



City of Hallandale Beach City Commission Agenda Cover Memo

Meeting Date:	Item Type:		1 st Reading	2 nd Reading
11/6/2019	<input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input checked="" type="checkbox"/> Other PRESENTATION	Ordinance Reading	N/A	N/A
		Public Hearing	<input type="checkbox"/>	<input type="checkbox"/>
		Advertising Required	<input type="checkbox"/>	<input type="checkbox"/>
		Quasi-Judicial:	<input type="checkbox"/>	<input type="checkbox"/>
Fiscal Impact (\$):	Account Balance (\$):	Funding Source:	Project Number :	
N/A	N/A	N/A		
Contract/P.O. Required	RFP/RFQ/Bid Number:	Sponsor Name:	Department:	
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		Marie M. Gouin, Director	Budget & Program Monitoring	
Strategic Plan Focus Areas:				
<input type="checkbox"/> Financial	<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Infrastructure	<input type="checkbox"/> Development, Redevelopment and Economic Development	
Implementation Timeline				
Estimated Start Date: 10/1/2019 Estimated End Date: 9/30/2020				

SHORT TITLE:

STRATEGIC PLAN UPDATE: PERFORMANCE MEASURES AND METRICS

STAFF SUMMARY:

Summary:

The City of Hallandale Beach Strategic Planning Process establishes the organizational priorities for the FY 19/20 Budget. On August 7, 2019, the City Commission adopted an updated strategic plan with strategic core values and focus areas. The adopted strategic plan serves as an update to the City FY 16/17-18/19 Strategic Plan, which was previously adopted on June 13, 2016.

Background:

FILE NO. 19-476

During the month of May 2019, City Administration engaged Analytica Consulting, a subject matter expert in municipal government and strategic planning facilitation, to facilitate the development and adoption of the City's FY 19/20 Strategic Plan. Thereafter, Analytica Consulting conducted interviews with members of the City Commission, facilitated publicly noticed City Commission workshops, and held a group workshop with Senior Management staff. Once the first phase of the plan was completed, Analytica shared initial draft for stakeholders to review and provide feedback. The City Commission adopted the revised Strategic Plan on August 7, 2019. This plan would cover one year. The adopted strategic plan conforms the current needs of the community and holds feedback from the City Commission. A three-phase implementation process was presented to the City Commission as part of the adoption of the Strategic Plan.

The phases were as follows: (1) Operational Plan and Reporting Process that will ensure the alignment of City's daily operations with the proposed strategy; (2) the development of key performance metrics that will provide insight on operational efficiencies and organizational accountability; (3) review and update the plan for an additional two years (FY20/21 and FY 20/22).

Prior to the current adopted strategic plan, the last update was adopted by the City Commission on June 13, 2016. Staff has used the Focus Areas from the adopted plan (see Exhibit 1), to drive operations and decision-making processes for City initiatives.

Current Situation:

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.

The City Commission adopted the Plan which covered the following:

1. 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 during the fiscal year. The values are:
 - ☐ Fiscal Stabilization
 - ☐ Communication and Trust
 - ☐ Accountability.
2. The core values will help improve core operations and promote priorities required for implementing the strategy plan. Based on the respondent's interviews and group facilitation sessions; the following are the four strategic focus areas:
 - ☐ 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 adopted mission, the plan proposes

to use performance measures data and metrics to make decisions and measure progress on financial, infrastructure, economic, social, and environmental factors.

Now that the City has an approved plan for FY 19/20, the following amplifies the need and how the plan will be implemented:

Business need for Performance Measures and Metrics:

- ☐ The intent of the plan is to improve efficiency, productivity, and community outcomes.
- ☐ Metrics keeps the organization focused on results and the efficient use of scarce resources.
- ☐ Publicly available indicators, measured monthly, show how initiatives from the plan are making a difference and enable government officials to measure how policies and plans serve the needs, interests, and activities of constituents.
- ☐ Helps constituents understand how government actions impact them as an individual member of the community.
- ☐ Links outcomes to inputs; tie expenditures to outcomes for the community.

Strategic Benefits:

- ☐ The measures will help identify strategic progress and measure strategic outcomes.
- ☐ Indicators will be aligned with our most important strategic goals
- ☐ By focusing on metrics driven by a citywide strategic planning effort, Hallandale Beach stakeholders may better understand how specific City services, investments, and policies contribute to desired outcomes.

Performance Measures Framework Implementation Plan:

- ☐ Performance measures are numerical reflections of how well a program, service, line of business, strategy, action or activity is working. Performance measures will matter to staff performing the work who may use them frequently for the purposes of inquiry, learning and continuous improvement.
- ☐ The first phase of implementation will provide staff with an opportunity to baseline current operational capacity. After six months of implementation, staff will review again indicators and determine what additional goals may be developed for efficiency.
- ☐ Staff will facilitate a strategic brainstorming session with the City Commission during the month of March 2020. A facilitator will be used to review accomplishments, metrics, and update the existing strategy (if needed).
- ☐ The updated strategy and performance metrics will be used to develop FY 20/21 and 21/22 Budgets.

Data Flow Method (Reporting)

- ☐ Each month staff will publish metrics by the 5th of each month. The published monthly metrics will be part of the second City Commission's meeting Agenda. Staff will provide highlights as part of the agenda item.
- ☐ City Commission will have an opportunity to provide feedback during the meeting.
- ☐ Metrics will also be published on the City's website and other digital platforms.

Key Performance Indicators

- ☐ The proposed departmental key performance indicators are included in Exhibit 2.

Why Action is Necessary:

No specific City Commission action is necessary. The adopted FY19/20 Strategic Plan establishes an updated mission, vision and strategic focus goals. The proposed strategic plan

performance measures and metrics will provide a baseline to monitor, control operations and City initiatives. The proposed performance measure and metrics help ensure alignment of operational output with established strategic goals.

A review of the proposed key performance indicators is being presented to the City Commission for Strategic Implementation Plan update and feedback.

Cost Benefit:

The adoption of the proposed Strategic Plan will serve as a guiding framework for the FY19/20 Budget and for FY 20/21 and FY 21/22 budgets.

PROPOSED ACTION:

Staff is requesting for the City Commission to provide any feedback on proposed Strategic Performance Measures and Metrics for Fiscal Year 19/20.

ATTACHMENT(S):

Exhibit 1 – Adopted Strategic Plan
Exhibit 2 - Departmental Key Performance Indicators