




City of Hallandale Beach
Office of the City Manager
Letter to City Commission

LTCC: 03-2019

To: The Honorable Mayor and Members of the City Commission
From: Greg Chavarria, Interim City Manager 
Date: February 27, 2019

This Letter to the City Commission is to provide response to the budget related questions that were made during the budget planning one-on-one meetings and the City Commission Budget Workshop performed on February 21, 2019.

- **Community Partnership Grants list for FY 2018/19:** A request was made to provide a list of Community Partnership grants that were made available for current fiscal year. List is attached. Please see attachment 1.
- **Funding Community Partnership grants:** A request was made to reduce the proposed appropriation for the FY 2019/20 budget funding for grants by \$100,000. Staff acknowledges.
- **Current list of General Fund vacant positions by department:** A request was made to provide a list of vacant positions. Please see attachment 2.
- **Multi-Family and Commercial Solid Waste Collection Question:** *How much can the City save if multi-family and commercial solid waste collection services are outsourced to private haulers?*

The main factor for outsourcing is to improve the level of service for customers and allow cost savings for multi-family and commercial customers. The following describes pros of outsourcing and cons of keeping in house for decision making purposes.

OUTSOURCING (PROS)
Single Family Residential Service Only
5-day work week
Lower Overtime Costs - \$10,000
Vehicle Maintenance Cost Reduced
Lower Expenses: \$2,590,950
Projected Net Revenue: \$381,870
Approximately 20% costs savings to customer
Approximately \$751,000 in Franchise Fees
Approximately \$115,150 of Administrative Rebates

KEEPING IN HOUSE (CONS)
Residential/Commercial/Multi-Family Service
7-day work week
Greater Overtime Costs - \$120,000
Greater Front Load Trucks Breakdown
Greater Expenses: \$6,315,959
Projected Net Revenue: \$408,518
Capital costs for truck replacements

The agenda item is attached for additional information – [Attachment 3](#)

- **Multi Family and Commercial Vehicle Replacement Question:** *Provide accurate count of vehicles and associated costs that need replacement for Sanitation. If we do not franchise the Multi Family and commercial component of Sanitation, how many vehicles do we need to replace?*

A chart of the Sanitation vehicles is attached, including type of vehicles, replacement year, replacement justification and maintenance cost from 2015 through now. Please see Attachment 3A. Eight (8) vehicles, highlighted on the chart, would require replacement.

- **CNG Fueling Station Question:** *Are there closer CNG fueling stations? Also, ask Green Initiatives Coordinator to determine if there are other options.*

According to the US Department of Energy Alternative Fuels Data Center, the closest CNG fueling stations to Hallandale Beach are the two facilities in Pompano Beach. The next closest station is in Fort Myers. There are no closer public CNG fueling stations. As such, other options include the City building a fueling station for CNG, however that would be very expensive. In the future, we could potentially harvest methane from a composting program in the City, however that is many years and a feasibility study off in the future. The City of Oslo in Norway has been fueling their public transit off a municipal composting system for at least the past year.

- **Health Care Costs:** *Provide amount absorbed in the current year by the City for health care for fiscal year 19/20.*

The City absorbed \$ 1,251,905 in Health care cost increases; \$600,000 was added for Health Care Reimbursement Account and \$651,905 in health care cost increase.

- **Additional Fire/Paramedics personnel:** *Provide cost comparison of adding one additional person on an engine (hiring 9 personnel) versus increasing personnel via overtime.*

Hiring 9 additional personnel would be \$1.3 million. If the City were to use overtime to add the third person on the engine, it would cost approximately \$1.2 million using a base personnel salary of \$65,000/year. Consideration for physical strain will need to be evaluated for the overtime scenario.

- **Four Day Work Week Question:** *What are cost saving factors for a four-day workweek, closing City Hall one day a week?*

The prior City's Green Initiatives Coordinator prepared a memo as part of the 2018 Draft Sustainability Action Plan (SAP) to propose a four-day work week and the savings associated with an expanded service hours initiative for the City. In accordance with her research, there is a potential saving to the City upwards of \$220,000 per year. The draft letter from the Green Initiatives Coordinator on the research on expanded service hours work week is attached. Please see attachment 4.

- **CRA Payback:** *Determine the impact if the City stops paying the \$250,000 annual payback to the Community Redevelopment Agency (CRA).*

The \$250,000 payment for this fiscal year has been processed already. If it is the desire of the City Commission to stop future payments, the body must vote on the suspension of an annual payback to the CRA.

- **Additional Staff in the Past 11 Years:** *Provide list of positions that have been added in the past 11 years.*

A total of 69.76 full-time equivalent positions have been added in the past 11 years. Please see attachment 5 for list of positions.

- **City Manager's office Staff Reduction:** The City Manager's Office is proposing to eliminate the Deputy City Manager and Assistant City Manager/Public Works.
- **Budget Preparation Update:** Provide initial cost savings produced thus far by meeting with each department heads. Total amount is \$964,871. Please see list under attachment 6 to review proposed cuts.

ATTACHMENT 1

Community Partnership Grants:
Attachment 1

Organization	Program Name	FY 17/18 Funding	FY 18/19 Funding	Priority Area
Grants Over \$10,000:				
First Call for Help of Broward	2-1-1 Helpline and Touchline Services	\$ 10,960	\$ 7,307	Health and Wellness
Florida Introduces Physical Activity and Nutrition to Youth	Healthy Hallandale Beach	\$ 15,000	\$ -	Health and Wellness
Hallandale Food Pantry	Food Pantry	\$ 40,000	\$ 40,000	Health and Wellness
Hallandale Magnet High*	Saturday Academic Success Academy	\$ 50,000	\$ 20,000	Education
Hallandale Symphonic Pops Orchestra	Hallandale Symphonic Pops Orchestra City Concert Series	\$ 30,000	\$ -	Cultural Arts & Enrichment
Junior Achievement of South Florida	Junior Achievement Impact Project-Hallandale Beach	\$ 22,040	\$ 14,693	Education
South Broward Hospital District d/b/a Memorial Healthcare System	Hallandale Beach Families Matter Program	\$ 52,000	\$ 34,667	Health and Wellness
Women In Distress	Domestic Violence Services	\$ 30,000	\$ 30,000	Health and Wellness
	Sub-Total**	\$ 250,000	\$ 146,667	

*Approved during the 12/12/18 City Commission meeting, to be funded from FY 18/19 salary savings of unfilled positions; resolution 2018-149.

**An additional \$35,000 is being funded by the CRA for the Housing Foundation of America, under priority area of affordable housing.

Organization	Program Name	FY 17/18 Funding	FY 18/19 Funding	Priority Area
Grants Under \$10,000:				
Jubilee Center of South Broward, Inc.	Jubilee Center Soup Kitchen and Food Pantry	\$ 10,000	\$ 3,600	Health & Wellness
Broward Education Foundation	City of Hallandale Innovative Teacher Grants	\$ 10,000	\$ -	Education
Manhood on the Go Foundation, Inc.	Manhood on the Go Foundation Youth Leadership Academy	New	\$ 3,600	Education
Gulfstream Early Childhood Center of Excellence	City of Hallandale Beach Safety Town	New	\$ 3,600	Education
Inside Out Theater Company, Inc.	Creating a Growth Mind-Set Through Musical Theatre	\$ 5,350	\$ 5,350	Cultural Arts & Enrichment
A Child Is Missing	Child and Adolescent Safety Education (C.A.S.E.) Program	Not funded	\$ -	Education
Broward CHAI Center/Chabad of South Broward	39th Annual Chanukah Festival December 3, 2018	New	\$ 3,600	Cultural Arts & Enrichment
Holocaust Documentation and Education Center, Inc.	Student Awareness Day	\$ 7,650	\$ 3,600	Education
	Sub-Total	\$ 33,000	\$ 23,350	

Organization	Program Name	FY 17/18 Funding	FY 18/19 Funding	Priority Area
<i>Matching Grants:</i>				
Aging & Disability Resource Center	Matching ADRC Funds	\$ 36,014	\$ 36,014	
Early Learning Coalition of Broward County	Matching ELC Funds	\$ 10,000	\$ 10,000	
	Sub-Total	\$ 46,014	\$ 46,014	
<i>Historical Grants:</i>				
Community Civic Association	MLK Festivities	\$ 11,350	\$ 11,350	Historical
<i>Other Miscellaneous Expenses</i>			\$ -	
	Total	\$ 340,364	\$ 227,381	

ATTACHMENT 2

GENERAL FUND VACANCIES

Department	Position	Full-Time Equivalent
CITY MANAGER	CITY MANAGER	<u>0.8000</u> *
		0.8000
FINANCE	SENIOR ACCOUNTANT	1.0000
FINANCE	ACCOUNTANT II	1.0000
FINANCE	ACCOUNTANT I	<u>1.0000</u>
		3.0000
INFORMATION TECHNOLOGY	GIS COORDINATOR	<u>1.0000</u>
		1.0000
POLICE - POLICE ADMINISTRATION	COMMUNITY SERVICE AIDE II	1.0000
POLICE - POLICE ADMINISTRATION	POLICE OFFICER	1.0000
POLICE - POLICE ADMINISTRATION	POLICE OFFICER	1.0000
POLICE - POLICE ADMINISTRATION	POLICE INVESTIGATION ASST	1.0000
POLICE - POLICE ADMINISTRATION	POLICE CLERK I	1.0000
POLICE - POLICE ADMINISTRATION	POLICE CLERK I	1.0000
POLICE - OFFICE OF THE CHIEF	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	COMMUNITY SERVICE AIDE I	1.0000
POLICE - UNIFORMED PATROL	COMMUNITY SERVICE AIDE I	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	COMMUNITY SERVICE AIDE I	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	1.0000
POLICE - UNIFORMED PATROL	POLICE OFFICER	<u>1.0000</u>
		20.0000
FIRE - FIRE ADMINISTRATION	SPECIAL PROJECTS COORDINATOR	1.0000
FIRE - FIRE SUPPRESSION	FIREFIGHTER / PARAMEDIC	1.0000
FIRE - EMS	DIV CHIEF OF EMERG MED SVCS	<u>1.0000</u>
		3.0000

DPW - GROUNDS MAINTENANCE	PUBLIC SERVICE WORKER II	1.0000
DPW - CONSTRUCTN & MAINTENANCE	CARPENTER / MASON	<u>1.0000</u>
		2.0000
PARKS - PARKS AND REC ADMIN	OFFICE ASSISTANT RECEPTIONIST	0.6250
PARKS - SPECIAL EVENTS / CCC	EVENTS MAKTG VOLTR COORDINATOR	1.0000
PARKS - BLUESTEN PARK	PARKS MAINT WORKER I	0.5000
PARKS - BLUESTEN PARK	PARKS MAINT WORKER I	0.5000
PARKS - PARKS LANDSCAPING	PARK LANDSCAPE TECHNICIAN	1.0000
PARKS - PARKS LANDSCAPING	PARKS MAINT WORKER I	1.0000
PARKS - PARKS LANDSCAPING	PARKS MAINT WORKER I	<u>1.0000</u>
		5.6250
Total		<u>35.4250</u>

*Split with CRA 80/20

ATTACHMENT 3



City of Hallandale Beach City Commission Agenda Cover Memo

Meeting Date:	February 6, 2019		Item Type: <i>(Enter X in box)</i>	Resolution	Ordinance	Other X	
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:	Sanitation Fund		Advertising Requirement: <i>(Enter X in box)</i>	Yes		No	
						x	
Account Balance:	N/A		Quasi-Judicial: <i>(Enter X in box)</i>	Yes		No	
						x	
Project Number:	BP #: 011-19		RFP/RFQ/Bid Number:	N/A			
Contract/P.O. Required: <i>(Enter X in box)</i>	Yes	No	Strategic Plan Priority Area: <i>(Enter X in box)</i> Safety <input type="checkbox"/> Quality <input checked="" type="checkbox"/> Vibrant Appeal <input checked="" type="checkbox"/>				
		X					
Sponsor Name:	Nydia M. Rafols, Interim City Manager		Department: Public Works Department	Steven Parkinson, Assistant City Manager			

Short Title:

SANITATION SERVICES RECOMMENDATION

Staff Summary:

Background

During the FY 2018-2019 budget process staff received direction to look into the feasibility of outsourcing the City's Sanitation operations. This item presents staff's recommendation and seeks City Commission's approval to modify this directive to outsource only the solid waste collection for commercial and multi-family accounts while retaining the single family residential solid waste collection in-house.

The Sanitation Division has 21 positions and 22 vehicles, divided into two subdivisions: Trash/Recycling (3410) and Solid Waste (3420). The Division operates on a weekly schedule of seven days servicing residential, commercial and multi-family accounts. Commercial and Multi-family customers have the option to request collection from one (1) day to seven (7) days a week, while residential accounts are serviced one (1) day a week and the operation runs on a five (5) day a week work schedule. There are currently 4,728 active residential accounts, 647 commercial accounts and 707 multi-family accounts. Approximately 16,450 tons of solid waste are collected and disposed of annually from the commercial and multi-family accounts.

There was a period in time when the City was not properly equipped to provide solid waste collection service to commercial and multi-family accounts. At that time service was provided by Private Haulers. In 1980, when the City became equipped with front load trucks to provide this service. Section 24-5 – Garbage Collection by City; Private Haulers; Permit Required – of the City Code of Ordinance (Currently Section 32-369) was adopted requiring all garbage which is produced in the city shall be collected, conveyed and disposed of by the city except as provided in this section. No person shall collect or convey over any of the streets or alleys in the city any garbage produced in the city, without a garbage hauling permit or disposal permit. The issuance of such hauling permit shall be based solely on the factors set forth by the City and in the case both of hauling permits and disposal permits on the inability or refusal of the city to provide service as the circumstances may require.

Upon adoption of this ordinance sixty (60) commercial/multi-family accounts were grandfathered and continue to utilize Private Haulers for their solid waste collection. Currently, there are eight (8) Private Haulers franchised with the City to provide service to these accounts. Pursuant to the aforementioned City Code of Ordinance the City has the right of first refusal for garbage collection. This means that the City's Sanitation Division has the right to provide or refuse to provide solid waste collection services to all new solid waste customers. This Ordinance assures that the Sanitation Division is involved in the Building Permit process to assure that any new development is designed in a way that will facilitate access to solid waste dumpsters utilizing the equipment available in the City's Sanitation Division.

Current Situation/Recommendation

Staff is recommending the following:

1. To retain the solid waste collection operation only for the single family residential accounts (1 – 4 units).
2. To stop providing solid waste collection service to commercial and multi-family accounts (5 units or more).

3. To allow the commercial and multi-family to utilize any Private Hauler franchised by the City to provide solid waste collection service.

The recommendation to retain the residential solid waste collection operation and outsource the commercial/multi-family service is based on the following pros and cons and expense/revenue comparison below.

PROS	CONS
Single Family Residential Service Only	Residential/Commercial/Multi-Family Service
5-day work week (One day a week collection)	7-day work week
Less Overtime Costs - \$10,000	More Overtime Costs - \$120,000
Vehicle Maintenance Cost Reduced	More Front Load Trucks Breakdown
Redundant vehicles and Personnel	No Redundancy of vehicles and personnel
Less Expenses - \$2,590,950	More Expenses - \$6,315,959
Residential/Commercial/Multi-Family	Residential Service Only
Net Revenue - \$408,518	Less Net Revenue - \$381,870

The current franchise fee for solid waste collection is 22% of the franchised private haulers' annual gross revenue from solid waste collection in the City of Hallandale Beach. In FY 2017/2018 the franchise fee collected from private haulers was **\$178,626**. The City's current revenue from Commercial and Multi-family accounts is \$4,268,525. With the proposed outsourcing, it is estimated that the Private Haulers who will be servicing these accounts will collect about 20% less than the current revenue (\$3,414,820). This is due to the fact that the private haulers' charge less than the City does since they are solely in the business of trash collection. However, the City will receive an additional estimated **\$751,260** ($\$3,414,820 \times 22\%$) in franchise fees for a total of **\$929,886** (**\$178,626 + \$751,260**) since more private haulers become franchised with the City to provide services.

Currently, the City also receives an Administrative Rebate from the City's designated Disposal Facility for solid waste tonnage disposed by the private haulers. The City currently receives about **\$62,700** in administrative rebates from the disposal facility. Should the proposed change in operations be implemented, more private haulers will equal to additional tonnage being disposed; therefore, the City will collect an additional estimated **\$115,150** (**16,450 tons x \$7/ton**) in Administrative Rebate for a total of **\$177,850** (**\$62,700 + \$115,150**).

The total projected franchise fee and Administrative Rebate revenue will be **\$1,107,736** (**\$929,886 + \$177,850**) with the outsourcing of the commercial and multi-family solid waste collections. This is an increase of \$866,410 from the revenues currently collected.

The commercial and multi-family solid waste collection operation runs seven (7) days a week including all holidays. Outsourcing these services will decrease the operational budget (personnel costs, vehicle maintenance and replacement). The Division will be able to operate

with 13 employees, 14 vehicles, operate on a weekly schedule of five (5) days, and close on holidays. There will be no need for temporary labor, which will be a decrease in annual expenses of \$25,000. In addition, overtime will decrease from \$120,000 to about \$10,000. This decrease will be due to employees not working during the 10 scheduled holidays; furthermore, there will be no need to work longer hours due to seasonal increase or frequent vehicle breakdowns. The tables below show the revenue vs expenditure for the proposed operation vs the current operation.

Proposed Operations vs Actual Operations
(Annual Revenues and Expenses)

Revenue	Proposed	Actual FY 17-18
Solid Waste	\$ 1,568,863	\$ 5,837,388
Recycling	115,400	187,209
Franchise Fees	929,886	178,626
Administrative Rebate	177,850	62,716
Other Revenue Sources	67,064	220,581
Interest Inc. Investment	-	22,271
Charges to other Funds	215,684	215,684
Total Revenues	\$ 3,074,747	\$ 6,724,475
Expenses	Proposed	Actual FY 17-18
Salaries and Benefits	\$ 941,250	\$ 1,520,483
Solid Waste Disposal	500,000	1,170,260
Bulk/Yard Waste Disposal	70,000	52,489
Vehicles - Replacement/Maintenance	513,627	1,055,460
CNG/Diesel/Gasoline Fuel	62,000	139,825
Administrative Cost Allocation to Other Funds	436,000	2,142,185
Other Operational Expenses	170,000	235,255
Total Expenses	\$ 2,692,877	\$ 6,315,957
Net Excess/(Deficit)	\$ 381,870	\$ 408,518

The proposed residential solid waste collection program is outlined below.

PERSONNEL (13 Positions)	EQUIPMENT (14 Vehicles/Equipment)
(2) Sanitation Operators, Residential Garbage Collection	(5) Side-Load Vehicles
(1) Sanitation Operators, Recycling Collection	(2) Grapple Crane Vehicles
(3) Heavy Equipment Operators, Trash Collection	(2) Manual Side-Load Vehicles
(3) Sanitation Operators (other services listed below)	(3) Pick-up Trucks
(1) Administrative Assistant	(2) Roll Offs
(1) Superintendent	
(2) Supervisors (Auditing Private Haulers, Improving Routes, Recycling Service Improvement)	

Personnel Reallocation

Staffing level will go from twenty-one (21) positions to thirteen (13) positions, which leaves eight (8) positions to be eliminated or reallocated. Since, the Sanitation Division current has six (6) vacant positions, these positions will be eliminated; only two (2) positions will have to be reallocated. The plan is to reallocate these positions to the Landscaping Division which currently has four (4) vacant positions that are under the hiring freeze.

Vehicle Auctioning

Vehicle inventory will go from 22 units to 14 units. The surplus seven (7) units will be auctioned. These seven (7) vehicles are all the front load vehicles which are solely used for commercial and multi-family refuse collections. These vehicles will be auctioned since they will no longer have any use by the City.

Code of Ordinance Revision

The City's Code of Ordinances is being reviewed and will be revised to reflect the changes that will ensue due to the proposed changes to Sanitation Operations.

Transition Plan

Staff is proposing to have a three (3) month informational period during which the multi-family and commercial customers will be placed on notice of operational changes. Staff will create an information campaign utilizing the City's website, social media, public meetings and mailers. Upon the completion of this three-month period, the customers will be given three (3) months to enter into a contract with a private hauler franchised with the City for their solid waste collection service.

Hauler Registration

The current private hauler's registration process will be reviewed and fine-tuned to streamline the application process, closely monitor their activity and thoroughly audit their accounts. Staff in Finance has already made some changes in Munis that allows staff to better track the franchise fees. The two (2) Sanitation Supervisors' function will be heavily concentrated on policing and auditing of the private haulers' operational as operational efficiency.

The following services will continue to be provided in addition to the residential solid waste and recycling collection:

- Residential solid waste collection (9,600 tons annually) once a week;
- Residential comingled recycling collection (1,100 tons annually) once a week;

- Litter receptacle collection from bus stops (32 receptacles) 3 times a week.
- Palm frond pick up once a week.
- Quarterly hazardous/electronic waste event.
- Monthly bulk/yard waste collection (1,217 tons of bulk material and 1,245 cubic yards of yard waste).
- Roll-off collection in-house bulk/yard debris (Eight (8) 20-40 yard dumpsters), 5 days a week;
- Christmas tree Collection.
- Bulk and yard waste Drop-off program (Broward County Facility)

The City will utilize a private hauler to collect solid waste from City facilities.

There has been a freeze on replacing vehicles in the Sanitation Division for the past 3 years as the discussion was taking place on whether or not to outsource solid waste collection services. In order to provide above in-house services, the following vehicles will **need** to be replaced:

Staff recommends replacing 3 out of the 5 vehicles listed below in FY 18/19 and the other two in FY 19/20.

- Two (2) Side-load automated **diesel** garbage truck (\$310,000 X 2 = \$620,000) (FY 18/19)
- Two (2) Roll Off trucks (\$168,000 X 2 \$336,000) (1 in FY 18/19 and 1 in FY 19/20)
- One (1) Manual (Mate) Side-load automated garbage truck (\$200,000) (FY 19/20)

Total estimated cost for vehicle replacement is: **\$1,156,000 (\$788,000 in FY 18/19 and \$368,000 in FY 19/20)**

Why Action is Necessary:

During the FY 18/19 budget process, the City Commission directed staff to research the feasibility of outsourcing the operation of the Sanitation Division by releasing a request for proposal to test the market. To that end staff has conducted an analysis of the current operations and believes that retaining the single family residential solid waste collection operation and outsourcing the commercial and multi-family solid waste collection operation would be an economically feasible alternative. Therefore, staff is requesting City Commission approval needed to make budgetary decisions and to amend the current budget expenditures in order to pursue the following recommendations:

- Retain the solid waste collection operation only for the single family residential accounts (1 – 4 units);
- Stop providing solid waste collection service to commercial and multi-family accounts;

- Allow the commercial and multi-family (5 units or more) to utilize any Private Hauler franchised by the City to provide solid waste collection service.

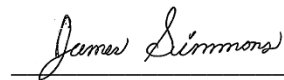
Proposed Action:

Staff seeks approval of the City Commission to modify the direction given during the FY 18/19 budget process to outsource the entire Sanitation Operation. Staff recommends partial outsourcing of the operation by retaining the single family residential solid waste collection and outsourcing the commercial and multi-family component.

Attachment(s):

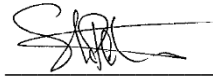
Exhibit 1 – Resolution

Prepared by:



James Simmons, Sanitation Superintendent

Department Head Review:



Steven F. Parkinson, Assistant City
Manager/Director of Public Works



Mary Francis Jeannot, Assistant Director
of Public Works/Administration



Emil Lopez, Finance Director



Marie Gouin, Budget Director

Radu Dodea

Radu Dodea, Human Resources Director

ATTACHMENT 3A

Asset	Code	Description		Replacement Year		Replacement Justification	Maintenance Cost 6/2015 to 2/2019
A2303-00	980	REFUSE FRONT LOAD, 2009 Autocar WXLL64 (Diesel)	Commercial/Multi	2019	\$ 290,000.00	Reached useful live/More Frequent Breakdown	\$ 26,903.40
A2304-00	983	REFUSE FRONT LOAD, 2010 Autocar WX64 (Diesel)	Commercial/Multi	2020	\$ 290,000.00	Reached useful live/More Frequent Breakdown	\$ 36,576.14
000268	1140	REFUSE FRONT LOAD, 2014 Autocar CNG Labri	Commercial/Multi	2024			
000269	1139	REFUSE FRONT LOAD, 2014 Autocar CNG Labri	Commercial/Multi	2024			
000270	1138	REFUSE FRONT LOAD, 2014 Autocar CNG Labri	Commercial/Multi	2024			
000504	1220	REFUSE FRONT LOAD, 2015 AUTOCAR CNG Labri	Commercial/Multi	2025			
A3000-00	1125	REFUSE SIDE LOADER 10YD MINI, 2014 Isuzu (Diesel)	Residential	2024	\$ 200,000.00	Constant Breakdown	\$ 31,835.00
A3001-00	1124	REFUSE SIDE LOADER 10YD MINI, 2014 Isuzu (Diesel)	Residential	2024	\$ 200,000.00	Constant Breakdown	\$ 33,241.70
A2934-00	1066	REFUSE SIDE LOADER, 2013 Autocar CNG Wayne	Residential	2023	\$ 310,000.00	Constant Breakdown	\$ 40,335.83
A2935-00	1067	REFUSE SIDE LOADER, 2013 Autocar CNG Wayne	Residential	2023	\$ 310,000.00	Constant Breakdown	\$ 46,406.93
A2378-00	986	ROLL OFF TRUCK, 2007 Sterling LT9500	Debris Hauling including Bulk and Yard Waste	2017	\$ 168,000.00	Reached useful live/More Frequent Breakdown	\$ 23,376.00
	985	ROLL OFF TRUCK, 2007 Sterling LT9500	Debris Hauling including Bulk and Yard Waste	2017	\$ 168,000.00	Reached useful live/More Frequent Breakdown	\$ 10,982.69
000271	1141	REFUSE SIDE LOADER, 2014 Autocar CNG Wayne	Residential	2024			
000505	1219	REFUSE SIDE LOADER, 2015 AUTOCAR CNG Way	Residential	2025			
000699	1251	Refuse Side Loader, 2017 Autocar ACX65 (Diesel)	Residential	2027			
000700	1252	Refuse Side Loader, 2017 Autocar ACX65 (Diesel)	Residential	2027			
					\$ 1,936,000.00		\$ 249,657.69

ATTACHMENT 4

CITY OF HALLANDALE BEACH, FLORIDA
MEMORANDUM
CM18-XXX

DATE: March 19, 2018

TO: Roger M. Carlton, City Manager

FROM: Sue Fassler, Green Initiatives Coordinator

SUBJECT: Expanded Service Hours Work Week Research

The Green Initiatives Coordinator has prepared this memo to provide context for the proposed expanded service hours workweek project included within the 2018 Draft Sustainability Action Plan (SAP). The SAP will be presented to the City Commission for discussion during the April 16, 2018 workshop and is scheduled to be brought forward for adoption during the May 2, 2018 regular City Commission meeting.

It is the opinion of the Green Initiatives Coordinator that the proposed expanded service hours workweek project remains in the SAP and that the City Manager and City Commission give their approval for staff to research the possibility of implementing this program during FY18/19. This program has the potential to save the City upwards of \$220,000 per year in avoided energy, fuel and water costs. Benefits beyond these areas are discussed in detail below.

The traditional American work schedule is an 8-hour per day, Monday-Friday arrangement. However, many public, private and non-profit entities are shifting to a more flexible schedule. The expanded service hour workweek, also known as the compressed workweek, is a popular model in which employees work 10-hour days, Monday-Thursday.

During Spring 2006 the Federal Employees Flexible and Compressed Work Schedules Act (FEFCWA) was enacted. This Act removed legal barriers previously associated with alternative work schedules for the federal workforce. This law does not mandate alternative work schedules and the prevalence of such schedules is not uniform across federal agencies. However, "federal employers and employees consistently judge this program a success, reporting improved employee morale and agency efficiency and supporting the continuation and expansion of such programs¹".

¹Georgetown Federal Legislation Clinic. (2006). The Federal Employees Flexible and Compressed Work Schedules Act (FEFCWA). Retrieved from:
<https://scholarship.law.georgetown.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1014&context=legal>

A 2010 article published by the American Society for Public Administration states that there has been an increase in the number of cities considering and implementing flexible work arrangements. The article also researched the benefits and drawbacks of these schedules. 151 cities were surveyed and 56.3% reported offering alternative workweeks, with the expanded service hour workweek (also known as the compressed workweek) being the most common. Drawbacks were noted with this schedule, however “human resources directors were more likely to report benefits for employees and the organization²”.

In this strong job market it can be difficult for employers to attract and retain a talented workforce. This retention problem comes at a large cost. The Center for American Progress published a study in November 2012 outlining the costs of replacing employees. The study reports that the median cost of employee turnover (excluding executives and physicians) was 21% of that employee’s annual salary. Highly complex jobs which require high levels of education and specialized training are associated with an even larger cost of turnover³. The study goes on to conclude that high turnover is most associated with workplace policies and that the best way to retain employees is enacting family-friendly policies and workplace flexibility.

There are currently nine (9) cities in Broward County, as well as some divisions of Broward County itself, that operate within an expanded service hours workweek model:

- Coconut Creek
- Margate
- Tamarac
- Lauderdale Lakes
- Lauderhill
- Wilton Manors
- Pembroke Pines
- Miramar
- Hollywood

Non-Broward cities that operate this schedule include Miami Beach, Miami Gardens, Wellington and West Palm Beach.

The International City/County Management Association (ICMA) published an article entitled “Alternative Work Schedules: Recent Research and Practice” which stated, “Employees working the 4/10 workweek reported lower levels of work-family conflict than their counterparts working a traditional schedule. The employees also reported that the alternative schedule increased their productivity and their ability to serve the citizens⁴”.

² Wadsworth, L., Facer, R. & Arbon, C. (2010). Alternative Work Schedules in Local Government: Cui Bono?. *American Society for Public Administration*, 30 (3). Abstract retrieved from Sage Journals.

³ Boushey, H. & Glynn, S. (November 16, 2012). *There are Significant Business Costs to Replacing Employees*. Retrieved from: <https://www.americanprogress.org/wp-content/uploads/2012/11/CostofTurnover.pdf>

⁴ Arbon, C., Facer, R. & Wadsworth, L. (Winter 2009). *Alliance for Innovation, Volume II*. Retrieved from: <https://icma.org/articles/article/alternative-work-schedules-recent-research-practice>

The City of Hollywood recently conducted a survey of its employees both prior to and after the implementation of an expanded service hours workweek in October 2016. This survey showed that employees reporting that they were “very happy/happy” at work increased by 41% after the expanded service hours workweek was implemented. Furthermore, employees that rated their emotional/mental condition as “extremely high/high” increased by 14% while employees that rated their emotional/mental health condition as low/extremely low decreased by ~42% each. Finally, employees reporting that they were satisfied with their work schedule increased by 67%.

The City of Hollywood forecasted a savings of \$450,000 in water, fuel, overtime and sick leave usage during FY16/17. Similarly, the City of Miramar realized a savings of \$413,916 during FY16/17. As previously mentioned, the City of Hallandale Beach can expect to see a savings of at least \$220,000/year if it shifts to an expanded service hours work schedule.

Like any other policy, there are opportunities and challenges associated with an expanded service hour workweek model. The Society for Human Resources Management published an article⁵ providing an overview of flexible work arrangements and discussing the positive and negative aspects and the legal issues that can arise from these arrangements. In summary, flexibility assists with recruiting efforts, enhances worker morale, improves retention, reduces absenteeism, boosts productivity and minimizes environmental impact via reduced carbon emissions (commuting and building heating/cooling).

Challenges associated with this model include focusing on the unique needs of a specific group of employees, communicating change to stakeholders and upper management resistance to change. These challenges can be addressed through working with employees who have concerns on a case by case basis, by leveraging the City’s robust communication network and through an open and honest dialogue with City leadership, respectively.

Furthermore, a 2018 article⁶ published in *Government Executive* reported that a flexible work arrangement is one of the top three factors influencing retention among millennials. It is important for the City of Hallandale Beach to assess how it compares to its surrounding municipalities in terms of workplace policies in order to attract and retain top talent. As more cities in Broward County shift to an expanded service hours model it is entirely plausible that potential and current employees will decide that this model better fits within their view of an ideal workplace.

If the City leadership gives approval for staff to research the expanded service hour workweek in greater depth it will show flexibility and a willingness to explore options to increase employee satisfaction and retention. If approval is given, a key first step in the

⁵ Society for Human Resource Management. (2016). *Managing Flexible Work Arrangements*. Retrieved from: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingflexibleworkarrangements.aspx>.

⁶ Roman, S. (2018). Winning the War for Talent in the Public Sector. *Government Executive*. Retrieved from: <http://www.govexec.com/excellence/promising-practices/2018/02/winning-war-talent-public-sector/146078/>

research process will be to conduct a formal survey of City staff to gauge their receptiveness to this schedule. It is understood that approval to conduct further research does not equate to approval for the implementation of an expanded service hours work week. If approved, the research stage of the project will include members from all levels of City staff, including the City Manager's office. There remains the potential for a recommendation to move forward with a pilot implementation period, a full-scale roll out of the project or a recommendation not to move forward.

Regardless of the outcome, the City has much to gain if employees and City leadership are willing to engage in a dialogue focused on mutual learning and understanding.

ATTACHMENT 5

City of Hallandale Beach, Florida

Schedule 15

Full-time-Equivalent City Government Employees by Function/Program
Last Ten Fiscal Years

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Function/Program											
City Commission	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
General government											
Management	8.00	7.00	7.00	7.00	7.00	8.00	8.00	8.00	7.00	7.74	9.48
General Services/ Procurement Department	4.00	4.00	4.00	4.00	5.00	4.00	4.00	5.00	5.00	5.00	5.00
City Attorney	4.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	5.00	5.00
Finance	9.75	9.75	9.77	11.77	11.75	11.77	11.00	13.00	13.00	11.00	11.00
Innovation Technology	5.00	5.00	5.00	5.00	5.00	5.00	6.00	7.00	8.00	7.00	7.00
Personnel	5.00	5.00	5.92	5.20	5.94	5.77	5.50	6.50	6.50	5.82	6.13
City Clerk	3.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Development Services	28.75	22.62	24.00	21.00	22.20	26.00	26.00	28.00	29.00	30.50	18.00
Other	2.00	2.00	1.50	-	-	2.00	4.00	4.00	3.00	5.00	5.00
Police											
Officers	101.00	98.00	95.00	99.00	113.47	98.47	98.00	99.50	103.00	107.12	106.13
Civilians	41.00	40.52	38.54	37.00	22.27	39.27	39.22	39.50	39.50	35.50	37.00
Fire											
Paramedics, firefighters, officers	78.00	75.00	75.00	75.00	87.62	77.00	77.00	77.00	77.00	77.00	76.00
Civilians	3.00	2.00	3.00	3.00	4.00	14.85	14.15	14.13	14.13	13.69	14.13
Public Works											
Administration	5.76	3.00	5.00	5.00	4.00	1.00	1.00	1.00	3.00	1.00	2.00
Equipment Maintenance	10.75	9.75	8.77	8.77	8.77	-	-	-	-	-	-
Grounds Maintenance	16.54	14.76	13.77	15.81	15.81	9.31	9.52	9.50	9.50	10.50	10.50
Building Maintenance	11.28	9.52	11.31	10.29	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Human Services	10.10	10.15	10.31	9.80	11.67	11.95	13.94	19.30	18.30	22.27	22.25
Parks and Recreation	31.12	29.04	27.40	29.67	43.46	56.37	60.95	72.43	75.43	63.90	63.50
Transportation	4.25	3.27	3.27	4.77	10.77	10.77	10.63	10.63	10.63	10.00	10.63
Permits and Inspections	-	-	-	-	-	-	-	-	-	-	14.00
Sanitation	22.29	24.00	23.93	22.54	24.41	27.85	26.78	25.75	23.75	20.00	19.88
Cemetery	-	1.76	1.77	1.77	1.77	1.77	2.26	2.25	2.25	2.25	2.25
Water	40.50	45.03	44.31	43.56	47.02	47.77	46.88	46.88	47.51	47.50	47.50
Stormwater	5.53	7.52	6.54	2.00	2.00	4.00	5.00	5.00	5.00	7.63	7.00
Sewer	16.00	15.00	14.00	12.00	12.00	12.00	12.00	12.00	13.00	11.00	11.00
Marina					2.25	1.54	1.26	1.25	-	-	-
Fleet Services					8.77	9.00	10.00	10.00	9.00	9.00	9.00
Risk Management		2.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Total	471.62	455.69	451.11	446.95	497.95	507.46	515.09	539.62	544.50	536.42	541.38

Source: City Budget Office

Notes: A full-time employee is scheduled to work 2,080 hours per year, including holidays, vacation and sick leave.
Full-time equivalent employment is calculated by dividing total labor hours by 2,080.

ATTACHMENT 6



FOLLOW-UP FROM DEPARTMENTAL REVIEWS

INNOVATION TECHNOLOGY

- ☒ Reduce Assistant Director to \$126,000 (\$90,000 Salary + \$36,000 Benefits)
Position is currently budgeted at \$152,600 (\$109,000 + \$43,600 benefits)
Savings of \$26,600 for FY 19/20
- ☒ Reclass GIS Coordinator position to \$72,800 (\$52,000 Salary + \$20,800 Benefits)
Position is currently budgeted at \$98,248 (\$70,177 Salary + \$28,071 Benefits)
Savings of \$25,448 for FY 19/20
- ☒ **Total Savings of \$51,448** for FY 19/20

CITY MANAGER

- ☒ Remove Deputy City Manager position
Total Savings of \$255,737 (\$182,669 Salary + \$73,068 Benefits) for FY 19/20

PARKS & RECREATION

- ☒ Eliminate Recreation Aide P/T, should belong to 2130 (PAL)
Savings of \$15,814 for FY 19/20 (\$14,690 Wages + \$1,124 Fringe)
- ☒ Eliminate Landscape Technician
Savings of \$55,965 for FY 19/20 (\$39,975 Salary + \$15,990 Benefits)
- ☒ **Total Savings of \$71,779** for FY 19/20
- ☒ Follow-up meeting on reduction

BUDGET & PROGRAM MONITORING

- ☒ Eliminate Junior Budget Analyst position
Savings of \$71,400 (\$51,000 Salary + \$20,400 Benefits)
- ☒ Add \$16,400 for Outside Services (temporary personnel)
- ☒ **Total savings of \$55,000** for FY 19/20

FINANCE

- ☒ Reduce operating by **\$36,000**



- ☒ Follow-up on possibly eliminating Accountant II position (vacant)
- ☒ Follow-up meeting on reduction

HUMAN SERVICES

- ☒ Provided Matrix to City Manager showing service to residents of Hallandale Beach
- ☒ Follow-up meeting on reduction

PUBLIC WORKS

- ☒ Eliminate 1 Carpenter/Mason position
Savings of \$82,004 (\$58,574 Salary + \$23,430 Benefits) for FY 19/20
- ☒ Promote Public Service Worker II to III and move out of General Fund
Savings of \$56,698 (\$40,498 Salary + \$16,200 Benefits) for FY 19/20
- ☒ **Total Savings of \$138,702** for FY 19/20
- ☒ Follow-up meeting on reduction

DEVELOPMENT SERVICES

- ☒ Eliminate Special Projects Coordinator position
Savings of \$68,880 (\$49,200 Salary + \$19,680 Benefits) for FY 19/20
- ☒ Reduce Consultants by \$90,000
- ☒ **Total Savings of \$158,880** for FY 19/20

HUMAN RESOURCES

- ☒ Eliminate Recruitment & Staffing Specialist position
Savings of \$39,185 (\$36,400 Wages + \$2,785 Fringe) for FY 19/20
- ☒ Reduce Outside Services by \$6,000
- ☒ **Total Savings of \$45,185** for FY 19/20

FIRE

- ☒ Eliminate Special Projects Coordinator (vacant)
Savings of \$95,802 (\$68,430 Salary + \$27,372 Benefits) for FY 19/20
- ☒ Possibly increase Fire Assessment to 95%
- ☒ **Total Savings of \$95,802** for FY 19/20



PROCUREMENT

- ☒ Reduce operating by ~~\$56,338~~

CITY CLERK

- ☒ Follow-up meeting on reduction

TOTAL FY 18/19 PROPOSED BUDGET REDUCTION OF \$964,871 AS OF 02-26-2019