



FY19/20 STRATEGIC PLANNING

CITY OF HALLANDALE BEACH

MISSION

Who We are? Why are we here?
Core Services.

VISION

Where we are going? What is the
outlook. Where do we want to be?

VALUES

Guiding Principles for
Decisions. Our core values
that are significant to HB.

STRATEGIC FOCUS AREAS

Four Key areas that are
relevant to the City. Each
are has various goals.

HIGHEST PRIORITIES

Critical goals that need to
be pursued now.





The City of Hallandale Beach is committed to providing those core services that ensure and promote public safety and a vibrant quality of life for its residents, visitors and businesses.

MISSION



VISION

Hallandale Beach will be known as a welcoming, safe, progressive, innovative and diverse beach community. It will focus its resources on improving the quality of life for its residents, business community and other stakeholders by becoming a sustainable and inclusive community for people to live work and play due to its beautiful neighborhoods and outstanding business, entertainment, arts and cultural opportunities. Its government will be highly transparent, fiscally responsible, and is trusted by the community. It will become the City that no one wants to leave. Hallandale Beach will be viewed as a community of excellence, and a preferred destination of choice in the South Florida area.



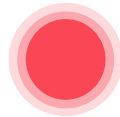
VALUES IN EMPHASIS



The City of Hallandale Beach is premised on core values such as professionalism, customer service, and integrity. Those remain as core values for the organization. Values in emphasis are those values that the City will prioritize and promote during the first year term of this strategic plan. Values significant to achieving the plan are:



**FISCAL
STABILIZATION**



**COMMUNICATION
AND TRUST**



ACCOUNTABILITY



STRATEGIC FOCUS AREAS

1. FINANCIAL

A. DEVELOP LONG TERM PLAN TO BUILD FINANCIAL RESERVES

B. PURSUE ZERO-BASED BUDGETING PROCESSES

C. DEVELOP COMPARATIVE COST OF SERVICE DATA

D. DEVELOP A LONG-TERM PLAN TO ADDRESS FINANCIAL IMPACTS OF CRA SUNSET

E. IMPLEMENT PENSION REFORMS FOR DIFFERENT LABOR FORCES

F. DEVELOP A LEVERAGING STRATEGY CITY WIDE WITH THE INTENT OF MORE EFFECTIVELY ALLOCATING CITY RESOURCES

2. ORGANIZATIONAL CAPACITY

A. DEVELOP A PERFORMANCE MANAGEMENT SYSTEM WITH KEY METRICS THAT PROVIDES KEY INFORMATION TO THE CITY COMMISSION AND PUBLIC

B. INCLUSIVITY AND APPRECIATION OF PERSONNEL

C. MAXIMIZE VALUE OF ADVISORY BOARDS AND COMMITTEES

D. STRENGTHEN ORGANIZATIONAL CULTURE REGARDING ACCOUNTABILITY, OWNERSHIP AND PRIDE

STRATEGIC FOCUS AREAS

3. INFRASTRUCTURE

A. DEVELOP A WATER SUPPLY AND DELIVERY PLAN TO FACILITATE GROWTH AND INCREASE CAPACITY

B. DEVELOP COMPLETE STREETS AND IMPROVE PEDESTRIAN AND BIKING LEVEL OF SERVICE

C. DEVELOP INFRASTRUCTURE REQUIRED TO UTILIZE GREEN TECHNOLOGIES

D. IMPROVE EXISTING CIP UPDATING AND REPORTING PROCESS

A. ADVANCE REDEVELOPMENT INVESTMENTS IN INFRASTRUCTURE

B. CREATE COMPREHENSIVE REDEVELOPMENT AND ECONOMIC DEVELOPMENT STRATEGY CITYWIDE

C. PURSUE DEVELOPMENT OF TRAIN STATION

D. PURSUE DEVELOPMENT OF "DOWNTOWN" CAMPUS

E. DEVELOP A BEACH ACCESS AND IMPROVEMENT PLAN

E. PURSUE DEVELOPMENT OF A HOTEL/CONVENTION CENTER

F. INCORPORATE BEAUTIFICATION EFFORTS IN RE-DEVELOPMENT OR INFRASTRUCTURE PROJECTS

G. DEVELOP A FUNDING STRATEGY FOR "SMALL" MOBILITY IMPROVEMENTS FOR IMPROVED TRAFFIC FLOW, SAFETY AND ACCESSIBILITY

4. DEVELOPMENT, REDEVELOPMENT AND ECONOMIC DEVELOPMENT

HIGHEST PRIORITIES



Financial and budgeting Stabilization practices

- Develop a long-term plan to build financial reserves
- Continue zero-based budgeting process and establish budget priorities consistent with strategic plan vision and priorities
 - Conduct a comparative cost of services analysis for programs and events
 - Seek opportunities to reduce cost expenditures
 - Seek opportunities to improve revenue streams and collections
- Finalize outstanding collective bargaining agreements to improve finances, and employee culture/morale, and org. capacity
- Complete reforms and expansion on pension systems
- Develop metrics and Improve reporting processes



Progress, Growth: Redevelopment, Economic Development and Infrastructure

- Develop a water supply and delivery plan to facilitate growth and increase capacity
- Advance redevelopment investments in infrastructure
- Pursue development of train station
- Pursue development of “downtown” campus



Mobility

- Develop a funding strategy for “small” mobility improvements for improved traffic flow, safety and accessibility