

SECTION 11

ACTION AGENDA 2020

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Commission; or needs a major funding decision by the Commission; or an issue that needs Commission leadership by the governing body in the community; or with other governmental bodies (County government, other County governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE COUNTY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Commission has set the overall direction and provided initial funding (e.g. phased project), may require further Commission action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)-questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE COUNTY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Commission has set the direction, needs staff work before going to Commission for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Commission.

MAJOR PROJECT –

a capital project funded in the CIP or by Commission action which needs design or to be constructed (e.g. Road project, County facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Commission but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

GOAL

ACTIONS

Policy: M/CC Actions Needed, Direction, Funding, Policy Adoption, Message to Others	Management May Require Some M/CC Action/Funding; M/CC Set Direction, Management Focus
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**Management in Progress
Implementation, Internal/
Administrative, Compliance,
Study – Funded**

**Major Projects
Construction, Physical Project
CIP**

ON THE HORIZON
**Not This Year, Others May Pursue This Year, Wait and See, Other
Actions Must Come First.**

**Policy Agenda 2020
Targets for Action
City of Margate**

TOP PRIORITY

HIGH PRIORITY

Policy Agenda 2020

City of Margate

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
1. Golf Course: Rezoning Under Commercial Zoning			
2. Community Events: Evaluation Report, Sponsorship			
3. 2016 Parks and Recreation Master Plan			
4. Crime Suppression Strategies through Community Engagement/Marketing			
5. Calypso Cove/Dog Park Season Pass			
6. Sidewalk and Curbing Policy and Program			
7. Downtown: Definition			
8. Margate 2.0: Assessment, Direction			

Policy Agenda 2020

City of Margate

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
9. City Center: Resolution			
10. Code Enforcement			
11. Rock Island Road Project			
12. Street Lights: Evaluation Report			
13. Waterways Master Plan			
14. Median Beautification: Evaluation Report			
15. Special Assessments Collection of Liens			
16. Cost Recovery Ordinance: Report			

Policy Agenda 2020

City of Margate

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
17. Comprehensive Code Rewrite			
18. IT Master Plan/Security Plan			
19. City New Revenue Sources			
20. Permit Process Streamlining			
21. City Hall Hours: Review and Direction			
22. Proactive Strategic Communications Policy and Strategy			
23. City Newsletter Enhancement			
24.			

**Management Agenda 2020
Targets for Action
City of Margate**

TOP PRIORITY

HIGH PRIORITY

Management Agenda 2020

City of Margate

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
1. Park Projects: Completion			
2. Covered Sports Fields			
3. Trucks/Commercial Vehicle Parking			
4. Stormwater Management Policy, Plan and Program			
5. WiFi Towers: Code Review			
6. Disaster Recovery Plan			
7. Alternative Water Supplies			
8. Alcohol Times and Distance Policy			

Management Agenda 2020

City of Margate

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
9. Dispatch/9-1-1 Communications			
10. Coconut Creek Fire Service Agreement			
11. Fire Station 58			
12. City Buildings and Facilities Security			
13. Recycling Programs: Comprehensive Review			
14. Sales Tax for Transportation Implementation Plan			
15. Fire Administration Building			
16. Labor Negotiations and Contracts			

Management Agenda 2020

City of Margate

▶ Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
17. Stormwater Utility			
18. Public Records/Ethics/Sunshine Compliance Training			
19. Community Survey			
20. Bridge Inspection and Replacement			
21. Public Record Request Process Improvement			
22. Quasi-judicial Process			
23. Annual Maintenance Schedule			
24. Weekly City Manager Report			

City of Margate Action Outlines 2020

GOAL 1	MARGATE – A GREAT PLACE TO PLAY AND ENJOY
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ACTION: GOLF COURSE: REZONING UNDER COMMERCIAL ZONING		PRIORITY
		<i>Policy –</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Orioles Executive • Carolina • Palm Lakes – Executive • Orioles • Zoning 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Review current land uses 2. Coordinate with planning consultant 3. Workshop: Presentation 4. P&Z Board: Recommendations 5. Decision: Submittal 6. Receive decision 7. Submit Broward County Planning 	<u>Time</u> <p>2/20 3/20 4/20 5/20 5/20 10/20 11/20</p>
Responsibility: Development Services		

ACTION: COMMUNITY EVENTS: EVALUATION REPORT, SPONSORSHIP		PRIORITY
		<i>Policy –</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Guidelines • Packet • Response to Sponsorship Requests • Standard Contract • Donation – Guidelines • Funding for Events • Community Involvement by Private Sector 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Complete survey vendors – after event 2. Prepare report – quarterly 3. Report: Quarterly Report 4. Review current sponsorships 5. Develop standard contract 6. Finalize Formal Sponsorships Program/Marketing 	<u>Time</u> <p>1/20 2/20 2/20 8/20 9/20 10/20</p>
Responsibility: Parks and Recreation		

ACTION: 2016 PARKS AND RECREATION MASTER PLAN

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Bond Project – Currents	1. Review current plan – Bond Projects	6/20
• General Fund	2. Prepare update report	7/20
• Sand for Playground	3. Workshop: Report and Direction	7/20
• Pedestrian Bridge	4. Prepare Plan Amendment	7/20
• Winfield Boulevard	5. Decision: Plan Amendment and 5 year Project List for General Fund	7/20

Responsibility: Parks and Recreation

ACTION: CRIME SUPPRESSION STRATEGIES THROUGH COMMUNITY ENGAGEMENT/MARKETING

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Effectiveness of Current Programs and Activities	1. Prepare quarterly report	3/20
• Goals/Desired Outcomes	2. 1 on 1 Briefing	4/20
• Best Practices	3. Kick off “HOA” meeting for entire community	4/20
• New Initiatives	4. Expand social media programs, different formats/platform	8/20
	5. Conduct Nation Night Out	8/20
	6. Implement expanded social media	9/20
	7. Conduct Trunk or Treat	10/20

Responsibility: Police

ACTION: CALYPSO COVE/DOG PARK SEASON PASS

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Administrative Authority – Adjustment	1. Develop program and web based Buildout	3/20
• Sales Tax	2. 1 on 1 Briefing	3/20
• Fee Structure	3. Decision: Fee Resolution	3/20
	4. Complete “beta” test	4/20
	5. Launch Season	6/20

Responsibility: Parks and Recreation

ACTION: PARK PROJECTS: COMPLETION

PRIORITY
<i>Mgmt –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Project Capacity	1. Develop project management/construction management	1/20
• Project Responsibility	2. Create capital Project Team	2/20
• Hire Project Manager for Bond Project	3. Inventory and review all capital projects – costs, capacity, timing	6/20
• Timing: Project	4. Develop a comprehensive parks schedule with key milestones	8/20
• Project Cost		

Responsibility: Parks and Recreation

ACTION: COVERED SPORTS FIELDS

PRIORITY
<i>Mgmt –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Construction	1. Complete 70% document	Completed
	2. Review and amend 70% document	3/20

Responsibility: Parks and Recreation

► **Management in Progress 2020**

		TIME
1. Civic Rec Software Platform Implementation	P&R	2/20
2. Parks Maintenance Plan and Guidelines: Review	P&R	8/20

► **Major Projects 2020**

		TIME
1. Sports Complex LED Lights: Completion (B)	P&R	2/20
2. Southeast Park Artificial Turf (Bond Project)	P&R	4/20
3. Pool Door Replacement	PW	4/20
4. Playgrounds – Sand Replacement (Budget FY '21)	P&R	9/20
5. Oriole Park: Design Bid Documents and Permits (Bond Project)	P&R	9/20
6. Centennial Park: Design Bid Documents and Permits (Bond Project)	P&R	9/20
7. Southgate Park Improvements: Construction	P&R	9/20
8. Dog Park: Construction		9/20
9. Blueway Trail: Design, Bid Document, Award Bid (Grant Project)		9/20
10. Calypso Cover/Lazy River: Design Build		9/20
11. Vinson Field: RFP for Installation, Under Construction (Bond Project)	P&R	6/21
12. Playground – Sand Replacement (Bond Project)		2022

GOAL 2**GREAT SUBURBAN CITY IN BROWARD COUNTY****ACTION: SIDEWALK AND CURBING POLICY AND PROGRAM****PRIORITY***Policy –*Key Issues

- MPO Funding
- Ordinance Review
- Goals/Desired Outcomes
- City Funding
- City Responsibilities

Activities/Milestones

- | | <u>Time</u> |
|--|-------------|
| A. Assessment and Plan | |
| 1. Define project scope, determine cost and approach | 3/20 |
| 2. Develop budget proposal/report | 4/20 |
| 3. Workshop: Budget FY '21 | 7/20 |
| 4. Decision: Budget FY '21 | 9/20 |
| 5. Issue RFP for Assessment and Plan | 12/20 |
| B. Ordinance | |
| 1. Prepare recommendations | 5/20 |
| 2. Decision: Ordinance Revision | 6/20 |

Responsibility: Public Works

ACTION: DOWNTOWN: DEFINITION**PRIORITY***Policy –*Key Issues

- Definition
- Litigation

Activities/Milestones

- | | <u>Time</u> |
|---|-------------|
| 1. Evaluate legal options | 3/20 |
| 2. 1 on 1 Briefing | 3/20 |
| 3. Prepare report with concepts and options | TBD |
| 4. Workshop: Downtown | TBD |

Responsibility: City Attorney/Development Service/CRA

ACTION: MARGATE 2.0: ASSESSMENT, DIRECTION

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Tasks	1. Finalize Vision and Design Statements	
• Deliverables	2. Workshop: Vision	2/20
• Expiration Date	3. 1 on 1 Briefing	2/20
	4. Workshop: Design	3/20
	5. Amend Contract	3/20
	6. Decision: Contract Amendment	3/20
	7. Workshop: Comprehensive Plan – Concept	4/20
	8. Prepare draft document	5/20.
	9. P&Z: Comprehensive Plan Review	6/20
	10. Decision: Comprehensive Plan	7/20
	11. Transmittal to Broward County	8/20
	12. Respond to other agencies	11/20
	13. Review Comprehensive Plan	11/20
	14. Decision: Plan Adoption	12/20

Responsibility: Development Services

ACTION: CITY CENTER: RESOLUTION

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
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Responsibility:

ACTION: CODE ENFORCEMENT

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: ROCK ISLAND ROAD PROJECT

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

- Traffic Improvements
- Funding Mechanism
- Use of CDBG

1. Define scope and determine costs

6/20

Responsibility: Public Works

ACTION: STREET LIGHTS: EVALUATION REPORT

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

- Light Selection
- Dark Spots
- Response to Dark Spots

- A. FPL
 1. 1 on 1 Briefing
 2. Select lights
 3. Decisions: FPL Agreement
 4. FPL – Change Out
- B. City
 1. Complete survey of street lights – dark spots with multiple departments
 2. Prepare street report for City Manager

1/20

2/20

2/20

9/20

4/20

5/20

Responsibility: Public Works

ACTION: WATERWAYS MASTER PLAN		PRIORITY
		<i>Policy –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Feasibility 	<ol style="list-style-type: none"> Define scope of project and determine potential costs 	12/20
Responsibility: Public Works		

ACTION: MEDIAN BEAUTIFICATION: EVALUATION REPORT		PRIORITY
		<i>Policy –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Projects Service Level Grant Funding Options Options Maintenance vs. New Irrigation Annual Maintenance Cost/Funding 	<ol style="list-style-type: none"> Finalize report and budget proposal with options Workshop: Presentation and Direction Workshop: Budget FY '21 Decision: Budget FY '21 Funding 	 2/20 5/20 7/20 9/20
Responsibility: Parks and Recreation		

ACTION: TRUCKS/COMMERCIAL VEHICLE PARKING		PRIORITY
		<i>Mgmt –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Level of Restrictions Commercial Vehicle Regulations 	<ol style="list-style-type: none"> 1 on 1 Briefing Prepare framing report – best practices and options Workshop: Presentation and Direction 	 6/20 10/20 11/20
Responsibility: Development Services		

ACTION: STORMWATER MANAGEMENT POLICY, PLAN AND PROGRAM

PRIORITY
<i>Mgmt –</i>

Key Issues

- Funding Mechanism

Activities/Milestones

1. Define scope of Stormwater Management Master Plan
2. Workshop: Budget FY '21
3. Decision: Budget FY '21
4. Issue RFP

Time

- 6/20
7/20
9/20
12/20

Responsibility: Public Works

ACTION: WIFI TOWERS: CODE REVIEW

PRIORITY
<i>Mgmt –</i>

Key Issues

- Wireless Ordinance
- 5G
- City Regulations

Activities/Milestones

1. Hire consultant
2. Complete review, prepare report
3. P&Z Board: Recommendations
4. Decision: Code Amendments

Time

- 2/20
4/20
6/20
7/20

Responsibility: City Attorney

ACTION: DISASTER RECOVERY PLAN

PRIORITY
<i>Mgmt –</i>

Key Issues

- Contracts
- Plan
- Permit – Debris Staging

Activities/Milestones

1. Finalize Plan (draft)
2. Complete Plan

Time

- 4/20
6/20

Responsibility: Police

ACTION: ALTERNATIVE WATER SUPPLIES

PRIORITY
Mgmt –

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Water Sources • Water Supply Long Term • Permitting 	<ol style="list-style-type: none"> 1. Complete Engineering Study 2. Obtain Permits 	<p>9/20 3/21</p>

Responsibility: Engineer

ACTION: ALCOHOL TIMES AND DISTANCE POLICY

PRIORITY
Mgmt –

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<hr/> <ul style="list-style-type: none"> • Operation • Effective Date: 10/20 	<ol style="list-style-type: none"> A. Distance B. Time <ol style="list-style-type: none"> 1. 1 on 1 Briefing 2. Decision: Ordinance Adoption 3. Complete Training 	<p>Completed 1/20 2/20 9/20</p>

Responsibility: Development Services

► Management in Progress 2020

		TIME
1. Warehouse Project (145,000 Square Foot) Parking Ordinance	DevSer	1/20
2. Pressure Cleaning Medians and Facilities: Report/Yearly Schedule	PW	2/20
3. Code Enforcement Organization: Report, Workshop	Bldg	3/20
4. Landlord Registration/Minimal Housing Standards Budget FY '21	Bldg	5/20
5. Restaurant Awareness: Program Development, Report	Dev Ser	6/20
6. 6000 Office Space on Atlantic: DRC Application	Dev Ser	TBD
7. Townhomes Project: <ul style="list-style-type: none"> • Cocomar (45) • Melaleuca (16) 	Dev Ser	Ongoing
8. City Hall Crosswalks Improvements	PW	

► **Major Projects 2020**

		TIME
1.	Stormwater Lining: Southgate	PW 3/20
2.	Water Main Replacement Projects	E&ES 9/20
3.	Waste Water Lift Stations: Rebuild (2)	E&ES 9/20
4.	Water Treatment Facilities: Filter Update	E&ES 12/21
5.	East Waste Water Treatment Plant: Upgrade Project	E&ES 9/22
6.	West Waste Water Treatment Plant Improvement Project	E&ES 9/24
7.	SCADA System Rebuild	E&ES
	a. Water	9/24
	b. Waste Water	9/24

GOAL 3	FINANCIALLY SOUND CITY PROVIDING EXCEPTIONAL SERVICES VALUED BY THE COMMUNITY
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ACTION: SPECIAL ASSESSMENTS COLLECTION OF LIENS		PRIORITY
		<i>Policy –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Regulation • Appeal Process 	<ol style="list-style-type: none"> 1. Prepare draft resolution 2. Decision: Resolution 3. Implementation 	<p style="text-align: center;">1/20</p> <p style="text-align: center;">2/20</p> <p style="text-align: center;">10/20</p>
Responsibility: City Attorney		

ACTION: COST RECOVERY ORDINANCE: REPORT		PRIORITY
		<i>Policy –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Use • Best Practice 	<ol style="list-style-type: none"> 1. Prepare draft ordinance 2. Decision: Ordinance Adoption 	<p style="text-align: center;">1/20</p> <p style="text-align: center;">2/20</p>
Responsibility: City Attorney		

ACTION: COMPREHENSIVE CODE REWRITE

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Approach • Consistency • Exceptions • Scope • Cost • Funding 	A. Overall	
	1. Prepare budget proposal – scope and cost	4/20
	2. Workshop: Budget FY ‘21	7/20
	3. Decision: Budget FY ‘21	9/20
	B. Urgent	
	1. Decision: Vehicle Registration	1/20
	2. Create Work Group – Immediate Need	2/20
	3. Decision: Fire Inspection, Billing and Collection	5/20
4. Decision: Utility Collections (Section 39 -73)	5/20	

Responsibility: City Attorney

ACTION: IT MASTER PLAN/SECURITY PLAN

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Scope • Funding 	1. Decision: Budget Funding	3/20
	2. Hire Consultant	5/20
	3. Develop Master Plan/Security Plan/Disaster Recovery Plan	2/21

Responsibility: Information Technology

ACTION: CITY NEW REVENUE SOURCES

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Revenue Options • State Law 	1. Department Submit Options	3/20
	2. Identify revenue sources	3/20
	3. Prepare report with options	4/20
	4. Workshop: Budget Direction	6/20

Responsibility: Finance

ACTION: DISPATCH/9-1-1 COMMUNICATIONS

PRIORITY
Mgmt –

Key Issues

Activities/Milestones

Time

1. Coconut Creek: Decision

TBD

Responsibility: City Manager

ACTION: COCONUT CREEK FIRE SERVICE AGREEMENT

PRIORITY
Mgmt –

Key Issues

Activities/Milestones

Time

1. Coconut Creek: Decision

TBD

Responsibility: City Manager

ACTION: FIRE STATION 58

PRIORITY
Mgmt –

Key Issues

Activities/Milestones

Time

- Schedule
- Permitting
- Construction

1. Submit Consent Agreement
2. Finalize schedule
3. Complete design
4. Complete permitting
5. Complete bid documents

1/20
1/20
3/21
3/21
3/21

Responsibility: Fire

ACTION: CITY BUILDINGS AND FACILITIES SECURITY

PRIORITY
<i>Mgmt –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Goals/Desired Outcomes	1. Complete security assessment	3/20
• Projects	2. Prepare report – City Hall and Police	4/20
• Costs	3. Prepare budget proposal	4/20
• Funding	4. Workshop: Budget FY '21	7/20
• Customer Service	5. Decision: Budget FY '21	9/20
• Secure Workplace		

Responsibility: Police

ACTION: RECYCLING PROGRAMS: COMPREHENSIVE REVIEW

PRIORITY
<i>Mgmt –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Education Program	1. Hire position	4/20
• Enforcement	2. Complete report	12/20
• Problems		
• Contamination: Costs		
• City Role		
• Options		

Responsibility: Engineering

ACTION: SALES TAX FOR TRANSPORTATION IMPLEMENTATION PLAN

PRIORITY
<i>Mgmt –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
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Responsibility: Public Works

ACTION: FIRE ADMINISTRATION BUILDING**PRIORITY***Mgmt –*Key IssuesActivities/MilestonesTime

- | | |
|---|------|
| 1. Review inspection report | 1/20 |
| 2. Close on property | 2/20 |
| 3. Develop architectural plan: secure access/medical supply | 3/20 |
| 4. Complete medical supply security | 6/20 |
| 5. Move In | 7/20 |

Responsibility: Fire

ACTION: LABOR NEGOTIATIONS AND CONTRACTS**PRIORITY***Mgmt –*Key IssuesActivities/MilestonesTime

- | | |
|-------------------------|------|
| A. IAFF | |
| 1. Complete | 1/20 |
| 2. Decision: Contract | 1/20 |
| B. FPE | |
| 1. Complete negotiation | 8/20 |
| 2. Decision: Contract | 9/20 |

Responsibility: Human Resources

ACTION: BRIDGE INSPECTIONS AND REPLACEMENTS**PRIORITY***Mgmt –*Key IssuesActivities/MilestonesTime

- | | | |
|---------------------|---|-------|
| • Bridge Conditions | 1. Hire consultant | 4/20 |
| • Project Scopes | 2. Review FDOT report and define scope of future projects | 10/20 |
| • Funding | 3. Develop budget proposal | 4/21 |
| • Timing/Schedule | 4. Workshop: Budget FY '22 | 7/21 |
| | 5. Decision: Budget FY '22 Funding | 9/21 |

Responsibility: Public Works/Engineering

► **Management in Progress 2020**

		TIME
1.	2019 Fiscal Year Closeout	Fin Completed
2.	City Core Switches Replacement	IT Completed
3.	Permit Fee Schedule: Review and Revision (Commission)	Bldg 3/20
4.	2019 Fiscal Year Audit	Fin 3/20
5.	City Hall Phone System: Installation	3/20
6.	Fire Rescue Trucks [2] Replacement	Fire 4/20
7.	Contract: 457 Plan	HR 4/20
8.	Ambulance Bill Collections Improvements: Application	Fin 5/20
9.	Customer Service Training (all staff)	HR 7/20
10.	Consolidating Insurance Vendors	HR 9/20
11.	Health Insurance Contract Finalization	HR 9/20
12.	Forfeiture Year-end Reconciliation and Reporting	Fin 11/20
13.	Employee Health Fair Events	HR 11/20
14.	GASB Pronouncement: Implementation	Fin 12/20
15.	Employee Performance Measures: Vision, Mission, Values	HR 12/20
16.	FEMA Reimbursements for Hurricane Irma	Fin 9/21
17.	Fire Quint Replacement	Fire 2021
18.	Water Meter Replacement Program: Completion	E&ES 9/22
19.	Budget: Hurricane Dorian	Fin 2022
20.	Grant Account Clean-up	Fin Ongoing
21.	Finance Staff Training for New Hires and Promotions	Fin Ongoing
22.	Recycling Contamination Action Plan	CMO
23.	IT Department Compliance – Contract with Garner Group: Funding	IT

► **Major Projects 2020**

		TIME
1.	Police Training and Office Facility: Transfer Switch/Portable Generator	PW 3/20
2.	Police Training Center Upgrade	Police 7/20
3.	Building Department Expansion	2022

GOAL 4	HIGH PERFORMING CITY TEAM PRODUCING RESULTS FOR THE MARGATE COMMUNITY
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ACTION: PERMIT PROCESS STREAMLINING		PRIORITY
		<i>Policy –</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Engineering • Zoning • Building 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Implement software – complete training/revise processes 	<u>Time</u> 6/20
Responsibility: Building		

ACTION: CITY HALL HOURS: REVIEW AND DIRECTION		PRIORITY
		<i>Policy –</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Hours • Customer Service 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. 1 on 1 Briefing 2. City Manager: Decision 	<u>Time</u> 2/20 TBD
Responsibility: Assistant City Manager		

**ACTION: PROACTIVE STRATEGIC COMMUNICATIONS
POLICY AND STRATEGY**

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Goals/Desired Outcome • Accurate Information to the Community 	A. Social Media	
	1. Review existing social policies – all departments and City	2/20
	2. Prepare report and recommendations	3/20
	3. Complete legal review of draft policy	4/20
	4. Decision: Policy Adoption	5/20
	B. Strategic Communications	
	1. Define scope and research best practices	2/20
	2. Develop budget proposal	4/20
3. Workshop: Budget FY '21	[]	
4. Decision: Budget FY '21 Funding	9/20	

Responsibility: City Manager

ACTION: CITY NEWSLETTER ENHANCEMENT

PRIORITY
<i>Policy –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete analysis, content	3/20
	2. Prepare report	3/20
	3. 1 on 1 Briefing	4/20
	4. Hire Position	4/20

Responsibility: City Manager

**ACTION: PUBLIC RECORDS/ETHICS/SUNSHINE
COMPLIANCE TRAINING**

PRIORITY
<i>Mgmt –</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete training	2/20

Responsibility: City Attorney

ACTION: COMMUNITY SURVEY		PRIORITY
		<i>Mgmt –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Finalize	
	2. 1 on 1 Briefing	2/20
	3. Finalize contract and questions	3/20
	4. Initiate community survey	4/20
	5. Complete survey	5/20
	6. Prepare report	7/20
	7. Workshop: Presentation	8/20
Responsibility: City Manager’s Office		

ACTION: PUBLIC RECORD REQUEST PROCESS IMPROVEMENT		PRIORITY
		<i>Mgmt –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility: City Clerk		

ACTION: QUASI-JUDICIAL PROCESS		PRIORITY
		<i>Mgmt –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete training	2/20
Responsibility:		

ACTION: ANNUAL MAINTENANCE SCHEDULE

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility: Public Works

ACTION: WEEKLY CITY MANAGER REPORT

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

- Expectations

Responsibility:

► Management in Progress 2020

		TIME
1. Utility Billing Relocation	E&ES	Completed
2. Fire Explorer Program Enhancements	Fire	Completed
3. Recruiting SOP'S	HR	Completed
4. Internal Communications Committee: Creation	CMO	1/20
5. Grants Manager: Hiring	CMO	2/20
6. Desktop Computers Replacement [260]	IT	2/20
7. Police Laptops Replacement [90]	IT	2/20
	Police	
8. Strategic Plan: Development and Institutionalization	CMO	3/20
9. CERT Program: Roles and Responsibilities	Fire	3/20
10. New Hire Onboarding/Orientation	HR	3/20

► **Management in Progress 2020** *(Continued)*

		TIME
11. Project Management Division: Recommendations	E&ES	4/20
12. Grants Contract Administration Database	CMO Fin	4/20
13. Online Engineering Permitting System: Development and Implementation	E&ES	4/20
14. Fire Prevention Program Enhancements	Fire	4/20
15. Fire Social Media Presence: Expansion	Fire	4/20
16. Job Descriptions: Revision	HR	4/20
17. Police Vehicle Replacement [17]	Police	4/20
18. Optiview Image Software to Upland: Upgrade	IT	6/20
19. Police Social Media Presence: Expansion	Police	7/20
20. Subrogation Contract, Excess Auto and Cancer Coverage: Acquisition	HR	9/20
21. Employee Handbook, Policies and Procedures: Update	HR	12/20
22. Performance Management Tracking/Compliance	HR	12/20
23. City Internship: Development	HR	1/21
24. Senior Management Development Program/Succession Planning	CMO	Ongoing
25. Comprehensive Emergency Plan for Events: Development	Fire	Ongoing
26. Warehouse and Inventory Software: Implementation	E&ES	
27. Workforce Mobility Software System: Implementation	E&ES	

► **Major Projects 2020**

		TIME
1. City Hall Wayfinding Signs: 1 on 1 Briefing	CMO	2/20
2. Fire Stations Carpet Replacement	Fire	9/20
3. Bunker Gear Replacement	Fire	9/20
4. City Buildings Remodel: Design	Bldg	2022

Policy Calendar 2020

City of Margate

MONTH

JANUARY 2020

1. 1 on 1 Briefing: FPL and Street Lights
2. Decision: Warehouse Project Parking Ordinance
3. Decision: Vehicle Registration Code
4. Decision: IAFF Contract
5. 1 on 1 Briefing: Community Survey

MONTH

FEBRUARY 2020

1. Report: Community Events Quarterly Report
2. Workshop: Margate 2.0 Vision
3. Decision: FPL Agreement on Street Lights
4. Decision: Alcohol Time Ordinance
5. Decision: Special Assessment Collection of Lien Resolution
6. Decision: Cost Recovery Ordinance
7. 1 on 1 Briefing: City Hall Wayfinding Signs

MONTH

MARCH 2020

1. 1 on 1 Briefing: Calypso Cove/Dog Park Season Pass
2. Decision: Calypso Cove/Dog Park Fee Resolution
3. 1 on 1 Briefing: Downtown
4. Workshop: Margate 2.0 Vision
5. Decision: Amend Contract for Margate 2.0
6. Decision: IT Master/Security Plan Funding
7. Decision: Permit Fee Schedule

MONTH

APRIL 2020

1. Workshop: Golf Course Rezoning
2. 1 on 1 Briefing: Crime Suppression Strategies
3. Workshop: Margate 2.0 Comprehensive Plan – Concept
4. 1 on 1 Briefing: Margate 2.0 Contract
5. 1 on 1 Briefing: City Newsletter Enhancements

MONTH

MAY 2020

1. Decision: Golf Course Rezoning
2. Decision: Fire Inspection, Billing and Collection Code
3. Decision: Utility Collections (Section 39 – 73)
4. Decision: Social Media Policy

MONTH

JUNE 2020

1. Decision: Sidewalk and Curb Ordinance
2. 1 on 1 Briefing: Truck/Commercial Vehicle Parking
3. Workshop: New Revenue Sources Presentation and Direction

MONTH

JULY 2020

1. Workshop: 2016 Parks and Recreation Master Plan
2. Decision: 2016 Parks and Recreation Master Plan Amendments, 5 year Project List for General Fund
3. Decision: Margate 2.0 Comprehensive Plan
4. Decision: WiFi Towers Code Amendments
5. Workshop: Budget FY '21
 - a. Playground – Sand Replacement
 - b. Sidewalk and Curbs Assessment and Plan
 - c. Median Beautification
 - d. Stormwater Management and Master Plan
 - e. Landlord Registration Program
 - f. Comprehensive Code Re-Write
 - g. City Buildings and Facilities Security
 - h. Strategic Communications

MONTH

AUGUST 2020

1. Workshop: Community Survey Presentation

MONTH

SEPTEMBER 2020

1. Decision: Budget FY '21
2. Decision: FPL Contract

MONTH

OCTOBER 2020

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MONTH

NOVEMBER 2020

1. Workshops: Trucks/Commercial Vehicle Parking Presentation and Direction

MONTH

DECEMBER 2020

1. Decision: Margate 2.0 Comprehensive Plan Adoption