



400 South Federal Hwy
Hallandale Beach, FL 33009

City of Hallandale Beach City Commission Agenda Cover Memo

Meeting Date:	June 13, 2016		Item Type: <i>(Enter X in box)</i>	Resolution X	Ordinance	Other	
Fiscal Impact: <i>(Enter X in box)</i>	Yes	No	Ordinance Reading: <i>(Enter X in box)</i>	1st Reading		2nd Reading	
	X		Public Hearing: <i>(Enter X in box)</i>	Yes	No	Yes	No
Funding Source:	FY17 Operation and Capital Improvements Budgets		Advertising Requirement: <i>(Enter X in box)</i>	Yes		No X	
Account Balance:	TBD		Quasi-Judicial: <i>(Enter X in box)</i>	Yes		No X	
Project Number :	N/A		RFP/RFQ/Bid Number:	N/A			
Contract/P.O. Required: <i>(Enter X in box)</i>	Yes	No X	Strategic Plan Priority Area: <i>(Enter X in box)</i> Cohesive Visual Appeal <input type="checkbox"/> Civil & Respectful Government <input type="checkbox"/> Create Local Jobs <input type="checkbox"/> Economic Development <input type="checkbox"/> Improve City Infrastructures <input type="checkbox"/> Improve Safety, Security & Comfort of Residents <input type="checkbox"/> Operational Excellence <input checked="" type="checkbox"/> Quality of Life <input type="checkbox"/> Vibrant Destination <input type="checkbox"/>				
Sponsor Name:	Daniel Rosemond, City Manager		Department: City Manager's Office	Daniel Rosemond, City Manager			

Short Title:

A RESOLUTION OF THE CITY OF HALLANDALE BEACH, FLORIDA, APPROVING THE HALLANDALE BEACH STRATEGY PLAN FOR FISCAL YEARS 2017, 2018 AND 2019; AND PROVIDING FOR AN EFFECTIVE DATE.

Staff Summary:

Background:

This item seeks City Commission consensus regarding staff's proposed Operational Plan for FY17-FY19. The proposed Operational Plan serves as an update to the City's FY14-FY16 Strategic Plan, which was adopted by the City Commission June of 2013, and is now complete.

In preparation for the FY17 Budget, the City Commission approved the engagement of triSect, LLC on January 6, 2016, to facilitate the development and adoption of the City's FY17-FY19 Strategic Plan. Thereafter, triSect conducted individual interviews with the City Commission, distributed surveys and interviewed Senior Management Team members to assess participants' familiarity with the City's Strategic Plan and to receive suggestions for its update. Once this first phase was complete, triSect met with staff to work on the development of the City's Operational Plan.

The document provided herewith – Hallandale Beach Strategy – 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:

In January of 2013, the City Commission met and established the nine priorities identified in the City of Hallandale Beach FY14-FY16 Strategic Plan:

-  Cohesive Visual Appeal
-  Civil & Respectful Government
-  Create Local Jobs
-  Economic Development
-  Improve City Infrastructures
-  Improve Safety, Security &
-  Comfort of Residents
-  Operational Excellence
-  Quality of Life
-  Vibrant Destination

For the last three years, the City's operations and budgets have been guided by the above priorities and their related initiatives. As the subject Strategic Plan is a three-year operational plan for the City, City Administration, in preparation for the FY17 Budget, engaged triSect, LLC to help facilitate the development and adoption of the FY17-19 Strategic Plan. Pursuant to their engagement, triSect conducted individual interviews with the City Commission, distributed surveys and interviewed Senior Management Team members to assess participants' familiarity with the City's Strategic Plan and to receive suggestions for its update.

Two common themes arose from the interviews and survey results:

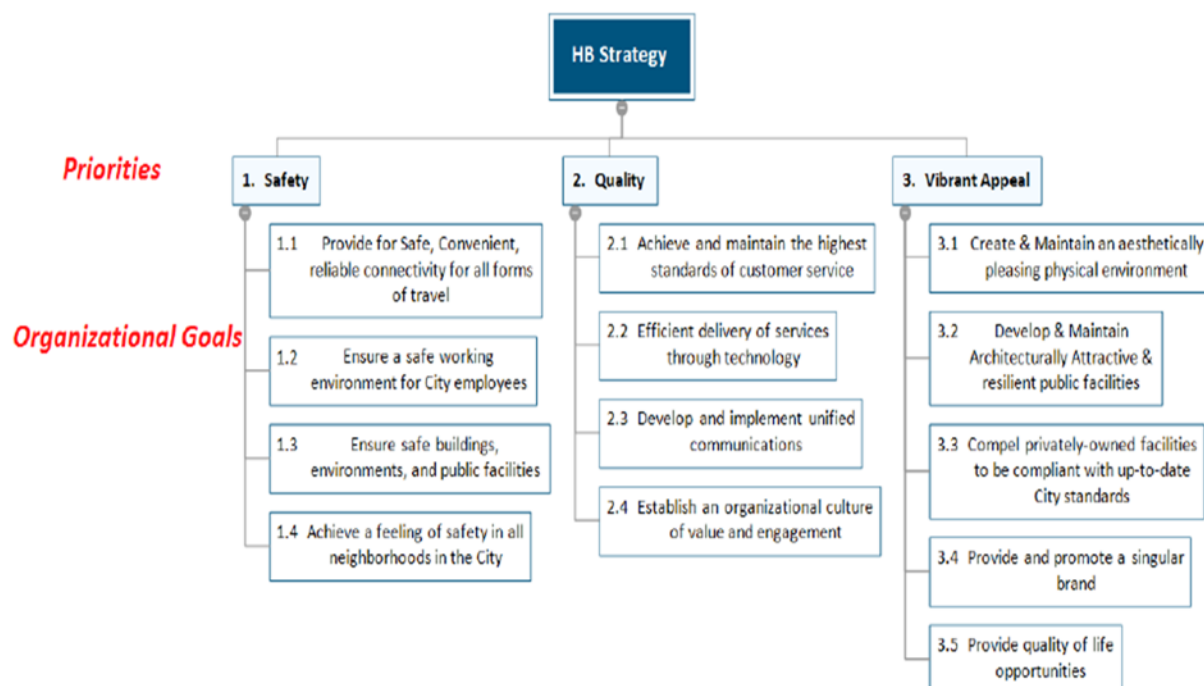
- Majority of respondents were either not familiar with, or were not involved with the development of the City's Strategic Priorities and, therefore, had a difficult time finding the nexus of the Priorities with the daily operations; and,
- Too many Priorities are in place, thus making it difficult to align them with the daily operations.

Based upon the above premises, it was recommended that staff work on the development of an Operational Plan that will ensure the alignment of the City's daily operations. Accordingly, the following process has been followed to develop the *Hallandale Beach Strategy*:

Senior Management Team's annual retreat: held March 9, 2016 -> in a collaborative effort, the Team reviewed the nine Strategic Priorities and condensed them into the following *Priorities*:

- Safety;
- Quality; and
- Vibrant Appeal

Once the *Priorities* were identified, the Team developed a preliminary list of the *Organizational Goals* which will serve as the guide for the City's daily operations and, consequently, as a budgeting tool for staff and the City Commission. Following the March 9 meeting, the Team continued to work with their staff and refined the *Organizational Goals*, resulting in the *Hallandale Beach Strategy*, as depicted in the diagram below.



Equipped with clearly defined Priorities and Organizational Goals, as depicted below in the Hallandale Beach Strategy, the Senior Management Team has been collaborating with their respective departmental staff to develop their own Departmental Operational Plans. To that end, individual departments met with triSect on May 11 to review and discuss their draft Departmental Operational Plans. At this point in time, the departments continue to work on their respective Operational Plans, and will present to the City Commission for adoption during adoption of the FY17 Budget. It should be noted that, once adopted by the City Commission, progress on the Operational Plans will be reported on a monthly, quarterly or annual basis, depending on the Organizational Goal. These reports will be placed within the City's transparency portal.

Finally, to ensure accountability, the second Phase of this process will entail the connection of the Hallandale Beach Strategy to the individual Senior Management Team member's annual performance appraisal. This phase of the project is being planned for Fiscal Year 17.

Why Action is Necessary:

The City Commission has adopted and implemented the FY14-FY16 Strategic Plan. In preparation for FY17 Budget, staff has prepared the FY17-19 *Hallandale Beach Strategy*, which updates the current Strategic Plan and ensures alignment of daily operations with clearly defined Priorities. As the City Commission sets policy, consensus by the City Commission is being requested to ensure agreement on the proposed *Hallandale Beach Strategy*.

Fiscal Impact:

For FY17 fiscal impact will be based on the City's adopted FY17 Budget.

Proposed Action:

Staff recommends adoption of the attached resolution affirming consensus by the City Commission on the proposed *Hallandale Beach Strategy*.

Attachment(s):

Exhibit 1 - Resolution