

CITY OF OAKLAND PARK

IMPLEMENTATION OF FY 10 BUSINESS PLAN INITIATIVES TASKS & TIMELINE

Legend:

- ongoing
- approximate timeline

2009			2010								
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

FINANCIAL STABILITY AND SUSTAINABILITY

Facilitator - Bill Underwood

1	Review debt capacity & consider debt (including general obligation bonds) to fund capital needs - Actual debt placement addressed elsewhere														
	Engage Financial Advisor For Period Through Debt Capacity Report														
	Debt Capacity Report														
	Commission Acceptance Of Debt Capacity Report														
	Debt Placement														
		-----See Infrastructure Needs -----													
2	Focus on grants to supplement existing revenues														
	Additional Departmental Familiarization As To Available Grant Opportunities														
	Research grant and reporting systems to address new ARRA requirements & opportunities														
	Ongoing review for grant opportunities														
3	Water-Sewer Rate Study Completion														
	Commission report / ordinance														
	Implement new rates														
4	Complete Stormwater Rate analysis – Consideration of Stormwater rate increase to fund projects														
	Financing	-----See Infrastructure Needs -----													
5	Reduce Arrears & delinquencies in Water & Sewer, Solid Waste, Stormwater & Code														
	Document current status and billing - collection process														
	Analyze billing - collection process														
	Prepare recommended changes and, if applicable, recommend to Commission for adoption														
	Implement changes including modification of ordinances as necessary														
	Continue improving process for collections														
6	General Employee Pension Plan – review defined benefit plan structure to reduce escalating employer contributions.														
	Investigate legal aspects														
	Engage consultant														
	Develop options														
	Present recommendations to Commission for approval														
	Union Negotiations														
	Implementation - FY 11														
7	Compensation Strategy - Staff Compensation														
NEW	Engage compensation consultant														
	Conduct review of staff compensation vs. competitive market														
	Present report and recommendations to Commission														
8	Information Technology Services Outsourcing Evaluation														
NEW	Commission presentation														
	Provide recommended next steps to Commission														

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INFRASTRUCTURE NEEDS

Facilitator - Harris Hamid

1.a. Proceed with Priority 1-4 Water Distribution System Projects Over Next Five Years

Present to Commission water-rate study with five year capital plan for approval	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Obtain Commission approval to proceed to evaluate obtaining debt financing	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Engage Financial Advisor for duration until debt obtained	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Engage Bond Counsel for duration until debt obtained	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Refine preliminary cost estimates, schedules and cash flow requirements	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Obtain Commission approval to proceed based on updated costs and schedules, including determination as to negotiated vs. complete debt underwriting	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Select underwriter	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Rating agency presentations to obtain satisfactory debt rating	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Prepare Preliminary Official Statement and Official Statement	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Obtain Commission approval of bond resolution	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Debt placement	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Design of projects in West Zone pending funding outcome	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]

1.b. Complete Stormwater Rate analysis – Consideration of Stormwater rate increase to fund projects

Obtain Commission approval to proceed to evaluate obtaining debt financing	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Coordinate stormwater projects with proposed water-sewer projects	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Utilize Financial Advisor engaged in conjunction with water-sewer financing	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Expand water-sewer Bond Counsel to include stormwater debt	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Refine preliminary cost estimates, schedules and cash flow requirements	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Obtain Commission approval to proceed based on updated costs and schedules, including determination as to negotiated vs. complete debt underwriting	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Utilize underwriter selected for water-sewer debt	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Expand rating agency presentations to obtain satisfactory debt rating	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Prepare Preliminary Official Statement and Official Statement	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Obtain Commission approval of bond resolution	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Debt placement	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]

2. Garden Acres Sewer Design - Move forward on Design in FY 10

Design	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Applying for Grants needed for Construction	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]

3. Andrews Avenue – Prospect Road Parking Lots – Compensation for use

Develop methodology for compensation for use of City property for private parking	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Phase I - Develop Capital and Maintenance Cost Estimates	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Phase II - Present Costs & Alternate Funding Options to City Commission	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Phase III - Develop Bid for Capital Improvement Costs	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Phase IV - Construction	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]

4. Upgrade technology to support internal & external functions

Commission presentation of ITS outsourcing study	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Further action per Commission direction	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]

5. 38th Street construction projects

Phase II Design (NE 13 Ave to NE 11 Ave)	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Phase II Construction	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Phase III Design (NE 11 Ave to Andrews Ave)	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Phase III (Applying for Grants needed for Construction)	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Phase IV Design (Andrews Ave to Powerline Rd)	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Phase V (Powerline Rd to Prospect Rd) - Reclassification by FDOT of NW 10th Ave to qualify for future Phase V grant funding.	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]
Identify valid construction funding sources for Phases IV - V	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]	[Ongoing]

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NEIGHBORHOOD SAFETY

Facilitators - Chief Widing, Chief Bukata

1	Maintain deputies in existing non-patrol services	----- Done -----
2	Additional BSO western zone staff positions, pending identification of funding	[Ongoing Timeline]
3	Implement traffic preemption, AVL & other technological means to improve response times	
	Traffic preemption system Installation	----- Done -----
	Automatic Vehicle Locator (AVL) - installation	[Ongoing Timeline]
	Research other technological means to improve response times	[Ongoing Timeline]
	Track fire and EMS response time performance to evaluate effectiveness	[Ongoing Timeline]
4	Pursue automatic aid agreements	
	Conduct discussions with Ft. Lauderdale	[Ongoing Timeline]
	Draft Agreement	[Ongoing Timeline]
	Agenda item to the Commission to approve agreement	[Ongoing Timeline]
	Implement and track Fire and EMS response time performance	[Ongoing Timeline]
5	Accelerate Floranada traffic-calming initiative	
	Commission approval of work authorization for Design	[Ongoing Timeline]
	Identify funding for Floranada traffic calming Construction phase	[Ongoing Timeline]
	Award of Bid/Construction	[Ongoing Timeline]
6	Implement targeted approach to Code, with focus on arterial roadways	
	Reassignment of code enforcement officer zones	[Ongoing Timeline]
	Review Violation Priorities	[Ongoing Timeline]
	Review of Target Arterials Priorities	[Ongoing Timeline]
	Records search for last approved site/landscape plan for Targeted Site / Arterial preceded by notification and enforcement activity	[Ongoing Timeline]
7	Implement red light cameras along RR & high crash intersections.	
	Review pending litigation and potential new State legislation	[Ongoing Timeline]
	Test phase	[Ongoing Timeline]
	Establish organizational responsibilities and staffing requirements	[Ongoing Timeline]
	Implementation	[Ongoing Timeline]
8	Firefighter Health and Safety Project	
	Secure funding (\$64,000) for program	----- Done -----
	Appoint departmental wellness / fitness committee	[Ongoing Timeline]
	Conduct Request for Proposal to identify and select vendor to conduct	[Ongoing Timeline]
	Wellness / fitness physical evaluations of department personnel	[Ongoing Timeline]
	Conduct wellness/fitness physical evaluations of department personnel through selected vendor	[Ongoing Timeline]
	Develop and implement ongoing wellness / fitness training program - ongoing	[Ongoing Timeline]
9	Install Mobile Data Terminals in Fire Rescue Apparatus	
	Execute agreement with Broward County for installation of terminals and ancillary equipment	----- Done -----
	Complete installation of Mobile Data Terminals	[Ongoing Timeline]
	Develop procedure for Mobile Data Terminals	[Ongoing Timeline]
	Develop and conduct train-the-trainer program for each shift	[Ongoing Timeline]
	Provide training to all shifts on use of Mobile Data Terminals	[Ongoing Timeline]
10	BSO Contract Negotiations Completed On Timely Basis (Contract expires 10/10)	[Ongoing Timeline]

New

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10 Obtain Eight Cardiac Monitor Defibrillators												
Complete and submit 2009 Assistance to Firefighters Grant Application to replace 8 cardiac monitor defibrillators (\$240,905)	-----Done-----											
Include funding for City's required 10% match (\$26,672) in FY 10 budget	-----Done-----											
If grant awarded: Purchase 8 cardiac monitor defibrillators												
If NOT awarded: Reserve matching funds in FY 10 budget in capital plan equipment replacement fund to be established in department strategic												
Investigate alternative options for funding replacement of aging inventory of cardiac monitor defibrillators												
11 Fire Station Construction (Station 9 replacement)												
Apply for Assistance to Firefighters - Fire Station construction grant	----- Done -----											
If awarded: demolish vacant police headquarters building and construct new fire station facility												
If NOT awarded: investigate and provide report to City Manager on options for replacement of City's aging fire stations												
12 BSO Contract Negotiations (Contract expires 10/10)												
New City / BSO FY 11 contract negotiations												
Present proposed agreement to City Commission for approval												

SMART GROWTH & REDEVELOPMENT

Facilitator - Ray Lubomski

1 Adoption of Community Appearance Ordinances												
Phase I remaining considerations												
- Accessory Structures												
- Off-Street Parking												
- Landscaping & Tree Preservation												
- Fences, Walls & Hedges												
Phase II preparation, consideration & completion												
- Property Maintenance												
- Outdoor Storage In Residential Districts												
- Recreational Vehicle Parking In Residential Districts												
- Commercial Vehicle Parking In Residential Districts												
- Modular News Racks												
2 Adoption and Implementation of Incompatible Land Use Ordinance												
Research and prepare the modernization of the Master Business List												
Present draft Business List to City Commission for consideration												
Adopt a moratorium on new pain clinics												
Hold a public workshop with stakeholders to define the goals & expectation of a new ordinance in regard to pain clinics												
Develop pain clinic regulations												
Present draft pain clinic ordinance to City Commission for consideration												
Research and prepare of an ordinance or multiple ordinances on incompatible												
• Land uses that encourage or result in loitering												
• Land uses that create fumes or dust												
• Land uses that are inherently incompatible (junkyards adjacent to residential)												
Hold a public workshop with stakeholders to define the goals & expectation of a new ordinance in regard to items immediately above												
Present draft incompatible land use ordinance to City Commission for consideration • • consideration												
Research, prepare an ordinance on outdoor storage yards & commercial lot size												
Hold a public workshop with stakeholders to define the goals & expectation of a new ordinance in regard to outdoor storage & commercial lot size												
Present draft outdoor storage & commercial lot size ordinances to City Commission for consideration												
3 Develop mixed-use development ordinance to support THOR												
FAU / Broward County Planning to present a final product												

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Research land uses that support THOR projects												

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3	Install Gateway features along arterial roadways											
	Identify arterials											
	Identify Entranceway locations and ownership / limitations / DOT requirements											
	Develop site plan											
	Submit recommendation to Beautification Board											
	Present to City Commission											
	Permitting & Installation finalized											
	Other Improvements											
	Increased Code Enforcement on commercial property and identified arterial roadways											
	Street lights repaired											
	Enforcement of Solicitation Ordinance											
	Install trash cans in designated areas											
	Increase street sweeping - identify curbed arterials											
	Market "Adopt-A-Street"											

CUSTOMER-FOCUSED SERVICE

Facilitator - Marie Elianor

1	Provide referral resources for Homelessness concerns											
	Determine components of homelessness services (feeding, shelter - continuum of care)											
	Review City legislation & comparison research											
	Development / recommendation of future City legislation - CMO /Econ Dev /											
	Continued monitoring and evaluation											
2	Conduct resident satisfaction survey and employee climate survey											
	Engage service provider(s)											
	Select & develop appropriate questions											
	Residents											
	Businesses											
	Employees											
	Receive completed survey results											
	Analyze results and develop action plan											
	Deploy action plans											
	Communicate initial survey results and resultant plans of action											
	Implement improvements											
	Incorporate action plans into Strategic, Business and Annual City Budget to ensure proper allocation of resources											

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3	Develop real time point-of-service feedback mechanism	
	Research methodologies, functionalities & feasibility	[Ongoing]
	Determine starting point	[Approximate]
	Develop appropriate survey questions for each POS	[Approximate]
	Implementation of systems	
	Select team & train	[Approximate]
	Deployment	[Approximate]
	Collection of feedback	
	Develop internal systems	[Approximate]
	Contact management system	[Approximate]
	Communicate Results to Departments	[Ongoing]
	Analyze results & establish priorities	[Ongoing]
	Make improvements based on results	[Ongoing]
	Evaluate effectiveness of POS system	[Ongoing]
	Survey population who utilizes City Services through various P.O.S.:	
	Walk-in - cards receipt for future collection	[Ongoing]
	Telephone - automated; live person	[Ongoing]
	On-line/website - pop-up survey	[Ongoing]
	On-site service - card w/prepaid postage; return w payment; phone in	[Ongoing]

4	Solid Waste Equipment to provide sanitation service to newly annexed areas in FY 11 to provide more cost-effective, improved service over current service being provided by private contractors	
	Select Collection Vehicles	[Approximate]
	Commission Approval of Collection Vehicles	[Approximate]
	Arrange Vehcile Financing	
	Delivery of Vehicles	[Approximate]
	Select Refuse Containers	[Approximate]
	Commission Approval of Refuse Containers	[Approximate]
	Delivery of Refuse Containers	[Approximate]

----- FY 11 -----