Village of Palmetto Bay Florida

FIRST YEAR MANAGEMENT PLAN

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June 23-24, 2020

First Thirty Days

- Establish Bi-Weekly Team Meetings with Department Directors and Senior Staff

- One-on-One Meetings with Department Directors
  - I.D. strengths/weaknesses, management styles, business practices, and challenges
  - Be an *active listener* and learn about current projects/initiatives

- Meetings with Village Attorney to review active, pending litigation and review of interlocal agreements/active construction contracts

- Meet with Mayor and Council to Review Strategic Priorities/Focus Areas
  - Safety, Financial Stability, Well-Planned/Attractive Environment, Walkable/Bike-able Community, Environmental Stewardship & Sustainability, Lifelong Learning
  - Work with Department Directors to develop specific KPIs focused on these priorities

- Relationship Building with Village Committees/Task Forces, Community Stakeholders, County/State Agencies, and surrounding cities (enhanced dialogue/collaboration)

Next Sixty Days

- Address and Remedy Recent Audit Findings
  - Significant internal control deficiencies
  - Implement procedural change to provide proper segregation of duties

- Capital Infrastructure Project Familiarization, Street by Street Initiative, Stormwater Maintenance

- Review Community & Economic Development Business Practices
  - Goal to streamline processes where possible, leverage technology/online services
  - Enhance efficiency & effectiveness, increase customer-centric focus

- Develop Performance Measurement Program using Council Strategic Focus Areas
  - 3-4 Measurable KPIs within each Department/Division
  - Management tool to *objectively* monitor progress toward goals
  - Dashboard report on City Website/Transparency Center
  - Quarterly Council presentations to enhance transparency, resident understanding/interaction

Second Quarter

- Review Existing Budget Process and Format
  - Identify strengths/weaknesses and opportunities to improve
  - Recommend options (both platform and process) to enhance transparency/usability

- Enhance Disaster Mitigation, Response, and Recovery Capabilities
  - Improved expense tracking (ex. Crisis Track, Orion) to maximize FEMA reimbursement
  - Explore benefits of pre-disaster debris removal contract

- Examine Capital Improvement Plan (CIP) and recommend enhancements
  - Federal Infrastructure Stimulus Funding (interlocal/regional collaboration)
  - Select list of viable transportation improvement projects and make them "shovel ready"

- Analyze and make recommendations to enhance golf cart permitting polices and procedures

Third Quarter

- Continued Oversight and Management of Critical Infrastructure Projects
  - Frequent project meetings with staff and project managers/consultants
  - Oversight, diligence, and milestone performance metrics = on-time, on-budget project delivery
- Review cyber infrastructure security and Continuity of Operations plans, recommend improvements
- Develop Focused & Comprehensive Economic Development Strategic Plan
  - Targeted business/commercial investment
  - Strategic growth corridors
  - Network and relationship building with site selection consultants
- Review special event ordinance and make recommendations for improvement
- Establish a comprehensive Building & Facility Maintenance Plan and incorporate into 5-year CIP

Fourth Quarter

- Interactive Economic Development Site Selector
  - Emphasize skilled workforce and development/redevelopment opportunities
  - Emphasize proximity to ports, international airport, major transportation corridors, quality of life

- Provide more efficient/effective platform for processing public records requests (i.e. JustFOIA)

- Explore Options for Redesign of Village Website
  - Enhanced design and customer-centric navigation/usability
  - Improved options and use of online customer services, ADA compliant

- Enhance Outreach to Neighborhoods and Business Community
  - Improved citizen interaction (ex. "See Click Fix" reporting platform, Neighborhood Registration Program, Coffee with the Manager
  - Monthly "Existing Business Roundtable" discussions to understand challenges/opportunities