

Mayor and City Council – Strategic Planning Action Agenda Update

POLICY AGENDA – TOP PRIORITY

ACTION	GOAL	RESPONSIBILITY	MILESTONES/ACTIVITIES	QTR	STATUS
Pedestrian Safety/ Master Plan	#3 – More Livable Community for Residents	City Engineer	A. 2013 Project 1. Update Report B. Long Term Projects 1. Traffic Studies 2. Conceptual Designs	1 st – FY13	Ongoing. Pedestrian Safety campaign very successful. Reduced pedestrian incidents by more than 40%. Staff continues to work with the SHA on other design initiatives. Ongoing. SHA conducted Fall Meeting with the Mayor and Council further information at the November 12, 2013, Work Session.
Alternative Revenue Sources	#1 – Financially Sound Town Government	Budget	1) New Revenue Report (2007) Review 2) Comprehensive Report: New and Alternative Sources 3) Council Workshop: Overall Direction 4) Council Decision: Policy	1 st – FY14 1 st – FY14 1 st – FY14 2 nd – FY14	Completed. Finance Department updated <i>Revenue Sources</i> book in 2012. To be completed. To be completed. To be completed.
Tax Differential	#1 – Financially Sound Town Government	Finance	1) Report on Tax Differential 2) Preparation for Joint Meeting 3) Meeting with County Commission 4) Council Decision: Direction	3 rd – FY13 3 rd – FY13 4 th – FY13 4 th – FY13	Completed. Updated Study completed by Municipal & Financial Services Group in February 2013. Additional research on transfer, recordation taxes and County grants compared to assessments compiled in October 2013. Indefinite Hold. Indefinite Hold. In progress. Mayor and Council, City Solicitor, City Manager and staff evaluating options, alternatives and legal/negotiating strategies.
Parking Needs Study	#5 Revitalized Ocean City: Development and Redevelopment	City Engineer	1) Review 2) Report with Recommendations	2 nd – FY14 2 nd – FY14	Completed. Staff completed an internal evaluation of public parking lots, street ends and specific commercial areas. Completed. Options and alternatives presented to the Mayor and Council during FY14 Budget Workshop. Trial program for

			3) Council Decision: Direction	2 nd – FY14	additional paid parking implemented and rescinded in FY14. Completed. No further action currently planned by staff regarding paid parking.
Services with the County (EMS/Ambulance)	#1 – Financially Sound Town Government	Fire/EMS	1) Evaluation of Cost Imbalance related to Town of Ocean City 2) Report with Recommendations 3) Council Workshop: Overall Direction 4) Council Decision: Policy, Actions	3 rd – FY13 3 rd – FY13 4 th – FY13 4 th – FY13	Completed. EMS services in West Ocean City have been monitored over the last 4 years, including response times, staffing and call volume. In progress. To be completed. Staff members will present a detailed analysis to the Mayor and Council in 3 rd – FY14. The report will include comparisons of the service levels provided by the Town in relation to industry standards. To be completed.
Canal Dredging	#3 – More Livable Community for Residents	City Engineer	1) Permits 2) Council Decision: Funding	4 th – FY13	Completed. Completed. Mayor and Council approved \$500,000 in “Pay-Go” funding to dredge three canals using FY13 Fund Balance. Bid opening tentative for January 2014. Anticipated construction February – May 2014.
Tourism Evaluation and Market Analysis	#2 – 1 st Class Resort and Tourist Destination	Tourism	1) Measurement System: Development 2) Market/Demographic/Town Impacts Analysis	2 nd – FY14 2 nd – FY14	Completed. A new Tourism Metrics report has been developed and presented to the Tourism Commission and the Mayor and Council. The monthly report presents a dashboard of statistics including hotel occupancy, room and food tax, visitor guide requests, weather, website visits and more. Report has been well received by the business community and is updated monthly in season on the ococean.com website in the media section. In progress. Discussed by Tourism Commission and Mayor and Council. Unanimous vote on October 21 to prepare RFP for consulting services. RFP presented to Mayor and Council on December 16.

			3) Report with Options	2 nd – FY14	To be completed.
			4) Council Workshop: Direction	3 rd – FY14	To be completed.
			5) Council: Decision, Funding	3 rd – FY14	Completed. Funding for Tourism Strategic Plan included in FY14 budget.

POLICY AGENDA – HIGH PRIORITY

ACTION	GOAL	RESPONSIBILITY	MILESTONES/ACTIVITIES	TIME	STATUS
Retirement/Pensions Policy	#1 – Financially Sound Town Government	Human Resources	1) Report 2) Council Decision: Direction on Options	3 rd – FY13 3 rd – FY13	Completed. Actuarial Report with options and alternatives completed during FY14 collective bargaining negotiations. Completed. Addressed by Mayor and Council during FY14 budget process.
Compensation and Benefits Study	#1 – Financially Sound Town Government	Human Resources	1) Budget Decision: Direction 2) Market Analysis/Study 3) Report with Recommendations 4) Council Decision: Policy	4 th – FY13 2 nd – FY14 2 nd – FY14 3 rd – FY14	Completed. Limited funding included in FY14 budget. In progress. Project Scope/Outline developed by Human Resources and submitted to City Manager for discussion and approval. To be completed. To be completed.
Changing Facility at Park and Ride Location	#2 – 1 st Class Resort and Tourist Destination	TBD	TBD	TBD	To be completed.
Private Events: Inventory	#1 – Financially Sound Town Government	Tourism	1) Standardize Agreement 2) Complete Inventory, Town Support Activities, Costs to Town, Impacts on Services/Facilities 3) Report: Preparation 4) Policy Framework and New Fee Schedule: Recommendations 5) Council Decision: Policy	4 th – FY13 2 nd – FY14 2 nd – FY14 3 rd – FY14 3 rd – FY14	Completed. Standardized Memorandum of Understanding developed and implemented for all events. In progress. The Special Events Superintendent has prepared a draft proposal on “Guidelines for Town-Owned Equipment & Labor Usage by Outside Entities” for review by the Internal Tourism Coordination Group. These guidelines are proposed to create an established system of tracking and approval process, costs, data sharing, etc. The draft guidelines will then be presented to Recreation and Parks Commission before being presented to the Mayor and Council. In progress. In progress. New fee structure draft has been prepared by staff. To be completed.

Bike Share Program: Direction	#5 Revitalized Ocean City: Development and Redevelopment	Planning	1) Report with Recommendations 2) Council Decision: Policy	1 st – FY14 2 nd – FY14	In Progress. Due to competing priorities, adjust to 3 rd – FY14. To be completed. Adjust to 4 th – FY14.
Dedicated Bus Lane: Direction	#2 – 1 st Class Resort and Tourist Destination	City Engineer	1) Design and Options: Report 2) Council Decision: Direction 3) Meeting with SHA	1 st – FY14 1 st – FY14 2 nd – FY14	Completed. Included in the approved Capital Improvement Plan for design in 2016. To be completed. To be completed.
Five-Year Capital Improvement Plan: Development	#1 – Financially Sound Town Government	Engineer / Finance	1) Comprehensive Plan of Projects, Costs: Preparation 2) Council Preparation: Plan 3) Council: Adoption	3 rd – FY13 4 th – FY13 4 th – FY13	Completed. CIP presented to the Mayor and Council on August 27, 2013. Completed. Completed. CIP approved by the Mayor and Council on August 27, 2013.
Road Re-Surfacing Plan: Review	#5 Revitalized Ocean City: Development and Redevelopment	Public Works	1) Report: Project Priority, Funding Level 2) Council Decision: Funding	4 th – FY13 4 th – FY13	Completed. Evaluation of road conditions completed by Public Works. Completed. \$2 million in road resurfacing funding approved in FY14 budget.
Additional Parking Revenues: Direction	#1 – Financially Sound Town Government	Engineer/Public Works	1) Surface Lots Evaluation, Financial Analysis 2) Report with Recommendations 3) Council Workshop 4) Council Decision	3 rd – FY13 3 rd – FY13 4 th – FY13 4 th – FY13	Completed. See “Parking Needs Study.” Completed. Completed. Completed.

MANAGEMENT AGENDA – TOP PRIORITY

ACTION	GOAL	RESPONSIBILITY	MILESTONES/ACTIVITIES	TIME	STATUS
Beach Replenishment: Direction	#2 – 1 st Class Resort and Tourist Destination	City Engineer	1) Sandy Repairs Project 2) Replenishment Project – Fall 2013	2 nd – FY14 2 nd – FY14	Completed. Completed. A full replenishment project, including Sandy storm damage repair and a full 4 years advance nourishment will begin in January 2014. This project is being funded 100% by the Army Corps of Engineers through Sandy Storm Repair funds authorized by Congress.
Citywide Five-Year Financial Plan	#1 – Financially Sound Town Government	Budget	1) Underlying Assumption 2) Council Workshop: Direction 3) Plan: Preparation	1 st – FY14 1 st – FY14 2 nd – FY14	In progress. Draft assumptions prepared by staff will be presented to the Mayor and Council for review and discussion. To be completed. To be completed.
Dual Route 90 Bridge	#2 – 1 st Class Resort and Tourist Destination	City Engineer	1) Report: Preparation 2) Council Decision 3) Meeting with SHA	1 st – FY14 1 st – FY14 2 nd – FY14	Completed. Staff attended SHA meeting with Worcester County where priority of projects was determined. Completed. Council requested that Mayor prepare letter to SHA requesting priority status. Completed. SHA conducted Fall Meeting with Mayor and Council at November 12, 2013, Work Session.
Comprehensive Plan: Update	#5 Revitalized Ocean City: Development and Redevelopment	Planning	1) Policy Review 2) Public Input 3) Draft: Plan 4) Council: Adoption	1 st – FY14 1 st – FY14 2 nd – FY14 3 rd – FY14	In progress. To be completed. Adjust Public Input to 2 nd – FY14. To be completed. Adjust Draft: Plan to 3 rd – FY 14. To be completed. Adjust Completion to 4 th – FY14.
Election System Update	#4 – Excellent Service Through a High Performing Town Organization	City Clerk	1) Research and Evaluation of Options 2) Council: Funding	2 nd – FY14 2 nd – FY14	Completed. Letter prepared by Mayor to Senator Mathias requesting merger of Municipal Election with State Election. Response from Office of Attorney General acknowledging receipt of request but no definitive timeline. To Be Determined.

MANAGEMENT AGENDA – HIGH PRIORITY

ACTION	GOAL	RESPONSIBILITY	MILESTONES/ACTIVITIES	TIME	STATUS
Police Department Organization Study	#4 – Excellent Service Through a High Performing Town Organization	Police Chief	1) Council Decision: Direction	4 th – FY13	Completed and Ongoing. Organization and structure of department has been critically reviewed by new Chief and senior staff. As a result, changes have been made to several operational components. The Chief has also submitted a proposal regarding restructuring/hiring of civilian personnel to replace and transition sworn members from administrative to operational duties to the City Manager.
Headquarters for Beach Patrol: Direction	#3 – More Livable Community for Residents	Recreation/Parks	1) Report with Recommendations 2) Council Decision: Location 3) Council Decision: Funding (Bond Program)	3 rd – FY13 4 th – FY14 4 th – FY14	Completed. Becker Morgan chosen as project architect. Design kick-off meeting to review space requirements held on October 22, 2013. Completed. Draft Memorandum of Understanding with OCDC facilitating land swap currently under review by staff. Completed. Mayor and Council approved funding for the project from Bond proceeds with OCDC financial support on August 27, 2013.
Succession Planning: Development	#4 – Excellent Service Through a High Performing Town Organization	Human Resources	1) Performance Instrument: Development	2 nd – FY13	In progress. Performance evaluation tracking and reporting system under development utilizing HR and IT resources. Tracking system is complete and information is being populated. Report development is in progress. Department Head performance appraisal process recommendation has been developed and presented to City Manager. Plan to engage Department Heads and evaluate results in progress. Anticipated completion 4 th – FY14.
Personnel Rules and Regulations	#4 – Excellent Service Through a High Performing Town Organization	Human Resources	1) Report: Rules and Regulations	4 th – FY14	In progress. HR has identified needed updates and policy clarification to reflect current practices. Internal Policy Committee members identified. Consulting resource to be identified.

			2) Council Decision: Adoption	4 th – FY14	To be completed.
Reward System for Top Performers	#4 – Excellent Service Through a High Performing Town Organization	Human Resources	1) Report with Recommendations	4 th – FY13	In progress. Report with recommendations to be linked with completion of Compensation and Benefits Study.
			2) Council Decision: Direction	4 th – FY13	To be completed.

MAJOR PROJECTS

ACTION	RESPONSIBILITY	STATUS
Performing Arts Center Project	City Engineer	In progress. Construction commenced October 20, 2013. Anticipated completion in November 2014.
Boardwalk Project	City Engineer	Completed. Project completed in April 2013 – ahead of schedule and \$1 million under budget
Airport Improvements	Airport Manager	Completed.
Caroline Street Comfort Station	City Engineer	In progress. Project is significantly behind schedule due to weather delays and contractor performance. Intend to call Bond on December 20, 2013.
Shower/Foot Additional	City Engineer	Completed. Added during Boardwalk construction project.
Public Boat Ramp: Relocation, Expansion	City Engineer	In progress. Actively seeking permits. Anticipated construction FY15.
Fire Station 4	City Engineer	In progress. Currently under construction. Anticipated completion May 2014
Fire Headquarters	City Engineer	In progress. Second draft of Conceptual Design under review. Anticipate presenting to the Mayor and Council in 3 rd – FY14.
St. Louis Avenue Improvements	Director of Public Works	Completed.

MANAGEMENT IN PROGRESS

ACTION	TIME	RESPONSIBILITY	STATUS
Capital Improvement Budget	4 th – FY13	City Manager/Budget Manager/City Engineer	Completed.
Impact of Healthcare Reform	4 th – FY13	City Manager/Director of Human Resources/Department Heads	Completed.
Labor Contracts: Police and Fire	4 th – FY13	City Manager/Human Resources Director	Completed.
Budget with Constant Yield	4 th – FY13	City Manager/Budget Manager	Completed.
General Employees: Compensation Decision	4 th – FY13	City Manager/Mayor and Council	Completed.
Police Chief Selection	4 th – FY13	City Manager/Mayor and Council	Completed.
Web-based Building Permits and Business Licenses	2 nd – FY14	Director of Planning and Community Development/City Engineer	In progress.
Strategic Planning: Institutionalization	2 nd – FY14	City Manager/Department Heads	Ongoing.
Solid Waste Amendment on Town Role: Recycling	4 th – FY13	Director of Public Works	Completed.
GIS Development Proposal	TBD	Director of Planning and Community Development	In progress.
Document Imaging	1 st – FY14	Information Technology	Completed.
Interim Operation Plan for Fire Station	1 st – FY14	Fire Chief	Completed.
Downtown Land Acquisition by Town	TBD	Mayor and City Council/OCDC	Ongoing.
Sustainable Communities Plan	1 st – FY14	Director of Planning and Community Development	Completed.