

**CITY OF HALLANDALE BEACH, FLORIDA**  
**MEMORANDUM**

**DATE:** February 1st, 2023

**TO:** Honorable Mayor, Vice Mayor, and Commissioners

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

**SUBJECT:** City Manager Self Evaluation 2022-2023

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Let me begin by first stating that it has been an honor to serve the City of Hallandale Beach in the capacity of Interim City Manager and then City Manager for the past two and a half years. It has been my honor to serve the residents of this community alongside some of the hardest working and phenomenal public servants in South Florida.

Admittedly, writing an evaluation of myself is always a challenging task for me, for the simple reason that there is nothing that I have accomplished over the past year, that would have been accomplished without the hard work of our amazing employees here in Hallandale Beach. A team with whom I have been blessed with the opportunity to work beside, as we stabilized the City's finances, begun the long process of repairing and positively transforming the organization, and tackling long standing issues Citywide.

The world seemed like such a very different place when five (5) months into the pandemic, I was appointed as the Interim City Manager. At that time, I had no idea that we, as a City, were:

1. On the brink of financial bankruptcy (in Fiscal Year 2022) due to significant deficit spending, running through our reserves,
2. Woefully understaffed because of years of attrition and a lack of investment in our employees (we had a revolving door),
3. Had not addressed, nor saved for the replacement of critical underground infrastructure such as water mains, sewer mains, and stormwater,
4. Had a financial department that was struggling to meet basic financial and state requirements,
5. Stopped addressing our above ground infrastructure needs, such as road repairs, sidewalks, and lighting,
6. Hundreds of thousands of dollars on cameras throughout the community that did not work well, if at all,
7. Spent millions of dollars on water meters which stopped working and now need to be replaced (lost millions of dollars in revenues),
8. Not having enough resources to manage our City's financial investments properly, thereby losing significant revenues over the years,

9. Stopped addressing our critical land use, comprehensive planning, and zoning initiatives for lack of staff and funding. Not addressing this one issue alone, will cost the City millions of dollars in future revenues,
10. Months behind in our permitting process, lost millions in revenues, and could not provide our residents and other stakeholders with the high level of service which they deserve,
11. Seriously struggling with abysmal morale in our police department from a myriad of reasons, including a lack of support from administration across the board,
12. Not funding any long-term repair and replacement strategy for City facilities, including our parks, nor City equipment, including vehicles, many of which were breaking down because of the disinvestment,
13. Not fiscally transparent with either the City Commission or our residents. Our budget process was convoluted and cumbersome, which made it difficult for members of the commission or the public to decipher what was actually being proposed,
14. Behind in our public records and records management programming, leading to multiple lawsuits.
15. On the brink of our IT infrastructure failing because we had not upgraded equipment or software in upwards of a decade or more in some instances.

*A much more extensive list could have been provided, but in an attempt at brevity, I stopped at fifteen (15).*

In spite of the numerous challenges that we faced together as a team comprised of elected officials and staff, we rose to meet each one of them 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 a strong emphasis on teamwork, our staff has collectively accomplished more in two and a half years to transform this organization and this City than has been done in 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.

We are more transparent with both our residents and our elected officials. We have worked hard to be as honest as possible with the financial information that we have provided.

## **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.

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 a 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 (**Exhibit 1 – Fiscal Stabilization Plan FY21-FY27**).

## **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 and Program Monitoring Department**

1. With support from the IT Team, created a position control report that enhances internal controls or checks and balances for FTE and position count.
2. Created a life-to-date report for capital projects which will support staff with effective tracking of funding for projects since inception.

### **City Manager's Office of Grant Management, Sustainability, and Innovation**

3. Instrumental in the City receiving approximately \$1.5 million in funds from FEMA to reimburse the City for Hurricane Irma.
4. Instrumental in the City receiving approximately \$1.5 million in Federal earmarks for construction of the new EV Bus Charging and Parking Station.

## Department of Sustainable Development

### *Business Tax and Regulations Division*

5. Successful launch of Certificate of Use Program on October 3, 2022. Expected revenue in FY23: \$469k.
  - Total applications received: 478.
    - 11/1/22 to date: 406
6. Successful launch of online BTR process on August 3, 2022.
  - Total number of applications received: 2,596.
    - 11/1/22 to date: 454

### *Code Compliance Division*

7. Illegal dumping enforcement with trash marking and collaboration with DPW:
  - Increased voluntary compliance and reduced violations in monitored locations.
  - Increased monitored areas with:
    - Hiring of 2 new sanitation Code Compliance Specialist focused on illegal dumping.
    - Elimination of courtesy notices.
    - Implementation of civil citations with next-day sanitation pick-up.
  - Increased violation class for illegal dumping violations.
  - New Trash and Yard Waste Schedule, public education material.
  - Illegal dumping reward program.
  - Elimination of fine accruals.
  - 11/1/22 to date: 9 cases of illegal dumping attributed to source.
8. Public Outreach and Educational Campaigns:
  - Illegal Dumping- New Trash and Yard Waste Schedule, public education
  - Sea Turtle Nesting Season/Use of Public Beach
  - Seawall Awareness
    - Presented to City Commission on 1/18/23.
  - Election Season
    - Creation of Bonus Signs Guidelines

### *Building Division*

9. Completely refined the online submittal process in order to provide extraordinary service to our residents and stakeholders.
10. Made all submittal processes interchangeable. Any submittal, regardless of age or initial submission method, could be updated and revised through the online portal. This change significantly reduced the confusion on how the customers respond to comments from plan reviewers.

11. Creating the processes online makes all submittals visible in one spot, eliminating the multiple email addresses used. This significant change reduced the submittal errors and allowed quicker and more accurate submittals.

12. Processed:

Building Permit Applications	3,295
Building Safety Inspection	171
Revisions	361
Shop Drawings	124
CO/TCO requests	84
Demolitions	13
Change of Contractors	108
Contractor Credentials	1,176
Early Start Requests	35
Field Report/Closeout Documents	578
Private Provider Requests	8
Reactivation/Extensions	808
Annual Facilities	7
<b>Total Processes</b>	<b>6,768</b>

Permits Issued	4,446
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Inspections Performed	12,130
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#### Hallandale Beach Community Redevelopment Agency

13. Encouraged millions of dollars in private sector development for CRA projects.

14. Continued design on almost \$20 million in neighborhood improvements, which will include new sidewalks, new streetlights, new streetscape in FFADD, new traffic calming improvements.

15. 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.

16. 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.

17. Encouraged millions of dollars in private sector development throughout the community redevelopment area.

### Finance Department

18. In the 1Q FY2023, the Finance Department spearheaded the development of a City-wide AMI Meter Remediation Project to tackle the massive meter reading failure problem throughout the City. The plan was presented at the December 14, 2022, City Commission Meeting.

### Human Services Department

19. Annual Community Thanksgiving Luncheon – November 23, 2022.
20. Community Turkey Distribution, thirty (30) turkeys donated by Humanity First.
21. Adopt-A-Family thirty-eight (38) families were adopted by City of Hallandale Beach employees, Humanity First, and private citizens.
22. After School Program Holiday Program was sponsored for the second year by Hallandale Beach Chamber of Commerce and Amsterdam.
23. 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.
24. MyCare Medical Food Distribution to Hepburn Senior Mini Center participants.
25. 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.

### Human Resources Department

26. Developed and implemented Child-care Benefit Policy for employees.
27. Developed and implemented a Post-Pandemic Return to work policy which includes benefits such as teleworking, self-care days, and temporary flexible work schedule.
28. Settled Liability Claims and closed Worker's Compensation cases.
29. Conducted in-person defensive driving training for Public Works staff.
30. Renewed property insurance, worker's compensation, flood insurance, and Accidental Death and Dismemberment insurance policies.
31. Completed the implementation of the electronic performance evaluation system and started training Departments on an individual basis.
32. Converted all of the Risk Management files to electronic format.

### Innovation Technology Department

33. Installation of Cisco network security products for enhanced protection including:

- Cisco Identity Services (ISE) – a next-generation identity and access control policy platform that enables enterprises to enforce compliance, enhance infrastructure security, and streamline their service operations.
- Cisco Umbrella – combines multiple security functions into one solution which extends data protection to devices, remote users, and distributed locations anywhere.

34. Phone System Upgrade – the phone system routers and phone system servers have been installed. The latest version of the phone system software is now up to date and is supported by Cisco.

### Parks, Recreation and Open Spaces Department

35. Dr. Martin Luther King Jr. Celebration hosted in conjunction with the Community Civic Assn.

36. Sunrise Park Groundbreaking.

37. Continued oversight of the four (4) City Commission approved events.

38. Helped create a Repair and Replacement Plan for Parks equipment for the first time in decades.

### Hallandale Beach Police Department

39. Significant increase in department morale under the leadership of Chief Michel Michel.

40. With the utilization of grant funding, conducted the largest rollout of police issued EV's and hybrids in the nation.

41. Successful implementation of Shot Spotter.

42. Rebranded the department to include vehicle design and patch re-design.

43. Community Events –

- National Night Out Event at Gulfstream Park.
- National Coffee with a Cop Event at Starbucks.
- Organized the POTUS visit at OB Johnson Park and Gulfstream Park.
- PAL Texas Hold'em Fundraiser at Big Easy Casino.
- St. Matthews Catholic Church 5<sup>th</sup> Annual Safety & Wellness Fair
- Thanksgiving Turkey giveaway at Gulfstream Academy with Fenstersheib.
- Participated in Gulfstream Safety Night.
- Shop with Cop at Foster Park with PAL of Hallandale Beach

- Getting ready for Back-to-School Haircut Event with Fenstersheib.
- Martin Luther King, Jr Parade Celebration.

#### Procurement Department

44. Focused on providing detailed training Citywide in order to ensure that all staff members are fully up to speed on our City's procurement policies and procedures.

#### Public Works Department

##### 45. Completed Projects

- a. Stormwater Master Plan
- b. 72-inch Stormwater Pipe Repair
- c. 16inch Water Main with road repair (Church St.)
- d. Sunset Dr. bridge roadway repair
- e. COHB Roadway Rehabilitation Plan
- f. Installed Traffic Calming in the NW Section (NW 10th St. bet NW 3rd and NW 6th Ave., speed tables and stop signs)

##### 46. Project approved to beginning the construction phase.

- a. Reverse Osmosis Skid (Skid #3)
- b. Lift Station #2
- c. CDBG 47th Yr. Stormwater Project (NW Section)

##### 47. Projects Ready for Construction (coming to commission for approval Feb. 1st)

- a. Lift Station #1
- b. Lift Station #3
- c. Stormwater Rehabilitation Project (at DPW)
- d. NE 3rd Ave Stormwater Improvement Project (to mitigate the flooding near Icebox)

##### 48. Projects To be Released for Construction Bid (next 60-days)

- a. North Miami Beach Interconnect
- b. Layne Blvd 10-inch Water Main Project
- c. NE 7th St Water Main Project
- d. Lift Station #4
- e. Three Islands Reuse Irrigation (Phase II)

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!

Commissioners, as stated earlier, 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 fulfillment of a promise that I made to "honor 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 position because of what we have been able to accomplish together.



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

Exhibit 1 – Fiscal Stabilization Plan FY21-FY27

Exhibit 2 – Citywide Accomplishments 2022-2023