
24-269 - EXHIBIT A - CITY OF HALLANDALE BEACH STRATEGIC PLAN JUNE 2024

Fiscal Year 2024-2025

PRESENTED BY – DR. ROBERT E. LEE

PRESIDENT

LOCAL GOVERNMENT ADVISORS, INC.



JUNE 5, 2024

City of Hallandale Beach Strategic Plan

June 2024

Overview

The City of Hallandale Beach entered into an agreement with a Consultant, Local Government Advisors, Inc. (Dr. Robert E. Lee, President) to facilitate a Strategic Planning Process with the City Commission, City Charter Officers, and the City Leadership Staff; resulting in a rewrite of the Strategic Planning document prepared five years earlier. The City's budget process for Fiscal Year 2024/25 was already well underway so time was of the essence to facilitate a process that will result in a strategic focus which could be incorporated into this 2024/25 budget document and be used in the preparation of future budget documents.

There are scores of ways for cities to approach strategic planning. The process employed first depends on the degree of receptiveness by City decision makers to pursue strategic planning. The amount of time allotted to complete such a process and whether the city has had any prior experience in this discipline are other factors that should be considered. Determining who is to be involved in the process, and the roles they play, are also factors worthy of some cogitation. Finally, the process should be understood by participants before proceeding.

Definitions

For the purpose of the City of Hallandale Beach Strategic Planning process, the following definitions have been provided to explain the intent of each key component of the City's Strategic Plan:

- Vision Statement – A one sentence aspirational, forward-thinking statement that declares where and what the City wants to be in the future, and it allows City stakeholders to focus on what really matters.
- Mission Statement – A one sentence action-based statement that directly communicates how the city plans to achieve its Vision, by communicating purpose and direction to employees and all stakeholders.
- Core Values – A list of beliefs and practices that guide the conduct, actions, and goals of people involved with implementing the City's Strategic plan.
- Strategic Focus Areas – Terms and descriptions that direct the service areas the City will focus on to accomplish the Mission Statement.
- MAPS Budget Objectives – A collection of statements that are Measurable, Applicable, Practical, and Specific and are supporting sub-sets of each Strategic Focus area; each focus

area will have several of these types of objectives to explain how they will be accomplished during the ensuing Budget Fiscal Year.

Methodology Used for the City of Hallandale Beach

The Consultant met virtually with the City Manager and/or representatives of his leadership team on several occasions to discuss methodology and to develop a schedule to accomplish the goal of updating the strategic plan. These meetings resulted in an adaptable scope of work that included the following:

- Accumulate and review city reading material (Budget, Annual Financial Report, 2019-20 Strategic Planning Document, and recent staff reports/presentations to the City Commission).
- Schedule one-on-one virtual Commissioner meetings with the Consultant for the purpose of having the Consultant review the strategic planning process and to answer questions that will assist each Commissioner with their preparation for a Commission Strategic Planning Workshop.
- Conduct a City Commission Strategic Planning Workshop to assess the City's Strengths, Weaknesses, Opportunities, and Threats/Challenges (SWOT/C) which is necessary for Commissioners to "collectively" write a Vision and Mission Statement, a set of Core Values, and a set of Strategic Focus Areas (Goals). These categories will serve to represent the City's Strategic Plan and will enable City Staff to subsequently create measurable budget objectives that support each focus area.
- City Staff Retreat to discuss follow-up to the Commissioner's Workshop and to review a template that guides preparation of measurable budget objectives which support the Commissioner's strategic focus areas.
- Preparation of a concise Strategic Planning Report and Presentation of same at a City Commission Meeting.
- City Staff continuous follow-up to expand upon and incorporate Measurable, Applicable, Practical, and Specific objectives that will be incorporated in the City Manager's 2024/25 proposed budget.

Meeting Outcomes

Commission Workshop on May 28, 2024:

The City Commission invited the City's Charter Officers to participate in an informal meeting process to conduct a SWOT/C Analysis. The results of that analysis are as follows:

- Strengths - The City is a manageable size agency with very capable staff and, currently, Commissioners are working in a collegial manner. A strong interest and commitment to affordable housing was also seen as a strength for the organization.
- Weaknesses – The City has been experiencing a problem with retaining and recruiting competent staff and are constantly having to address what was referred to as “Legacy Issues” (notably, infrastructure needs, transportation issues, and utility upgrades, etc.). Lack of affordable housing was again prioritized due it’s impact on the local economy.
- Opportunities – The City needs to prioritize the importance of “celebrating” the City as a great place to work; that is, actively marketing the benefits of being employed with the City. Continuing to provide a positive workplace culture was also determined a priority opportunity issue.
- Threat/Challenges – “Lack of focus” on what the City should be doing was deemed a major threat and challenge; thus, the significance of a having a relevant and meaningful strategic plan that is utilized and followed. There was also concern about City stakeholders “resting on their laurels” and not grasping that local government requires constant planning and attention. Finally, the significance of maintaining harmony among Commissioners and among City staff was seen as paramount as both contribute to a desirable workplace “culture”.

The City Commissioners and Charter Officers utilized the second half of the meeting to collectively discuss and wordsmith a Vision Statement, Mission Statement, Core Values, and Strategic Focus Areas. Following are the statements and priorities that evolved from their deliberations:

- Vision Statement – “A cosmopolitan beachside community for progress, innovation, and opportunity that is the first choice in South Florida to live, work, and play.”
- Mission Statement – “To sustainably grow our community by creating a welcoming, safe, and culturally vibrant City led by a transparent and fiscally responsible government dedicated to fostering trust and enhancing quality of life.”
- Core Values – “Trustworthy”; “Service Focused”; “Accountability”; “Environmentally Sustainable”; and “Fiscally Responsible”.
- Strategic Focus Areas – “Fiscal Stability”, “Resident Services”; “Public Safety”; “Infrastructure and Mobility”; and “Economic Development and Affordable Housing”. Note: Details involving each focus area was developed during the City Manager Staff Retreat later that week and are incorporated herein this report.

City Staff Retreat on May 30, 2024

The City Manager organized a staff retreat for his leadership team for the purpose of summarizing the Commissioners' Strategic Planning Workshop and the outcomes produced in that Workshop. Second, the retreat was scheduled to enable the leadership team to "collectively" prepare a written definition/clarification on each of the Commissioners' five Strategic Focus Areas. Third, it was used to explain expectations for City Departments to prepare Measurable, Applicable, Practical, and Specific (MAPS) objectives for EACH Strategic focus area. A comprehensive set of objectives will be incorporated into the City Manager's Fiscal Year 2024/25 Budget, which is submitted to the City Commission later this month. Time was spent in the later part of this retreat to prepare some applicable examples of these budget objectives. These examples are included in the subsection below.

- **Strategic Focused Areas with Sample Budget Objectives**

1. "Fiscal Stability – Align community goals and obligations with available financial resources by strategically managing a sustainably balanced budget for long term economic success".

Objective Example #1: Prepare and implement a new centralized project management platform for all city projects by January 31, 2025.

Objective Example #2: Prepare a revised fund balance policy to include replenishing reserves after any emergency use of fund balance by April 15, 2025.

2. "Resident Services – Enhance the quality of life for residents by providing comprehensive and accessible services, promoting community engagement, and continuously improving City operations to meet the evolving needs of a diverse population."

Objective Example #1: Launch an improved building permit process for new construction and building addition/renovation permits by June 30, 2025.

Objective Example #2: Develop a seawall master plan and standardized process to upgrade seawalls for public and private properties by December 31, 2024.

3. "Public Safety – Ensure the protection and well-being of the community through effective emergency services, crime prevention, and community engagement."

Objective Example #1: Fence the parking lot at 200 SW 3rd street and add lighting, access control, and CCTV cameras by December 15, 2024.

Objective Example #2: Perform monthly inspections of all playgrounds to limit the potential of injuries due to maintenance issues; monthly updates to be reported to the City Manager or designee.

4. “Infrastructure and Mobility – Develop and maintain resilient infrastructure and sustainable mobility solutions that support the growth of the City, improve connectivity, and enhance the overall quality of life for the community.”

Objective Example #1: Complete all resurfacing of roadways, previously identified on a list of planned resurfacing projects, by January 31, 2025.

Objective Example #2: Develop a “Bicycle Hub Plan” and procure and launch a Cloud Bike Rental program by December 31, 2024.

5. “Economic Development and Affordable Housing – Cultivate economic growth, attract investment, and ensure that affordable housing options are available to support a diverse and thriving community.”

Objective Example #1: Complete 50% of work needed (with quarterly updates) to complete a rewrite of the Land Development Code, including a city-wide master plan, design guidelines, and comprehensive plan updates by September 30, 2025.

Objective Example #2: Prepare and complete a City Commission approved “Affordable Housing in Lieu of Fee” study by April 1, 2025.

Follow-up Action

City staff is currently busy preparing the measurable objectives that support the City Commission’s aforementioned Strategic Focus Areas with the intent of including these objectives as part of the City Manager’s proposed Fiscal year 2024/25 Budget, which is scheduled for submission to the City Commission later this month. It is recommended that these budget objectives be included in the final budget document, along with the Vision and Mission Statements, Core Values, and Strategic Focus areas to guide City Commission and staff direction in the ensuing budget year. Realistically, with the short turnaround in time before this budget is due, it is anticipated that the list of objectives will be less comprehensive than would normally be included in the budget had this process begun five or six months earlier, but it’s a progressive and conscientious start to include measurable budget objectives in this 2024/25 budget and in future budgets. The City Manager has stated that he intends to begin the process for next year’s (Fiscal Year 2025/26) budget as early as January 2025. This should enable the City Commission and City Staff adequate time to develop agreed upon measurable, applicable, practical, and specific budget objectives that support the Commissions’ Strategic Focus Areas and to guide city services and spending priorities for that new budget year.

It is recommended that, in addition to including the Strategic Plan in the budget, that the city's website have the Strategic Plan (Vision and Mission Statement, Core Values, and Strategic Focus areas) prominently located on the City's website home page, with a link that includes this Plan and the finalized budget objectives that support it for the 2024/25 Fiscal Year Budget.