



**Hallandale Beach**  
PROGRESS. INNOVATION. OPPORTUNITY.

400 South Federal Hwy  
Hallandale Beach, FL 33009

## City of Hallandale Beach City Commission Agenda Cover Memo

<b>Meeting Date:</b>	8/7/19		<b>Item Type:</b> <i>(Enter X in box)</i>	<b>Resolution</b> <b>X</b>	<b>Ordinance</b>	<b>Other</b>								
<b>Fiscal Impact:</b> <i>(Enter X in box)</i>	<b>Yes</b>	<b>No</b>	<b>Ordinance Reading:</b> <i>(Enter X in box)</i>		<b>1<sup>st</sup> Reading</b> <b>N/A</b>	<b>2<sup>nd</sup> Reading</b> <b>N/A</b>								
		<b>X</b>	<b>Public Hearing:</b> <i>(Enter X in box)</i>		<b>Yes</b>	<b>No</b>	<b>Yes</b>	<b>No</b>						
						<b>X</b>		<b>X</b>						
<b>Funding Source:</b>	<b>N/A</b>		<b>Advertising Requirement:</b> <i>(Enter X in box)</i>		<b>Yes</b>		<b>No</b>							
							<b>X</b>							
<b>Account Balance:</b>	<b>N/A</b>		<b>Quasi Judicial:</b> <i>(Enter X in box)</i>		<b>Yes</b>		<b>No</b>							
							<b>X</b>							
<b>Project Number :</b>	<b>N/A</b>		<b>RFP/RFQ/Bid Number:</b>		<b>N/A</b>									
<b>Contract/P.O. Required:</b> <i>(Enter X in box)</i>	<b>Yes</b>	<b>No</b>	<b>Strategic Plan Priority Area:</b> <i>(Enter X in box)</i>											
		<b>X</b>	<b>Safety</b> <input checked="" type="checkbox"/>											
			<b>Quality</b> <input checked="" type="checkbox"/>											
			<b>Vibrant Appeal</b> <input checked="" type="checkbox"/>											
<b>Sponsor Name:</b>	City Manager		<b>Department:</b>		City Manager's Office									

### SHORT TITLE:

**A RESOLUTION OF THE CITY OF HALLANDALE BEACH, FLORIDA, APPROVING THE HALLANDALE BEACH STRATEGY PLAN FOR FISCAL 2019-2020; AND PROVIDING FOR AN EFFECTIVE DATE.**

### STAFF SUMMARY:

#### Summary:

A strategic plan is being proposed for the City Commission to adopt for the next fiscal year. Having a strategic plan in place is a best practice that will be critical to the success of the efforts that will be realized in Fiscal Year 19/20 (FY19/20) and beyond. This document provides a sense of direction, outlines a path for determining measurable goals, will serve as a framework for guiding day-to-day decisions, and will be used to evaluate progress and changing approaches moving forward.

### **Background:**

The City of Hallandale Beach Strategic Planning Processes establishes priorities for the upcoming fiscal year which are addressed in the budget development process and initiatives set sponsored by the City Commission. The proposed strategic plan serves as an update to the City FY 16/17-18/19 Strategic Plan, which was adopted on June 13, 2016.

In preparation for FY19/20, City Administration engaged Analytica Consulting, a subject matter expert in municipal government and strategic planning facilitation on May 2019, to facilitate the development and adoption of the City's FY19/20 strategic plan. Thereafter, Analytica Consulting conducted individual interview with the City Commission, facilitated publicly noticed group City Commission workshops, and a group work shop with Senior Management staff from City Administration. Once the first phase of the plan was complete, Analytica shared initial draft for stakeholders to review and provide feedback.

The Strategic Plan document provided as Exhibit 2, is the result of a collaborative effort including initial comments from the City Commission and subsequent meetings and discussion with the Senior Management Team and respective department staff.

### **Current Situation:**

On June 13, 2016, the City Commission met and established the current strategic plan (Exhibit 3) . Since the adoption of the strategic plan, various stakeholders of the City Commission and City Managers have changed. A need to update for on going framework for budget development, operational expenditures, operational focus and capital improvement governance is required. The Strategic Plan will serve as guideline for ongoing decisions and efforts for continuous improvements. Implementing the strategic plan is expected to improve reaching long range goals while improving cost efficiencies and City initiative planning.

The result of the Strategic Planning Process provided an opportunity to propose updates to the Mission, Vision, Values, and Strategic Focus Areas of the City. Additionally, highest priorities were identified, which include immediate actions that City should pursue for holding long term sustainability and improvements for City operations.

Three values resulted as common themes for the City of Hallandale Beach. The plan proposes for these values to serve as guiding principles for every action made in the upcoming fiscal year. The values are

- fiscal stabilization
- communication and trust
- accountability.

Once these core values are adopted as part of the proposed strategic plan, they will help improve core operations and promote priorities required for implementing the strategic plan. Based on the respondents interviews and group facilitation sessions, the following four strategic focus areas are being recommended:

- Financial
- Organizational Capacity
- Infrastructure
- Development, Redevelopment, and Economic Development

Each one of these focus areas or key topics are relevant to the future of the City. Additionally, the plan describes goals to each strategic focus area.

The goals and strategies of the proposed strategic plan are intended to address specific issues that contribute to public safety and quality of life. In pursuit of this mission, the plan proposes to use data to make decisions and measure progress on financial, infrastructure, economic, social, and environmental factors.

Upon adoption of the proposed strategic plan, staff will continue to work on the update of an Operational Plan and Reporting Process that will ensure the alignment of City's daily operations with the proposed strategy. The second phase of the strategic planning process will include the development of key performance metrics that will provide insight on operational efficiencies and organizational accountability. The metrics will be tied to individual Senior Management Team member's annual performance appraisal. Proposed metrics and reporting process will be shared with the City Commission at a future City Commission meeting.

A third phase of the Strategic Plan will require staff to review adopted plan, review and update plan for an additional two years (FY20/21 and FY 20/22). This effort is expected to take place in March of 2020. Updates to the plan will be shared with the City Commission for approval.

**Why Action is Necessary:**

In preparation for adoption of the FY19/20 Budget, staff has prepared the FY19/20 Strategic Plan, which provides an updated review of mission, vision and strategic focus goals. The proposed strategic plan will ensure alignment of daily operations with clearly defined goals. As the City Commission sets policy, consensus by the City Commission is being requested to ensure goal alignment on the proposed Strategic Plan for future operational efforts and decision making processes.

**Fiscal Impact:**

The adoption of the proposed Strategic Plan will serve as a guiding framework for the FY19/20 Budget.

**PROPOSED ACTION:**

Staff recommends adoption of the attached resolution affirming consensus by the City Commission on the proposed Strategic Plan Document for Fiscal Year 19/20.

**ATTACHEMENT(S):**

Exhibit 1 – Proposed Resolution  
Exhibit 2 – Strategic Plan  
Exhibit 3 - Current Approved Strategic Plan  
Exhibit 4 - Presentation