

CITY OF HALLANDALE BEACH, FLORIDA
MEMORANDUM

DATE: February 7, 2024

TO: Honorable Mayor, Vice Mayor, and Commissioners

FROM: Jeremy Earle, Ph.D., AICP, City Manager/CRA Executive Director

SUBJECT: City Manager Self Evaluation 2023-2024

As my tenure as City Manager for the great City of Hallandale Beach approaches almost four years, I have taken the opportunity to be deeply reflective of the challenges which we as a City, a community, and a team, have overcome during that period of time. When I was first appointed as the Interim City Manager on August 12th 2020, five months into shutdowns precipitated by the COVID-19 Pandemic, I distinctly remember telling members of the City Commission two things: One, that I would serve for approximately six months until a new City Manager was found, and two, that we had so many challenges to address that I would not just “warm” the seat for the next City Manager until they arrived, but that I would work hard along with our team to fix many of the legacy issues that we faced.

Each Commissioner at that time will remember me telling them that I, in all honesty, did not covet the role of the City Manager. Up until my appointment, there had been seven (7) previous City Managers on average, over an eight (8) year period of time. The role at that time was not one for which I aspired, but it was a role that I was willing to accept in order to help stabilize our organization, and hopefully do all that I could to leave our community in much better shape than I found it.

As the longest serving City Manager in almost ten years, I have been blessed with the opportunity to lead a team that has been able to stabilize the City’s finances, increase employee morale, and tackle long standing infrastructure and organizational challenges.

The successes that you will see outlined below are the result of the extremely hard work of the amazing staff that we have in our organization. That hard work, along with the leadership and policy direction which has been provided by the City Commission, has allowed us to face and overcome challenges both small and great. I am proud to say that we rose to meet each one of those challenges head on; strategically and methodically making necessary changes across the board, with the goal of leaving future commissions and administrations a much stronger, safer, progressive, and innovative City.

With an eye towards the future, and with a strong emphasis on teamwork, our staff has collectively accomplished more in three and a half years to transform this organization and this City than has been done in many decades. Despite the fact that we still face serious

challenges, we are a much better and stronger City than we were just a year ago, much less in 2020.

CURRENT

Strategic Planning and Fiscal Stabilization

In order to create a comprehensive plan for the future, which was clear to both the City Commission and residents, we embarked on an aggressive plan of action to pull the City back from the brink of insolvency.

This plan was based on the core principles of the **City Commission Approved 2019 Strategic Plan**. Our stated core values in that report of communication, trust, accountability, integrity, professionalism, and customer service, became the basis by which we would address our three **Strategic Focus Areas**, which were comprised of:

- 1. Finance and Budget**
- 2. Organizational Capacity**
- 3. Infrastructure/Projects**

A focus on these three strategic areas allows us to be more transparent with both the commission and residents, improve the overall organization, including improving employee morale, and implement funded programs and projects that would address immediate deficiencies.

We also provided the City Commission with another five-year **Fiscal Stabilization Plan**, which we are currently in the process of implementing. This plan is a work in progress, and there will be course corrections made as needed; however, it provides a clear plan of action that leads to our stated goal of becoming more financially stable over the next four to five years.

ACCOMPLISHMENTS

I have said this many times, and I will continue to say it, without your support and leadership as the Governing Body, over the past year, our team members would not have had any of the resources necessary to accomplish all that they have.

The accomplishments listed below are by no means exhaustive or indicative of every single thing that our team members did over the past year and a half. However, they will provide you with a good picture of how we overcame some of the challenges listed previously, as well as many others. They will also provide insight into the strides that we made in embodying the City's motto of Progress, Innovation, and Opportunity. A more extensive list of the accomplishments is included as a part of **Exhibit 2**.

BUDGET

- Adopted the FY 24 budget without the use of General Fund Balance
- Continuation of a budget transparency portal (OpenGov) which is interactive, 100% accessible online, which allows for greater transparency internally and for our residents
- Revamped the Budget Process for a more streamlined budget review and adoption. This included the development of a Budget Manual, Departmental pre-budget review of all accounts and history, streamlined staffing sheets and review, and continued automation of the budget entry process
- Conducted an organized and streamlined FY2023/2024 Budget Review Process with Departments and City Manager's Office
- Successful collaboration with teams across the City to support critical projects such as the development of the FY2024/2028 CIP Plan
- Lead the CIP Team revamp the CIP Process and Kick-Off of the FY2024-2028 Plan
- Implemented a CIP software that streamlined the process and provides an interactive portal for public viewing
- Supported departments City-Wide with temporary assistance and cross training
- Assisted in the creation of the revenue financial strategies which resulted in \$33M in additional non-ad valorem (non-tax) revenues
- Fine-tuned the monthly budget report for additional transparency and analysis and created an SOP for training purposes
- Proposed the Renewal and Replacement Program which sets funding aside every year for scheduled replacement and renewal of assets, this will greatly reduce large one-time expenditures and allow for a smoothing out of expenditures over the years
- Successfully completed the Purchase Order and Project Rollover for FY23 with minimal disruption to Departments
- Revamped the Budget Calendar for the FY24 budget cycle
- Proposed and started the process to develop dashboards as part of the budget process. Dashboards will be available online through the OpenGov platform and open to the public
- Finalizing the FY23 Adopted Budget for submission for the GFOA Award
- Collaborated with Finance and DPW on the long-term plan for the City's infrastructure to secure bond funds
- Launched the City's dashboard metric that provides information on goals and outcome focused performance management
 - <https://stories.opengov.com/hallandalebeachfl/published/YIZIjhKYm>

FINANCE

- Successful implementation of GASB 87
- Implementation of Gravity ACFR Software
- Issuance of ACFR for City and HBCRA by State deadline given challenges during period.
- Successful implementation and submission of new State AFR in XBRL format. Included submitting Balance Sheet classifications for the first time
- Implementation of billing/allocation of Tesla vehicle charging
- FY2023 Late fee assessment and collection goal was exceeded by approximately \$20,000 or 43%
- Hauling Permit renewal applications were completed in record time – 15 days before deadline of September 15th
- Achieved a 100% collection and compliance rate for Hauling Permit quarterly franchise fees
- Police Outside Services Billing was streamlined with payroll team reducing payroll adjustments from 20-30 payroll adjustments a month to 1-5 payroll adjustments a month
- Improved the claim of lien recording for General Billing by including the folio numbers into the billing process for fire inspections, grease traps, special trash, lot clearing and fire lines
- Improved and updated Conduits database by eliminating claim of liens duplicates; Claim of liens that are no longer enforceable due to Florida statutes limitations; Building permits and code compliances cases and liens no longer valid
- Reduce the billing adjustments/customers complaints for fire inspections by performing weekly reconciliation of accounts and fees with the fire department before billing process is complete and posted into customer records
- Monthly billed-collected rate for Lien Search billing is 96%
- Assist and improved collections within other departments and divisions like Business License and Code Compliance
- Streamlined the towing billing, reporting, and collections
- Reduced the county slot revenue machine reporting and payment processing time from 90 days to less than 40-50 days
- Revamped Treasury Management resulting in increased investment income by approximately \$2M
- Roll out of Google Pay and Apple Pay for General Billing and Utility Billing customers in Paymentus

- Successful Tyler Cashiering Upgrade
- Utility Bills processed on scheduled bill dates for FY2023
- Successful Implementation of Tyler Payments
- Merged the Grant's Office into the Finance Department
- Implemented individualized Project Manager training for new grants
- Submitted 19 Grants Applications, Pre-applications, and Appropriations Requests totaling \$25M in possible grant funding

HUMAN RESOURCES/RISK MANAGEMENT

- Negotiated Health Insurance renewal for FY 2024 with a 4.78% increase in premiums, exceeding local insurance renewal trends which were in excess of 7%
- Negotiated 3-year IUPA, Police Union Collective Bargaining Agreement effective October 1, 2023 – September 30, 2026
- Negotiated 3-year AFSCME, General Employees' Union Collective Bargaining Agreement effective October 1, 2022 – September 30, 2025
- Developed FY 2024 Employee Benefits Guide
- Awarded 2023 Platinum Level status for the City's Workplace Well-being program, in comparison to other Aetna wellness programs in the USA
- Recruited and On-boarded 72 Full Time Employee new hires (over 18% of our Full Time Equivalent workforce)
- Processed 65 Full Time Employee separations
- Received and screened 6,599 applications for employment
- Completed and Implemented a citywide Classification & Compensation review to align civilian jobs internally and assign market-competitive pay ranges (<https://cohb.org/378/Classification-Compensation>)
- Hosted annual Employee Health Fair
- Offered wellness related activities/trainings to employees – Corporate Run / Self Defense Class / Exercise-Boot Camp / Walking Challenges / Mental Health Trainings / Employee Massage Days / Preventive Health Screening (Carotid Artery Disease/Peripheral Arterial Disease/Abdominal Aortic Aneurysm/Atrial Fibrillation)
- Closed and settled 38 Liability Claims and closed Worker's Compensation cases
- Recouped approximately \$19,000 in subrogation monies owed to the City
- Continued in-person defensive driving training for Public Works staff

- Conducted in-person heat stress training for Public Works and Parks, Recreation & Open Spaces staff
- Coordinated the appraisal of all City facilities for the proper insurance coverage
- Renewed property insurance, worker's compensation, flood insurance, and Accidental Death and Dismemberment insurance policies
- Completed the implementation of the electronic performance evaluation system and started training Departments on an individual basis
- Converted all of the Risk Management files to electronic format
- Completed the annual pension audit without any adverse findings

INNOVATION TECHNOLOGY

- Enhanced emergency communication capabilities with the successful installation of the AT&T FirstNet Cell Booster at Fire Station 7 EOC
- Streamlined financial transactions in the Finance Department with the implementation of Tyler ERP Munis Payment provider and Cashiering system
- Modernized the Finance Department's cashiering workstations by installing new credit card machines for the updated payment system
- Strengthened cybersecurity defenses city-wide by implementing grant-funded network protection and initiating online monitoring of city systems
- Upgraded security on all user machines and profiles with the installation of new email and endpoint security systems
- Equipped upper management staff with AT&T FirstNet MIFI devices, ensuring reliable communication for both regular and emergency use
- Initiated a robust cybersecurity framework with the Arctic Wolf Cyber-Security Agreement, marked by the commencement of kick-off meetings
- Integrated DUO two-factor authentication for enhanced security on Tyler Munis ERP and Microsoft Office 365 platforms
- Realized cost savings and streamlined telecom services by finalizing and signing an agreement with Telecom vendor Granite, discontinuing 13 analog lines

- Empowered the HR department with the capability to print access cards for new employees, streamlining the onboarding process
- Bolstered internet reliability with the installation of Hotwire redundant internet
- Enabled the Human Resources Department to effectively communicate with staff through LG signage TVs in break areas, pushing notifications about benefits, events, and updates
- Revitalized the office ambiance and brand presence by updating all Cisco phones with Hallandale branding on desktop phones

PROCUREMENT

- Improved organizational structure to provide adequate levels of service and ensure professional growth for staff and succession within the Department
- Supported a multitude of new projects and new Citywide initiatives that triggered an increased demand in service.
 - Purchase Orders Processed
 - 1,271 in FY22-23
 - 486 from October 1, 2023 to December 31, 2023
 - Number of Formal Solicitations
 - 23 in FY22-23
 - 4 from October 1, 2023 to December 31, 2023
 - Vendors Activated
 - 182 in FY22-23
 - 27 from October 1, 2023 to December 31, 2023
- Updated and implemented a Citywide contract entry in Munis for tracking of all contracts.
 - Contracts Approved
 - 217 in FY22-23
 - 70 from October 1, 2023 to December 31, 2023
 - Designed and implemented a Citywide Procurement Training Program along with a pre-determined training calendar/brochure that includes training opportunities for all Departments with regularly scheduled sessions throughout the year

- 41 individual staff members have attended at least 1 of the Procurement Training offerings in FY22-23
- Calendar Year 2024 Quarterly City-Wide Procurement Training has been released
- Mail Regulations Administrative Policy # 2016.001.R4 was updated and approved by the City Manager on September 28, 2022 and implemented in FY22-23
 - Pieces of Mail Processed
 - 22,597 in FY22-23
 - 4,186 from October 1, 2023 to December 31, 2023
- The Procurement Department is responsible for monitoring the P-Card program and ensuring compliance to the P-Card Policy. P-Card Use Administrative Policy # 3003.017.R03 was updated and approved by the City Manager on November 27, 2023
 - P-Cards managed 61 (City: 55 and CRA: 6)

HUMAN SERVICES

- Continuation of United States Department of Agriculture (USDA) The Emergency Food Assistance Program (TEFAP) – Program Restored July 2022 – Provides Monthly Food to Qualified Registered Participants
- United Way Project Lifeline Program – Provides Weekly Food to the Community
- Free Income Tax Program 2023 Year – Provided 42 individuals with free Income Tax Services to the Community
- Florida International University Reading Explores Broward Program – Provided Free Reading Tutorial Services the Registered Summer Camp Participants which resulted in advanced placements for some Kindergarten students.
- Grant Funds Awarded in the last two years.
 - CDBG/Entitlement Grants-48th Year-AS Tutorial Program 2022/2023 \$95,000
 - CDBG/Entitlement Grants-49th Year-AS Tutorial Program 2023/2024 \$94,000
 - Maximizing Out of School Time 2022/2023 MOST CSC \$301,367 (\$35,767 for August 2022, through September 2022), \$265,600 (October 1, 2022 - September 30, 2023), and \$265,600 (October 1, 2023 - September 30, 2024)
 - Supplemental Funding secured due to funding veto - Older Americans Act (OAA) Austin Hepburn Senior Mini Center-OAA \$34,999 7/1-12/31/2023 and OAA \$34,999 1/1-6/30/2024
- May 18, 2023 - Hosted Alzheimer's and Parkinson's Diseases Conference in partnership with Latino Center on Aging, Advocate Health, Doral Family Journal, La

Colonia Medical Center, Mind & Melody and University of Miami – 110 Hepburn Senior Mini Center Participants

- 2023 Hepburn Center After School Tutorial Enrichment Program – Back to School Event
 - sponsored by Humanity First, Chef Holmes Foundation and Amsterdam, served one hundred sixty-four (164).
- Annual Community Thanksgiving Luncheon – November 23, 2023, served seventy (71) seniors; forty-six (46) homebound meals were distributed to Hallandale Beach senior residents.
- 2023 Community Turkey Distribution, thirty (30) turkeys donated by Humanity First, (20) Rotary Club/PAL twenty
- 2023 Adopt-A-Family seventeen (17) families were adopted by City of Hallandale Beach employees, Humanity First, and private citizens.
- 2023 After School Program Holiday Program was sponsored for the third year by Hallandale Beach Chamber of Commerce, Amsterdam - new sponsors Joy Copper, American Family Care
- New partnership - 2023 Hepburn Senior Mini Center Holiday Program sponsored by The Diplomat Beach Resort – Provided fifteen (15) seniors with Secret Santa Gifts
- Continuation of Florida International University Reading Explores Broward Program – Provided classroom observation for After School Tutorial Enrichment Program and Implementation of Best Practices to enhance reading interest for program participants.
- MyCare Medical Food Distribution to Hepburn Senior Mini Center participants
- Cricket Wireless Phone Distribution, every third Wednesday of the month. Over 120 senior participants met the criteria and were issued free phone services with this initiative
- FY 2022/2023 through September 2023 provided 67,585 duplicated clients with Human Services Contact and Social Services of which 744 were new clients.
- FY 2022/2023 through September 2023 provided 1,593 duplicated clients with food services via the monthly Food Distribution Program.
- FY 2022/2023 through September 2023 provided an average of 138 unduplicated seniors with recreation and transportation services via the Hepburn Senior Mini Center Program
- FY 2022/2023 through September 2023 provided 7 unduplicated enrolled students with VPK Program Services
- FY 2022/2023 through September 2023 provided 280 unduplicated enrolled students with Hepburn Center After School Tutorial Enrichment Program Services

- FY 2023/2024 through December 2023 provided 14,302 duplicated clients with Human Services Contact and Social Services of which 228 were new clients.
- FY 2023/2024 through December 2023 provided 396 duplicated clients with food services via the monthly Food Distribution Program.
- FY 2023/2024 through December 2023 provided an average of 114 unduplicated seniors with recreation and transportation services via the Hepburn Senior Mini Center Program
- FY 2023/2024 through December 2023 provided 7 unduplicated enrolled students with VPK Program Services
- FY 2023/2024 through December 2023 provided 152 unduplicated enrolled students with Hepburn Center After School Tutorial Enrichment Program Services
- New Partnership started July 3, 2023, with Sterling Group Foods – Sponsoring agency of the Nutrition Program for the Hepburn Senior Mini Center Program via Older American Act through Area Agency on Aging of Broward County RFP Award to provide Nutrition Program meals.
- New Partnership started December 7, 2023, with Joe DiMaggio Children’s Hospital Resilience Through Art: An Anti-Adverse Childhood Experience (ACE)’s Initiative - nineteen (19) students enrolled.
- New Partnership started October 2 ,2023, with Flipany – Sponsoring agency of the Afterschool Meals Program the Hepburn Center Afterschool Tutorial Enrichment Program through Child Care Food Program (CCFP) to provide Nutrition Program and meals.
- Completed 2024-2025 Legislative Appropriation Project Requests with Letters of Support
 - City of Hallandale Beach - Mental Health VPK, K-8 Wrap Around Services Program - \$254,436
 - Austin Hepburn Senior Mini-Center - City of Hallandale Beach - \$111,006
- December 15, 2023, City of Hallandale Beach named as Area Agency on Aging of Broward County Distinguished Honoree of Full Fair Share Milestone Municipality – 20 Years
- \$1,000 Winn Dixie Gift Cards from Professional Firefighters Local 4321 - Provided food to twenty-one (21) seniors and fifteen (15) families with children.

PARKS, RECREATION AND OPEN SPACE

- Successfully opened Sunrise Park, the 10th Citywide Parks Master Plan and 5th GO Bond park renovation. Sunrise Park was featured in the 2023 FRPA Facility

Showcase

- Broke ground on the Historic Village. Assisted with plan development, construction management, and preparations for future reopening
- Served 947 enrollees and continued offering life-saving water safety training as well as our Teen program, Family Fun program series, Splash & Sports camp, and recreation contract instructor programs, offering more than 16,050 hours of programming
- Hosted 1,429 Facility Reservations with approximate attendance totaling 53,500
- Hosted Memorial Senior Health Care vans who provided health care services at OB Johnson and Peter Bluesten Parks each month
- Hosted Fill a Bag, Feed A Family Mobile Food Pantry who provided low cost healthy produce at Peter Bluesten Park each month
- Maintained capacity on the marina dockage with a wait list averaging over 20 vessels
- Continually met the established Maintenance Plan for City Parks and Facilities. Completed 630 work orders to keep our parks and open spaces safe, clean and well maintained for our community
- Continually met the established Landscape Plan for City Parks, Medians and Open Spaces to ensure safe, clean and aesthetically pleasing green spaces for our community
- Hosted approximately 9,000 residents and visitors including four annual signature events (Dr. MLK Jr Day, Eggstravaganza, Halloween and Holiday in the Park) as well as Juneteenth, Memorial and Veteran's Day events, Pool Partys, Coastal Clean Up, Back to School Bash, Historic Village groundbreaking and Sunrise Park ribbon cutting
- Hosted several beach cleanup events with private groups as well as the annual Coastal Clean Up and annual Waterways Clean Up
- Installed K9 astroturf at the Golden Isles off leash dog areas to improve the durability and user experience
- Refurbished the I95 gateway monument sign and fountain to renew the appearance and ensure the proper operation of the pumps and internal systems
- Continued supporting events for City Departments including Community Redevelopment Agency (CRA), Police, Police Athletic League (PAL) and Public Works
- Continued to offer first class athletic facilities for the PAL Sports program and facility renters
- Continued to Support YMCA operations. The Hallandale Beach YMCA is the

busiest Y with the most members in the South Florida Y franchise

- Supported the City's emergency response efforts during the April, 2023 and other Flood Events
- Oversaw the ACOE Segment III Beach Renourishment Project
- Implemented a Park Ranger Program, ensuring the safety and compliance of park visitors
- Successfully transitioned City Public Information duties to new PIO
- Coordinated Citywide programming between City, PAL, and YMCA to ensure full offerings with minimal duplication
- Participated in the Citywide Emergency Management COOP project
- Coordinated a private helicopter A/C lift project in South City Beach Park, ensuring the safety of the community
- Continued to celebrate the City's 95th birthday year with monthly activities and celebrated the City's 96th birthday!
- Hosted Monthly Lobby Art Exhibitions at the Cultural Community Center featuring local Artists
- Successfully transitioned the programming of the Foster Park Community Center to PAL

HALLANDALE BEACH POLICE DEPARTMENT

- POTUS Event – Former President Trump visited on December 6, 2023. Police conducted a successful security operation to ensure scene security and a safe event for all
- Dog Kennel Facility – The Police Department built a dedicated animal shelter/holding area on the north side of the sallyport to more humanely house found animals before reunification or transfer
- Broward Sheriff's Office (BSO) Real Time Crime Center (RTCC) – PD assigned a part time employee as a pilot program to the BSO RTCC. The RTCC utilizes crime-fighting technology such as LPRs, ShotSpotter, social media tracking software, Drones, etc., to provide vital information to officers responding to calls for service. The RTCC also aids detectives in developing evidence and leads in violent crime investigations
- Updated Active Assailant Policy – Active Assailant Policy was updated prior to the October deadline to meet FDLE requirements
- Parking Program Updates – Recruited and hired two (2) new Parking employees. The employees are being trained for their respective positions
- Community Events –

- PAL Thanksgiving in July event
- 2023 COHB Back 2 School Bash (Parks & Rec)
- Panda Express Ribbon Cutting ceremony.
- 2023 Gulfstream Academy & Middle Schools Open Houses
- Intercity Local Gun Violence meeting at Foster Park
- 2023 Coffee with a Cop event
- 2023 Shop with a Cop holiday event
- 2023 Hepburn Center Cancer Walk
- Hepburn Senior Safety Educational session
- Gulfstream Elementary Holiday Parent Safety Educational session
- Poolside Pals event (Gulfstream Academy, United Way & FPL)
- Nana's Preschool Trunk or Treat event
- Monthly Ballin' After Dark event (Parks & Rec)
- 2023 Halloween Trail of Treats event (Parks & Rec)
- PAL Local Food Distribution event
- 2023 St. Matthew Catholic Church VI Health, Safety & Wellness Fair
- PAL Kiwanis Polo Donations event at Gulfstream Academy
- 2023 Fenstersheib/PAL Turkey Giveaway
- 2023 Hepburn Annual Thanksgiving Luncheon
- 2023 Holiday in The Park (Parks & Rec)
- Enhance Community Partnership by attending Communities Meetings
 - December 12 – Community Town Hall Meeting at Ingalls Park

PUBLIC WORKS AND CAPITAL PROJECTS

Projects

- Advanced into additional projects into the construction phase. Projects in this phase represent those that have:

1. Received the appropriate purchase order to proceed to acquire the various parts and specified components for the work.
2. Those that have scheduled their actual physical construction start date.

The overall cost of projects currently at this phase is \$26.5M.

○ **Projects Under Construction**

- North Miami Beach Interconnect
- Layne Blvd 10-inch Water Main Project
- NE 7th St Water Main Project
- Reverse Osmosis Skid
- Schaffer Canal
- Lift Station #2
- Lift Station #1
- Lift Station #3
- Stormwater Retention Pond
- Three Island Reuse
- NE 3rd Ave Stormwater Improvement Project (to mitigate the flooding near Icebox)
- Citywide Road Restoration Project
- SE 7th St. Stormwater Station Rehabilitation (underway)

○ **Completed Projects**

- Stormwater Floodplain Management Plan
- Water Distribution Rehabilitation Plan
- CDBG 48
- NE 2nd St. (small) Stormwater Station Rehabilitation
- C-51 project completed.
- Stormwater Master Plan
- 72-inch Stormwater Pipe Repair
- 16inch Water Main with road repair (Church St.)
- Sunset Dr. bridge roadway repair

- COHB Roadway Rehabilitation Plan
 - Installed Traffic Calming in the NW Section (NW 10th St. bet NW 3rd and NW 6th Ave., speed tables and stop signs)
- **Completed Project Designs Preparing for Bid Process**
 - Lift Station #10, #11, #15
 - Lift Station #4
 - Lift Station #6 (awaiting grant approval)
 - NE 7th St. Force Main
 - Layne Blvd Force Main Project
 - Lift Station #13
 - Lift Station #14
 - Three Islands Guard House/Traffic Calming
 - CDBG 49
 - Lift Station #5
 - 16 Inch Water Main Project (Atlantic Shores)
- **Environmental Compliance**
 - Completed the revision and review of the Environmental Compliance Ordinance.
- **Emergency Management**
 - Presented to and had approved by the City Commission the Comprehensive Emergency Management Plan, CEMP.
- **Stormwater**
 - Cleaning of the 96-inch large diameter (60 inch and larger) system infrastructure located on Atlantic Shores Blvd, between Federal Hwy and the Desoto Waterway.
- **Sidewalks**
 - 4100 linear ft of overall sidewalk maintenance (repair, replace, and grinding)
- **Fire Hydrants**
 - Replaced 50 fire hydrants, repaired 85.

- **Professional Development**
 - Developed and submitted for approval a professional development career pathway for the Project Manager and Lift Station Mechanic job titles.
- **Fleet**
 - Purchased and received \$4.7M dollars of various new vehicle types and equipment for our fleet.

DEPARTMENT OF SUSTAINABLE DEVELOPMENT

Building Division

Achievement	FY 22	FY 23	Q1 FY 24
Applications Received	3420	3146	671
Permits Issued	4612	4527	1006
Inspections Completed	11680	11569	3067
CO's Issued	26	22	2

Building Safety

- FY2023 - Total Buildings Rec from Broward County - 59 of which 14 have complied

Business Tax and Regulation Division

- New Businesses
 - No. of New Businesses: 246
- Temporary Use
 - No. Applications received: 37
- Certificate of Use
 - No. Applications received: 1233
 - No. Certificates Issued: 224
 - No. Inspections: 783
- Business Tax Receipts
 - No. License's renewed: 191
 - No. License's Issued: 718
- Filming
 - No. Applications received /Issued received: 8

Code Compliance Division

- FY23 Code cases open 2238 / Closed 1287 (57.5%)
- 1808 cases open / Closed 1057 (58.46%)
- Courtesy cases 551 / Closed 366 (66.42%)
- Civil Citations 622 / Closed 388 (62.38)
- General code cases 532 Cases / Closed 224 (42.11%)/Liened 16 (3.01%)
- Lot maintenance cases 58 / Closed 42 (72.41%)
- Anonymous cases 35 / Closed 35 (100%)
- Trash Cases 1059 / 453 Courtesy Notices-606 Citations (12 were for illegal dumping.)

1st Quarter FY 2023-24

- 430 cases open / Closed 230 (53.49%)
- Courtesy cases 299 / Closed 200 (66.89%)
- Civil Citations 97 / Closed 30 (30.93%)
- General code cases 34 Cases/Closed 3 (8.82%) / Liened 0
- Lot maintenance cases 3 / Closed 0
- Anonymous cases 0 / 0
- Trash Cases 310 / 222 Courtesy Notices-88 Citations (5 were for illegal dumping)

New Mitigation Policy Implemented March 2023

- Received \$661,684.87 in lien collections FY 2022-23 – Highest total since at least 2010
- Received \$198,424.13 in lien collections 1st quarter FY 2023-24.
- 85 Mitigations processed in 2023 (Vs 75 in 2022 & 44 in 2021)
- 16 Mitigation processed in 1st quarter FY 2023-24.
- Final actual budget FY 2022-23 \$30,016.68 – Lowest since 2016

Began Working with City Attorney on Foreclosure Proceedings September 2023

- Proceeded in accordance with City Commission directive.

- Reports for all foreclosureable liens and priority foreclosureable liens provided.
- December Magistrate authorization granted for the first 24 priority lien cases.

Neighborhood Enhancement Program October 2023

- New Education Material
- Increased direct neighborhood contact
- Additional Staff Training including hosting AFCE course in September 2023
- Several community group presentations

Fully Staffed for the First Time Since January 2022 November 2023

- Includes both Sanitation funded positions
- Includes the CRA funded position

Planning and Zoning Division

- Code and Comprehensive Plan Amendments: 9
- FADD District 8 and Parking requirements
- Demolition / Vacant Lots
- Cargo Containers Amendments
- City's Comprehensive Plan adopted adding RAC 500 Units
- Comprehensive Plan Amendment/amendments to Schools Facilities Element
- Comprehensive Plan Amendment/amendments to the Recreation and Open Space Element
- Comprehensive Plan Amendment/amendments to Future Land Use Element adopting Safe Neighborhood Districts –
- Code Amendment /Public School Concurrency Requirements
- Code Amendment -Planned Local Activity Center Zoning requirements allowing casinos (Gulfstream Park)

Applications Processed:

- Major Development (New) - 11
- Minor Developments (New) - 9
- Rezonings -3

- Variance - 3
- Administrative Variance – 4

Plan Reviews and Inspections

- Plan Reviews - 1,175
- Zoning Inspections 161

Accomplishments for Quarter 1 of FY24, through 12/31/23

Code and Comprehensive Plan Amendments: 3

- Code Amendment – Non-Confirming Density
- Code Amendment – Fence Height Exceptions
- Code Amendment – Rooftop Height Exceptions

Applications Processed:

- Major Development (New) - 1
- Minor Developments (New) - 6
- Rezoning -2
- Variance - 2
- Administrative Variance – 0

Plan Reviews and Inspections

- Plan Reviews - 430
- Zoning Inspections 47

Transportation and Mobility Division

Accomplishments through 9/30/23

Surtax Projects Cycle 1 award: 5 projects (\$6,642,873)

- Bus Shelter Improvements
- Sidewalk Improvements
- Crosswalk Improvements
- Digital signage for bus stops
- NW/SW 8TH Avenue Complete Streets Design
- The City processed the ILA for Funding of NW/SW 8TH Avenue Complete Streets Design. RFP was completed and a vendor was selected

- The Manufacturing of 9 EV BYD advanced to 95%. Pilot Bus was inspected in November 2023. Inspection and Delivery of entire fleet expected for February 2024
- Bus Stop ADA Compliant Master Plan completed. Design phase started in August 2023

Accomplishments for Quarter 1 of FY24, through 12/31/23

- DSD provided MAP Broward with the complete documentation for processing the ILA for Funding of The Digital Signage Project
- DSD is working to complete by February 2024 the ILA processing for the funding of the rest of the projects
- CSLIP Cycle 8: 1 shovel-ready project submitted for funding, and 1 project for design and construction submitted for funding. 1 Shovel Ready Project to be approved for funding at CSLIP board meeting in February 2024
- FDOT Grant award (EV Bus purchase) (\$6,000,000) (50%match)
- Total grants and surtax awards to date: \$9,142,873
- EV Fleet Community Shuttle Service Operation and Maintenance RFP completed. A contract agreement was awarded. Processing a new ILA will start in January 2024 Services of the new EV nine (9) fleet expected to start on April 1, 2024
- Broward County Transit approved the extension of Route 4 to Walmart
- Submitted 27 projects for MPO's Route to 2050 Plan

HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY

1. Encouraged millions of dollars in private sector development for CRA projects.
2. Began implementation of \$20M of neighborhood improvements including new sidewalks and trees throughout the CRA. which will include new sidewalks, new streetlights, new streetscape in District 8, new traffic calming improvements.
3. Processed the largest number of residential incentive programs including the Neighborhood Improvement Program, Shutter Program, Paint the Town Program, First Time Homebuyer Program, and the newly created Rent Stabilization Program.
4. Promoted the Economic Development within the City of Hallandale Beach/CRA by partnering with the South Beach Food and Wine Festival to have a Hallandale Beach Series, which highlighted Hallandale Beach restaurants.
5. Invested in the creation of Broward County's first shipping container restaurant called KAO.
6. Acquired millions of dollars of housing which will be rehabilitated and provide affordable housing for the residents of Hallandale Beach including seniors.

7. Proceed over \$100K of funding for the newly revamped Shutter Program outside the CRA boundaries through an agreement with the City of Hallandale Beach
8. Successfully restarted the City's tree giveaway program.
9. Began work on the CRA's first 14-15 unit affordable housing project which will be owned and operated by the HBCRA.

Because of our team's hard work and dedication, there is so much more that I could have included in this memo. I am very proud of our team!

Honorable Mayor, Vice Mayor, and Commissioners, it has been an honor to serve the residents of this community as your City Manager. There is not one single day in which I take my job and what I do for granted. For me, it is a sacred trust and the continued fulfillment of a promise that I made to "honor the memory of my father and my mother." I can sleep peacefully at night knowing that I have done my best each and every day, and that Hallandale Beach is in a much better place because of what we have been able to accomplish together.

Thank you for entrusting me to manage this beautiful and amazing City.