

# PRIORITIES

YOUR INPUT IS REQUESTED



**CITY OF HALLANDALE BEACH, FLORIDA**  
**MEMORANDUM**  
**CM18-158**

**DATE:** March 28, 2018

**TO:** Honorable Mayor and City Commission  
HBCRA Board of Directors

**FROM:** Roger M. Carlton, City Manager / HBCRA Executive Director

**SUBJECT:** Strategic Initiatives - Need to Prioritize and Schedule Workshops



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During the past 15 months, City staff has been working diligently on numerous strategic initiatives. Many of the initiatives have been ongoing, and there are newly formed initiatives set by the policy direction of the City Commission. Other initiatives address social, economic and environmental changes. City staff is approaching strategic initiatives comprehensively to produce a complete strategic process for all the needs of Hallandale Beach.

Many of the initiatives require City Commission Workshops to fully develop policy as staff has reached a critical point in its ability to respond due to the complexity of each item and demand on staff time. Scheduling these workshops has become very difficult due to availability of calendar dates and time due to work schedules.

The time-critical items are reflected in Items 1-14. Staff suggests these workshops take place prior to the July 2018 City Commission recess:

1. FY 18/19 Budget Workshops – Short Term, Mid Term and Long Term Priorities

✚ First Workshop has been scheduled for Monday April 16, 2018 at 5:45pm.

2. CRA Forensic Audit / Comprehensive Annual Financial Report (CAFR)

✚ Staff suggests scheduling a Special Meeting of the City Commission/HBCRA Board of Directors on May 2, 2018 at 5:45pm, prior to the Regular City Commission Meeting.

3. PILOT (Payment in Lieu) Programs – Parking and Affordable Housing

✚ A joint City Commission/HBCRA Board of Directors Workshop has been scheduled for June 18, 2018 at 6pm.

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4. Mobility Study
  - a. Discussion on 2-year, 1 mill tax increase for mobility projects;
  - b. Mini Bus Improvements;
  - c. Metropolitan Planning Organization (MPO) Grants;
  - d. Diana Drive and Atlantic Shores Rebuild Projects; and,
  - e. Discussion on Major General Obligation Mobility Bond in November 2020 General Election
  
5. Comprehensive Emergency Operations Plan (CEOP)
  - a. Update and annexes
  
6. Impact Fees and Rate Study
  - a. Water & Sewer
  - b. Transportation
  - c. Public Safety
  - d. Open Space
  - e. Water and Sewer Rate Study
  
7. Sustainability Action Plan and Resiliency
  
8. City Boards and Committees
  
9. Benefits, Pension, Health Coverage and Negotiations with the three unions (Executive Session)
  - a. Florida Statute 175/185 Insurance Tax Transition and Future of the Pension Board
  - b. Broward Sheriff's Office Discussion
  
10. Development-Related Items
  - a. Current Major Developments – Mardi Gras, Gulfstream, Diplomat, Chateau;
  - b. Planning and Zoning
    - i. Comprehensive Plan
    - ii. Form Based Code
    - iii. Open Space
  - c. Building Division Workload;
  - d. Capital Improvements – Basis of Design Report (BODR);
  - e. Additional Regional Activity Center (RAC) Units – Broward County Application;

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- f. Water Supply Plan; and,
- g. Medical Marijuana

11. Broward County Charter Review Committee
12. State of Florida Constitution Revision Commission
13. Southwest Storm Drainage FEMA Project
14. Sale of Ansin Blvd. Lot

In addition to the above listed initiatives, the following initiatives remain a priority; however, there is less time urgency:

15. Community Needs Assessment and Community Benefit Plan
  - a. General Fund Transition
  - b. Community Partnership Grants
  - c. AARP Age Friendly Needs Assessment
16. Parking - Police Department Management Responsibility for Comprehensive Program
17. CRA Redevelopment Plan Modification and City Visioning
  - a. Fashion and Arts Design District;
  - b. Marketing; and,
  - c. New Sub-districts for medical facilities along Federal Highway and still to be determined theme along Pembroke Road
18. Fire Assessment Fee Adjustment and Revenue from Ambulance Transport
19. City Charter Review
20. Broward Penny Gas Tax
21. Sanitation and Bulk Waste Collection Process Transition

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22. Beach Renourishment
23. Underground FPL Project for Golden Isles/A1A/Layne Blvd
24. Digital Citizen Engagement
25. Cyber Security
26. Administrative Policy Updates (Some are more than 20 years old)
27. Purchasing/Procurement Policy Updates
28. Staff Workload – Working Space – Succession Plans
29. Fire Sprinkler Retrofit for High-rise Buildings and Generators/HVAC for ALF's
30. Post Office Site with Bluesten Park, Gulfstream and Transit Station Connectivity

Conclusion:

This list is by no means a complete list of projects staff is currently working on. It is meant to demonstrate the workload being shouldered by our extraordinary staff, to help new Commissioners catch up quickly with on-going and up-coming projects, to begin a discussion on priorities and to focus on the difficulty of scheduling workshops. Every one of these items is a challenge and providing quality staff work to help policy making is our commitment.