CONSTRUCTION

- a. Issue work orders to Town Engineering firm to design the projects.
- b. Bid the projects and award construction contracts.
- c. Contract with a firm to oversee the construction.
- d. Review contractor's maintenance of traffic plan.

STATUS: THERE WERE ACTUALLY THREE PROJECTS BUDGETED. TERRAMAR AND THE WEST TRADEWINDS PROJECTS ARE COMPLETED. THE FLAMINGO AVENUE PROJECT WAS DESIGNED, PERMITTED, AND BID. AS THE COMMISSION KNOWS, CONSTRUCTION OF THAT PROJECT IS HELD UP DUE TO ATTEMPTS TO GET PLAZA EAST TO PAY HALF THE COST.

13. GOAL: COMPLETE DESIGN OF DOWNTOWN DRAINAGE PROJECT

- a. Issue an RFP for the detailed engineering analysis and design work for this project or, in the alternative, negotiate a work order with Chen. (The latter approach would require Commission approval.)
- b. Award the design contract.
- c. Review with Commission engineering analysis of whether a deep well will be required.
- d. Finalize cost estimates & design.

STATUS: USED EARLIER DESIGN FOR THE DRAINAGE IN FRONT OF THE PAVILION. THAT PROJECT IS COMPLETED. THE DRAINAGE IS WORKING WELL AND A DEEP WELL WAS NOT REQUIRED.

REST OF THE DOWNTOWN DRAINAGE WILL BE DONE IN CONJUNCTION WITH THE STREETScape PROJECT. AUTHORIZATION FOR DESIGN OF THAT PROJECT WILL COME TO THE COMMISSION IN OCTOBER.

Additional actions taken: Cleaned all stormwater outfalls to remove obstructions and allow for faster drainage.

14. GOAL: BEGIN CONSTRUCTION OF THE A1A LAP STREETScape PROJECT

- a. Settle Sea Ranch Center involvement in the project & enter into maintenance agreement with them if they are to be involved.
- b. Finalize design.
- c. Bid the project and award a contract for construction.
- d. Retain the services of a project manager to oversee construction.

STATUS: ALL STEPS ABOVE ARE COMPLETED. CONSTRUCTION SHOULD START NEXT WEEK.

15. GOAL: ACCELERATE RECYCLING EFFORTS IN TOWN

- a. Analyze Recycle Bank programs pros and cons.

STATUS: COMPLETED.

- b. Advise the Commission on strategies for increasing recycling.

STATUS: STAFF DID DO THIS ANALYSIS & DETERMINED THE MOST IMPACT AT LEAST COST & IMPLEMENTATION EFFORT WAS TO GO WITH LARGER RECYCLING CARTS.

- c. Provide additional and more visible recycling receptacles on Town property.

STATUS: ONGOING. PURCHASED DIFFERENT TYPES OF RECYCLING CONTAINERS WITHIN BUDGETARY LIMITS & PLACED THEM AT STRATEGIC LOCATIONS. WILL PURCHASE ADDITIONAL CONTAINERS IN THE NEW FISCAL YEAR.

- d. Begin implementation of the strategies the Commission selects.

STATUS: COMMISSION DECIDED TO DEFER UNTIL NEW SOLID
WASTE COLLECTION CONTRACT IS NEGOTIATED OR BID.

**16. GOAL: DEVELOP A NEIGHBORHOOD IMPROVEMENT
POLICY/PROGRAM**

- a. Research other cities policies and adapt to LBTS.

STATUS: COMPLETED.

- b. Commission approval of the policy.

STATUS: COMPLETED.

- c. Apply policy to Terra Mar entryway proposal.

STATUS: COMPLETED.

- d. Guide other neighborhoods who are interested in developing projects
under the program.

STATUS: HAVE ANSWERED ALL INQUIRIES ABOUT THE PROGRAM.

17. GOAL: DEPLOYMENT OF THE CORAL REEF PROJECT

- a. Revised agreement with the Global Cora Reef Alliance (GCRA) that better
defines responsibilities.

STATUS: COMPLETED.

- b. Coordinate with GCRA and permitting agencies on deployment and
monitoring.

STATUS: COMPLETED.

MORE EFFICIENT GOVERNMENT

18. GOAL: Rewrite the personnel rules.

- a) Eliminate outdated practices and incorporate modern personnel practices.
b) Organize the rules in a logical manner and eliminate contradictions.
c) Clarify under what circumstances benefits are provided and what benefit
payouts are made when an employee leaves under various
circumstances.

STATUS: COMPLETED ALL OF THE ABOVE.

19. GOAL: Implement purchasing regulations that reflect best practices in procurement

STATUS: COMPLETED.

20. GOAL: Modernize the Town's technology systems.

- a) Implement a new phone system with features common in a modern business environment.

STATUS: COMPLETED.

- b) Consolidate and upgrade the computer hardware to link servers, provide access to management to a much broader array of data, and implement other recommendations of the Technology analysis completed in summer of 2010.

STATUS: COMPLETED.

- c) Upgrade the finance system software to automate cash receipt processing.

STATUS: COMPLETED.

21. GOAL: Make LBTS's Town government more efficient and effective.

- a) Evaluate the cost of continuing services in-house vs. contracting out.

STATUS: DETERMINED PARKING OPERATIONS CAN BE CONTRACTED OUT AT CONSIDERABLY LESS COST. ISSUE SCHEDULED FOR COMMISSION CONSIDERATION IN OCTOBER.

WILL BRING AN EVALUATION OF COST OF CONTRACT FOR CODE ENFORCEMENT SERVICES TO COMMISSION IN OCTOBER.

NOW WORKING ON ANALYSIS OF WHETHER TO PROVIDE PLANNING SERVICES IN-HOUSE, BY CONTRACT, OR THROUGH A COMBINATION OF BOTH.

- b) Implement the recommendations of the summer 2010 analysis of inefficiencies in the finance operation.

STATUS: COMPLETED

- c) Modify the Town's organizational structure to improve effectiveness.

STATUS: IMPLEMENTING CHANGES IN NEW BUDGET.

- d) Rebid numerous contracts to determine if cost-savings can be achieved.

STATUS: ACHIEVED CONSIDERABLE SAVINGS TO BOTH THE TOWN (\$45-60,000, DEPENDING ON RETIREE USAGE OF GAP COVERAGE) AND SOME SAVINGS TO THE EMPLOYEES BY BIDDING OUT HEALTH INSURANCE. ACHIEVED A 42% (\$23,000) SAVINGS ON THE ANNUAL AUDIT BY PUTTING THE SERVICE OUT TO RFP.

- e) Whenever feasible, piggyback on other governmental contracts to eliminate time spent preparing & evaluating bids and RFPs.

STATUS: COMPLETED. FOUND THAT, AS A SMALL TOWN, WE WERE ABLE TO REDUCE COSTS BY PIGGYBACKING ON LARGER CITIES' BIDS ON NUMEROUS CONTRACTS.

- f) Evaluate alternatives for providing Building Services and determine the impact on permit fees.

STATUS: DEVELOPED NEW PERMIT FEE SCHEDULE THAT WILL REDUCE COSTS OF SMALL BUILDING PROJECTS IN LBTS. RFP RESULTS ON NEW BUILDING SERVICES CONTRACT IS ON THE OCTOBER 11TH AGENDA.

ADDITIONAL ACTIONS THAT RELATE TO THIS GOAL.

- g) Contracted with a highly qualified planning consultant who charges considerably less on an hourly basis than the rates provided in either of the Town's two prior contracted planning consultants and is extremely efficient in the production of work assigned.
- h) Worked with the Town Attorney to prepare standard forms, contracts, RFP formats, work authorizations, etc. to reduce legal fees associated with review of every contract, RFP, etc.
- i) Amended code to provide that the Attorney does not need to review contracts and other documents for services under \$15,000 which will also reduce legal fees to the Town.
- j) Put out an RFQ and put multiple design, surveying, and engineering firms on continuing contracts to reduce the time and staff cost involved in hiring such firms.
- k) Eliminated one staff position in the Finance Division.
- l) Hired a highly capable Finance Director.

- m) Negotiated a revision to the agreement with the Volunteer Fire Department that eliminated the automatic 4% increase in the VFD budget annually.
- n) Saved money and enabled increased service levels by buying a new street sweeper and taking over a portion of the Town previously swept by a contractor. (The price of the new sweeper was factored into the analysis of the savings.)
- o) Negotiated changes to the Choice contract that allowed for fewer carts and reduced costs to a good number of Town residents.
- p) Negotiated changes to the Choice contract so that the October 1 reductions in disposal tipping fees can be passed on to our residents and businesses.
- q) Negotiated a lower rental fee for use of the Pier for shooting the July 4th fireworks than in prior years.
- r) Put additional documents on the Town's website, which reduces the amount of work that needs to be done to fulfill public records requests.
- s) Installed energy-efficient lighting at Town Hall and air conditioning units in public facilities. Installed a more energy-efficient door at the Chamber of Commerce building.