

CITY OF HALLANDALE BEACH, FLORIDA
MEMORANDUM

DATE: January 7th, 2025

TO: Honorable Mayor, Vice Mayor, and Commissioners

FROM: Jeremy Earle, Ph.D., AICP, FRA-RA, City Manager/CRA Executive Director

SUBJECT: City Manager Self-Evaluation 2025-2026

Honorable Mayor, Vice Mayor, and Commissioners,

As the longest-serving City Manager in almost fifteen years, I remain deeply grateful for the opportunity to serve this community and to lead an extraordinary team of public servants. This year, we continued our steady, methodical transformation of Hallandale Beach into a City defined by stability, delivery, accountability, and an unwavering commitment to resident service.

At the same time, the City is confronting a convergence of significant structural challenges that will shape our operational, financial, and policy decisions in the years ahead. These challenges include state-level fiscal proposals that may materially affect municipal revenue, long-standing water and wastewater capacity constraints that influence the pace and scale of redevelopment, and complex environmental remediation obligations at Chaves Lake that require substantial long-term investment while maintaining open space and regulatory compliance.

With respect to fiscal policy, municipalities across Florida are facing heightened uncertainty due to proposed constitutional amendments that would significantly reduce or eliminate non-school property taxes on homesteaded properties. While these proposals have not yet been finalized through implementing legislation, and the Florida House has indicated that implementing bills would not be filed or heard until after the November 2026 elections, the potential implications are substantial and warrant proactive planning.

Separately, the City continues to address critical water and sewer infrastructure challenges that directly impact development capacity, system reliability, and long-term growth. Significant capital investments are underway to modernize aging systems, improve treatment and conveyance capacity, and ensure regulatory compliance. These efforts are essential to protecting public health and enabling responsible redevelopment but require sustained financial and operational commitment.

Additionally, the City remains obligated to address environmental conditions at Chaves Lake through a Brownfield remediation framework that balances contamination mitigation, regulatory requirements, and the preservation of mandated open space. This is a complex,

multi-year undertaking that will require significant resources, careful coordination with regulatory agencies, and thoughtful integration into the City's broader capital and environmental strategy.

This is the environment in which we must operate. It demands that we continue delivering strong results today while actively planning for fiscal, infrastructural, and environmental challenges that will shape Hallandale Beach's future.

Citywide Performance and Accomplishments

As with prior years, I will not attempt to recreate every operational action taken across the organization in a single long narrative. The City now has mature reporting mechanisms, including regular TEAMS & Initiatives updates, departmental project tracking, and Commission Annual Action Plan reporting that provide ongoing visibility into our work.

What follows are key highlights of the City's progress and outcomes over the past year, organized around the priorities that have defined our transformation.

Fiscal Stability, Transparency, and Governance

Budget Discipline And Long-Term Financial Planning

The City adopted the FY 2026 budget without reliance on General Fund balance, reinforcing long-term sustainability and continuing the pattern of disciplined budgeting that has defined our recovery and stabilization period.

The organization also continued to strengthen budget transparency and public-facing clarity through tools and communications that make City finances easier to understand, including continued enhancements to the Budget One-Pager and the implementation of ClearGov to provide a digital budget book.

This is complemented by the resident-facing guide that explains where the City's General Fund dollar goes, highlights the importance of local property taxes to service delivery, and provides context for millage trends.

Strengthening Financial Controls And Reporting

The Finance Department closed a material weakness related to health insurance expenditure accruals by completing a multi-year reconciliation and implementing monthly controls to prevent recurrence.

Finance also advanced operational modernization by implementing reporting and close-process tools, including Gravity (financial reporting software), and initiating FloQast to modernize close workflows, standardize checklists, and strengthen reconciliation controls.

Bond Financing And Infrastructure Funding Strategy

The City continued executing its long-term infrastructure funding strategy, including issuance of the Utility System Revenue Bonds (Series 2024) in the amount of \$58,775,000 to accelerate critical utility capital projects and strengthen infrastructure funding capacity.

The Commission Annual Action Plan also reflects the continued multi-tranche Utility Revenue Bond strategy, including Tranche 1 (\$60M) and planning for Tranche 2 (anticipated up to \$72M).

TEAMS & Initiatives Model And Accountability Culture

A core driver of institutional performance has been the continuation of the TEAMS & Initiatives approach, improving coordination, accountability, and cross-department execution. The December 2025 TEAMS & Initiatives presentation documents a significant slate of completed projects and provides structured status reporting across priority initiatives.

Operational Excellence and Organizational Capacity

Human Resources, Workforce Stabilization, And Risk Management

Human Resources delivered significant workforce activity, including recruitment and onboarding of 70 full-time hires, processing of 44 separations, and screening of 6,388 employment applications.

Risk Management closed and settled 63 liability claims and 20 workers' compensation cases and recovered approximately \$107,000 in subrogation monies.

The City also made extensive training investments, including customer service training, and expanded CPR/AED certification for staff.

Procurement Modernization And Organizational Efficiency

The Commission approved comprehensive revisions to the City's procurement code, including streamlined mechanisms, updated thresholds, improved local vendor-preference language, and the adoption of a more efficient waiver framework.

The Procurement Department processed substantial transaction volume and expanded training offerings to strengthen compliance and operational consistency across departments.

Technology And Cybersecurity Maturity

Innovation Technology delivered meaningful advances in security, continuity, and service modernization, including the implementation of an IVR system, FirstNet cell boosters for emergency communications, upgraded VPN infrastructure, enhanced cybersecurity training, and governance through an AI Acceptance & Use Policy.

The organization also deployed Darktrace autonomous response technology and modernized its network security infrastructure by transitioning to FortiGate, improving security while reducing ongoing operational costs.

Citywide Regulations Sustainable Development

Over the past year, the Sustainable Development Department played a critical role in advancing orderly growth, regulatory modernization, and economic vitality across the City. The department processed a high volume of development applications while maintaining a strong emphasis on code compliance, design quality, and consistency with the City's long-term planning goals. Significant progress was made in reducing permitting timelines, strengthening interdepartmental coordination, and improving customer service for residents, businesses, and development stakeholders.

The department also supported major redevelopment initiatives, zoning, and the implementation of the land development code. It worked closely with the Community Redevelopment Agency on projects advancing mixed-use development, housing opportunities, and reinvestment in targeted corridors. Sustainable Development's work continues to balance growth with neighborhood protection, infrastructure capacity, and quality-of-life considerations, ensuring that development in Hallandale Beach is deliberate, transparent, and aligned with the City's strategic vision.

Transportation and Mobility Easing Traffic Congestion

Recognizing that traffic congestion, pedestrian safety, and mobility challenges consistently rank among residents' top concerns, I established the City's first dedicated Transportation and Mobility Department during this evaluation period. This organizational change was intentional and strategic, designed to elevate transportation planning from a reactive function to a focused, data-driven discipline. In its first year, the department advanced traffic calming initiatives, coordinated multimodal safety improvements, supported signal timing and operational reviews, and strengthened coordination with Broward County and regional partners on corridor-level issues.

The department also played a key role in aligning mobility projects with the City's capital planning, grant strategy, and Complete Streets objectives, ensuring that transportation decisions support public safety, economic vitality, and quality of life. The creation of this department represents a foundational step toward long-term solutions for congestion management and safer, more accessible streets across all quadrants of the City.

Public Safety and Emergency Readiness

Police Professional Excellence And Technology Investments

The Police Department achieved CFA Accreditation with Excelsior Status, the highest distinction from the accrediting body, reflecting strong adherence to professional standards.

Phase I of the Citywide Camera Expansion Program was completed, including installation of multi-sensor units and expansion of license plate recognition coverage at city entry and exit points.

Staffing capacity was strengthened by hiring and training 11 new police recruits.

Emergency Management Capacity Building

The City advanced a more formal and mature emergency management posture by developing key planning documents, including completing the Threat and Hazard Identification and Risk Assessment (THIRA), an Emergency Response Guide, and an updated Continuity of Operations Plan.

The City also expanded emergency response capacity by acquiring a high-water rescue vehicle to strengthen flood response and life-safety readiness. We are also planning to implement flood warning notification systems and upgrade our Emergency Operations Center to be more responsive to natural disasters and other challenges.

Infrastructure Delivery, Resilience, and Capital Program Management

The City's capital program now reflects a scale and coordination capacity that did not exist years ago. As of late 2025, the Engineering & Environmental team reported management of approximately \$186.7M in construction-phase projects and \$16.9M in design-phase projects, with 54 capital projects in design or construction, including 21 active grant-funded projects.

Priority infrastructure work includes lift station rehabilitations and replacements, watermain replacements, force main projects, reverse osmosis system implementation, telemetry upgrades, and stormwater improvements.

The Commission Annual Action Plan and capital planning materials reflect continued focus on drainage design, roadway investment, district guardhouse and traffic calming projects, and continued implementation of bond-funded infrastructure plans.

Resilience efforts advanced with completion of a Vulnerability Assessment and Adaptation Plan, including flood modeling outputs and strategies for green infrastructure, seawall and flood barrier standards, and swale-related approaches.

Quality of Life and Community Impact

Human Services And Community Support

Human Services continued delivering high-volume community support, including food distribution programming, senior services, after-school programs, and grants administration. The accomplishments report reflects significant service counts, including more than 71,000 duplicated clients served through human and social services contacts and more than 2,100 duplicated clients served through monthly food distribution programming (FY 24/25 through November 2025).

Parks, Recreation, and Public Space Activation

Parks, Recreation, and Open Space (PROS) delivered extensive programming and community events, hosted thousands of residents across signature events, maintained facility reservations, improved park amenities, and advanced multiple capital improvements, including playground replacements and safety surface upgrades.

Community Redevelopment Agency Progress

The HBCRA delivered a robust year of implementation across economic development, mobility programs, public improvements, and affordable housing support. Significant accomplishments included completing the remaining segment of the Foster Road Streetscape to substantial completion (March 2025), advancing NE 1st Avenue Streetscape construction and stakeholder coordination, and continuing progress on the CRA-led housing strategy through land acquisition and project design.

The CRA's residential programs delivered tangible assistance to residents, including awards through programs such as the Neighborhood Improvement Program, First Time Homebuyer Program, Storm Shutter/Impact Glass assistance, and other stabilization supports.

The Central Challenge Ahead: Property Tax Elimination Proposals and Fiscal Risk

The most serious emerging risk to Hallandale Beach and every municipality in Florida is the State-level push to significantly curtail or eliminate property taxes, particularly non-school property taxes for homesteaded properties, through proposed constitutional amendments. These proposals, if adopted and implemented, would require municipal governments to develop rapid, significant austerity responses while still meeting public expectations for safety, service, and infrastructure stewardship.

This threat is especially acute for Hallandale Beach because property tax revenues account for the majority of General Fund funding.

Important points from the Property Appraiser's fiscal impact estimates include:

- The analysis is based on the plain wording of proposed amendments, applied hypothetically to 2025 roll data, and does not incorporate unknown implementing bill language.
- The proposals do not impact school funding and include provisions that prohibit a city or county from reducing police budgets.
- Implementing bills are expected to be considered after the November 2026 elections, creating uncertainty and limiting the ability to predict exact operational requirements today.

In response, the City's posture must be both urgent and disciplined. We will need to:

- Develop scenario-based fiscal planning well in advance of 2027, including service prioritization frameworks and program tiering.
- Accelerate efforts that diversify non-ad valorem and fee-based revenues where legally permissible and operationally appropriate.
- Protect the City's bond ratings and long-term borrowing capacity by demonstrating prudent forward planning and stable governance.
- Engage residents and stakeholders with transparent communication about tradeoffs, risks, and the likely realities of service impacts if revenue replacement mechanisms are not timely and sufficient.

This is not theoretical work. Immediate strategic planning must occur in parallel with daily service delivery.

In Closing

Honorable Mayor, Vice Mayor, and Commissioners, it remains an honor to serve as your City Manager. I continue to approach this role as a sacred trust. This year reflected sustained operational delivery across the organization, continued infrastructure acceleration, increased transparency, and strengthened internal controls.

The year ahead will require extraordinary focus and unity as we prepare for public infrastructure and regulatory challenges, as well as external fiscal threats that could reshape municipal government in Florida. With disciplined planning, honest communication, and continued teamwork, I believe we can protect the core functions of the City and continue moving Hallandale Beach forward with stability and integrity.

Thank you for your continued trust and leadership.

Attachments

Exhibit 1 – Teams and Initiatives December 2025
 Exhibit 2 - Commission Annual Action Plan FY2025-2026
 Exhibit 3 – Citywide Accomplishments FY2025
 Exhibit 4 – CRA Accomplishments 2025
 Exhibit 5 - Hallandale Beach Business Survey 2025
 Exhibit 6 - Residents' Guide to the Budget FY2025-2026
 Exhibit 7 – BC Property Appraiser Legislative Delegation Property Tax Estimates