



CITY MANAGER RECOMMENDED ANNUAL BUDGET



FISCAL YEAR 2019-2020

WWW.COHB.ORG

Special Revenue Funds

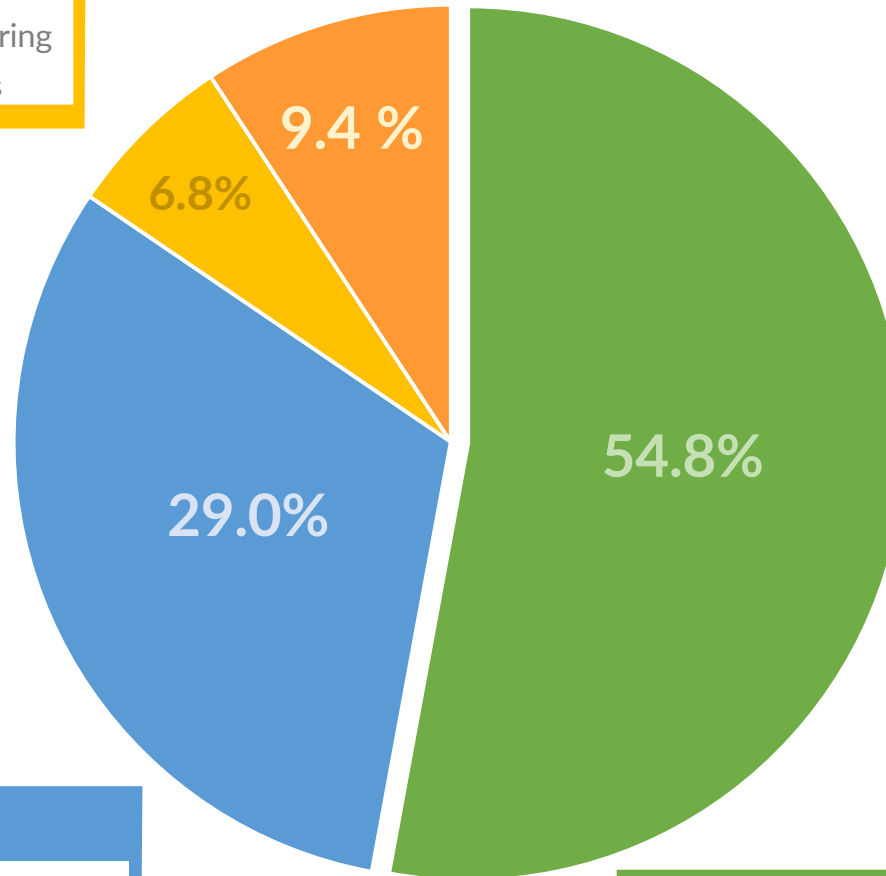
\$9,192,592

Law Enforcement Trust Fund,
Transportation, GISND, TISND,
Grant, PD Outside Services, Police
Training, Police Equitable Sharing
and Permits & Inspections

Other Fund Types

\$12,801,339

Debt Service, Capital Fund,
Internal Service Fund



Enterprise Fund

\$39,160,022

Cemetery, Sanitation, Utility,
Stormwater, Utility Impact Fee

General Fund

\$74,111,147

Total City Budget \$135.3 Million

The Recommended Budget for FY 2020 is \$135.3 Million and is comprised of six fund types – the General Fund, Enterprise Fund, Special Revenue Funds, and Other Funds that support the Parks GO Bond Debt, Debt Service for Capital, Internal Service Funds (Fleet, General Liability, Worker's Comp.), and Capital Project Fund.

Special Revenue Funds

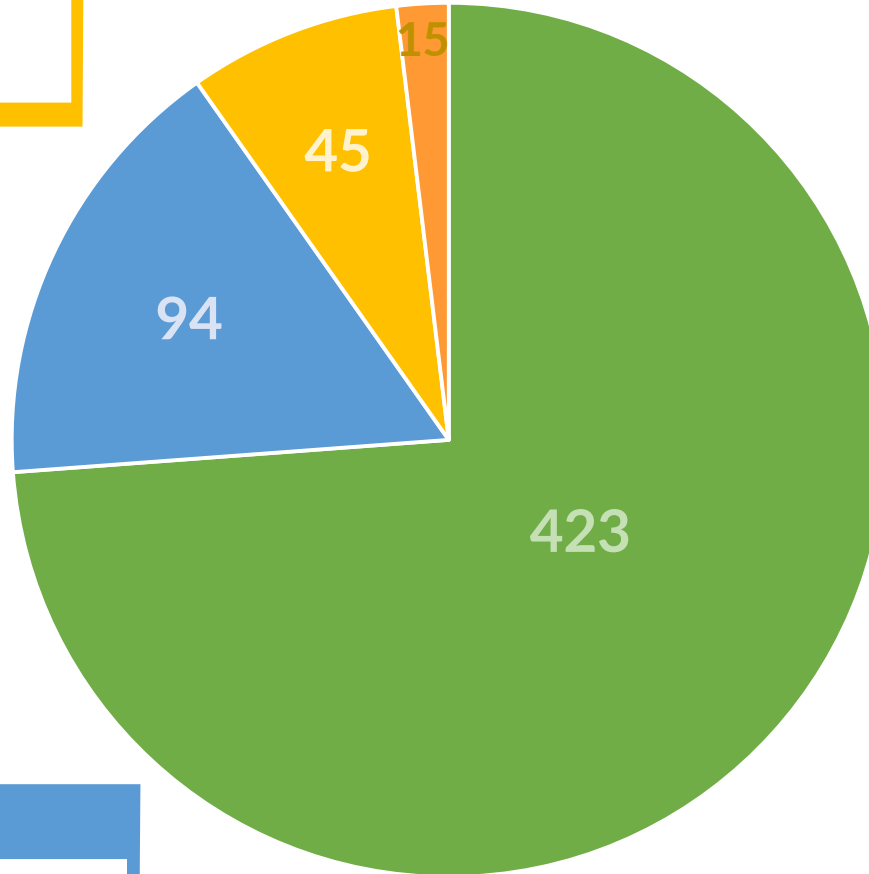
45

Grants Fund (19), Transportation Fund (11), Permits and Inspections Fund (15)

Additional Funds

15

Risk (2), Fleet (9),
GO Bond Capital Fund (4)



Workforce by Fund

577 Positions

A bulk of our workforce is sustained by the General Fund. The majority of the General Fund is sustained by Property Taxes and Other Revenues.

Enterprise Fund

94

Cemetery (3), Sanitation (23),
Utility (59), Stormwater (9)

General Fund

423

HR, Finance, CM Office, Procurement,
City Attorney, Parks & Rec, Budget,
Development Services, IT, PD, Fire
Rescue, DPW, Human Services

Staffing

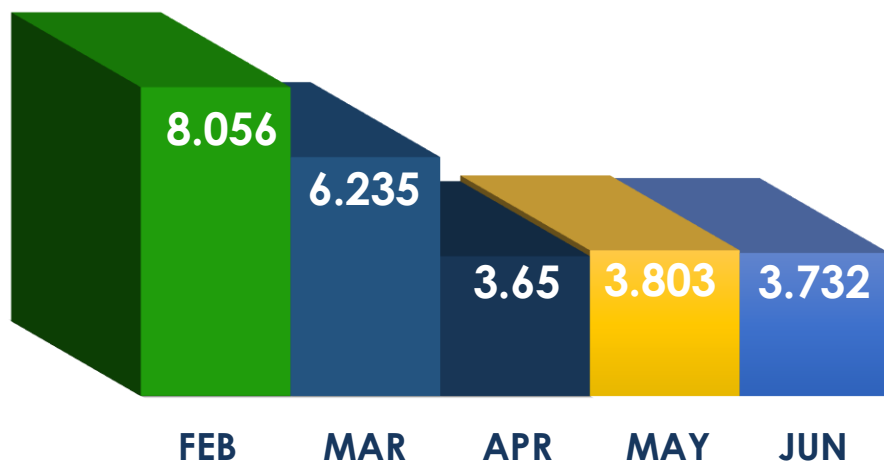
By Department



DEPARTMENT	FY 18/19 POSITIONS	FY 19/20 POSITIONS	FY 19/20 GEN. FUND DEPT COST	FY 19/20 % SALARY/ BENEFITS
CITY COMMISSION	5	5	497,616	78 %
CITY MANAGER'S OFFICE	9	8	1,326,512	88 %
BUDGET	4	3	480,262	91 %
PROCUREMENT	5	5	571,805	94 %
CITY ATTORNEY	5	5	1,136,904	69 %
FINANCE	12	11	1,248,152	93 %
INNOVATION TECHNOLOGY	7	6	2,344,851	39 %
HUMAN RESOURCES	7	6	875,736	88 %
CITY CLERK OFFICE	3	3	361,509	80 %
POLICE	146	145	23,829,709	95 %
FIRE RESCUE	92	91	16,607,181	92 %
PUBLIC WORKS	22	23	2,463,197	81 %
DEVELOPMENT SERVICES	18	16	1,904,872	84 %
HUMAN SERVICES	23	23	1,452,642	75 %
PARKS AND RECREATION	87	73	4,378,984	74 %
Total	445	423	59,479,933	% SALARY/ BENEFITS

COST REDUCTION EFFORTS

ANTICIPATED DEFECIT STATUS



FY 19/20 DEFECIT (\$M)

- ☐ **RIGHT SIZE / RIGHT FIT**
Re-Organization of Staff. Review of Operation expenditures, 10% Reduction goal. No Layoffs. Eliminate 19 Vacancies
- ☐ **EMPLOYEE BENEFIT STABILIZATION**
Propose improvements for Benefits, through labor contracts. FRS, 4 Day Work Week, COLAs
- ☐ **REVIEW OF EXISTING USE RATES**
Review fees and rates for programs, services. Increase moderately for cost recovery
- ☐ **MINIMIZE VEHICLE REPLACEMENT**
Prioritize Vehicle Replacements and hold off on replacements for 1 year
- ☐ **PRIORITIZATION OF FACILITIES**
Limit use of 2 Parks on Sunday, Minimize use of City Hall to 4 Days
- ☐ **IMPROVE FUND BALANCE FY18/19**
Purchase Freeze, prioritize expenditures
- ☐ **SUSPEND/REDUCE UNDERUTILIZED PROGRAMS**
Reduce or suspend programs if not performing to expectations

General Fund Highlights



Fire Assessment Rates

Propose increase with the residential rate increasing from \$251.11 to \$265.06 as well as increases to the other property types generating an additional \$489,000 of revenue in FY 19/20

Fees Changes

The increases and changes to the fees in the General Fund include, but not limited to, Police and Fire Alarm Fees Fees. (See Fee Booklet Tab in the budget binder)

Public Safety Improvements

Expenses increased due to purchase of Fire Suppression Pumper (\$660K), BSO Fire Rescue Merger (\$665K), Equipment Room Improvements at Station 90 (\$57K), Station Alerting System (\$275K), and increase City Contribution to Fire and Police Pension (\$1.021M).

TIF / CRA

Increase of \$956,994 resultant from the Tax Increment Financing (TIF) payment to the CRA as a result of higher property values

General Fund Highlights



Collective Bargaining Benefits

An additional \$771,500 was budgeted for employee labor benefits for proposed collective bargaining benefits

Health Insurance Increase

Projected Health Insurance Increase budgeted at \$126,000 for the General Fund Labor Employees

Position Vacancies

Removed 19 Vacancies from the General Fund which presented approximately \$985K of expenditure savings. Additionally, proposed to utilize \$1.2 M in salary savings to balance proposed budget.

Cyber Security

Proposing a remediation plan for mitigating cybersecurity threats. Efforts presents a new expenditure of \$150K

General Fund Highlights



Transfer to Transportation Fund

Increased \$ 493K transfer to Transportation Fund to cover LED street light and to balance fund

VEBA

Budgeted \$160K for Voluntary Employee's Beneficiary Association (VEBA) Benefit for Fire Personnel

Human Services

Allocated \$483K from General Fund to sustain Human Services operations in lieu of CBP

DEFICIT TRACKING WORKSHEET

DEFICIT COSTS

CURRENT SHORTFALL FY19/20¹ \$4,756,651
BSO TRANSITION \$665,000

REVENUE/SAVINGS PROPOSED

FIRE FEE INCREASE TO 95% \$489,000
SALARY SAVINGS \$1,200,000

-5,421,651

\$1,689,000

CURRENT STATUS DEFICIT

\$3,732,651

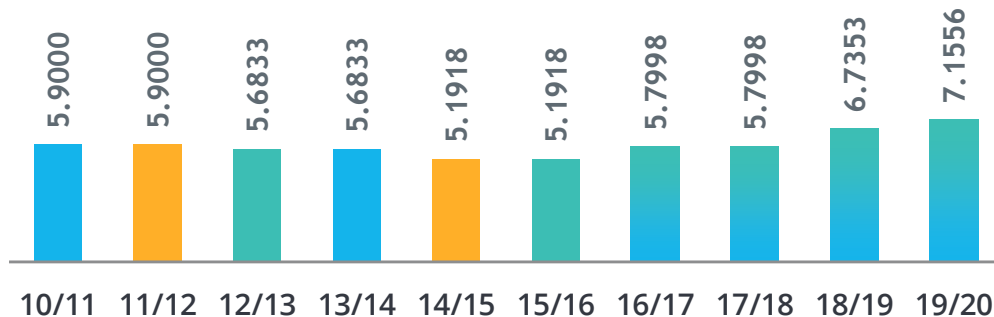
1.THIS FIGURE INCLUDES ONE-YEAR FUNDING SHORTFALL FOR FY 19/20; WHICH ENCOMPASSES COLLECTIVE BARGAINING BENEFITS FOR UNIONS, FIRE/POLICE PENSION INCREASE, HEALTH INSURANCE INCREASE, PROPERTY VALUE INCREASE AND CRA'S PORTION OF THE VALUE INCREASE.

HB MILLAGE TRENDS



TOTAL MILLAGE RATE

Total Millage Rate is used to determine operating millage (the amount of property taxes that property owners pay) and the debt service millage. From FY 2011 until today, the millage rate has increased 1.2556. During the past 10 years, the millage rate has decreased 2 times. The effect of this decrease has resulted in certain years having a negative fund balance. Additionally, Hallandale Beach is currently ranked 21st and would move to 27th in total millage amongst Broward County municipalities.

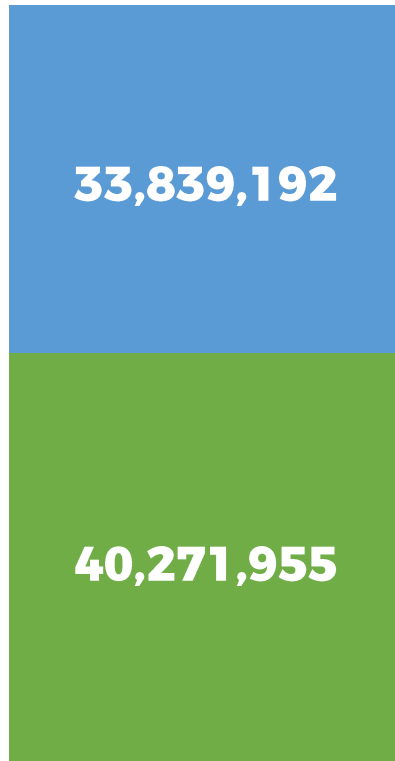


MUNICIPALITY	DEBT SERVICE	OPERATING	TOTAL	RANK
WESTON	-	3.3464	3.3464	1
HILLSBORO BEACH	-	3.5000	3.5000	2
LAUDERDALE BY THE SEA	-	3.5989	3.5989	3
LIGHTHOUSE POINT	0.1730	3.5893	3.7623	4
FORT LAUDERDALE	0.0640	4.1193	4.1833	5
PARKLAND	-	4.4000	4.4000	6
LAZY LAKE	-	4.7940	4.7940	7
SOUTHWEST RANCHES	-	4.8311	4.8311	8
POMPANO BEACH	0.4663	5.1361	5.6024	9
BROWARD COUNTY	0.1898	5.4792	5.6690	10
OAKLAND PARK	-	5.9985	5.9985	11
DAVIE	0.3851	5.6270	6.0121	12
CORAL SPRINGS	0.2652	5.8732	6.1384	13
PEMBROKE PINES	0.4683	5.6736	6.1419	14
DANIA BEACH	0.1760	5.9998	6.1758	15
PLANTATION	0.4622	5.8000	6.2622	16
SUNRISE	0.3007	6.0543	6.3550	17
WILTON MANORS	0.4711	5.9587	6.4298	18
DEERFIELD BEACH	0.3740	6.1267	6.5007	19
COCONUT CREEK	-	6.5378	6.5378	20
HALLANDALE BEACH	0.4162	6.3191	6.7353	21
MARGATE	0.4999	6.5594	7.0593	22
MIRAMAR	-	7.1172	7.1172	23
COOPER CITY	0.0996	7.1347	7.2343	24
SEA RANCH LAKES	-	7.2500	7.2500	25
TAMARAC	-	7.2899	7.2899	26
NORTH LAUDERDALE	-	7.4000	7.4000	27
HALLANDALE BEACH (FY 19/20 PROPOSED RATE)	0.4162	7.1556	7.5718	
HOLLYWOOD	0.2327	7.4665	7.6992	28
PEMBROKE PARK	-	8.5000	8.5000	29
WEST PARK	-	8.6500	8.6500	30
LAUDERDALE LAKES	1.0950	8.6000	9.6950	31
LAUDERHILL	1.9464	7.9898	9.9362	32
AVERAGE	0.2576	6.0569	6.3145	

FY 19/20 Budget

TOTAL GENERAL FUND

\$74,111,147



ALL NON-AD
VALOREM
REVENUES

AMOUNT NEEDED
TO BALANCE
BUDGET FROM
PROPERTY TAXES

7.1556 Mills to balance = \$40,271,955

1 Mill = \$5,802,096

Value of One-Mill

	FY 18/19*	FY 19/20
One-Mill Tax Dollar	\$5,546,934	\$5,802,096
% Change	3.25%	4.60%

*The Certified value on July 1, 2018 reflected a 4.17% increase, but after all adjustments the actual value increased from FY 17/18 was 3.25%.

Operating Millage



Current Millage

6.3191 Mills is 0.4% increase over rolled-back rate

Millage Increase Required to Balance

Increasing the millage by 0.8365 Mill would be a 13.7% increase over the rolled-back rate

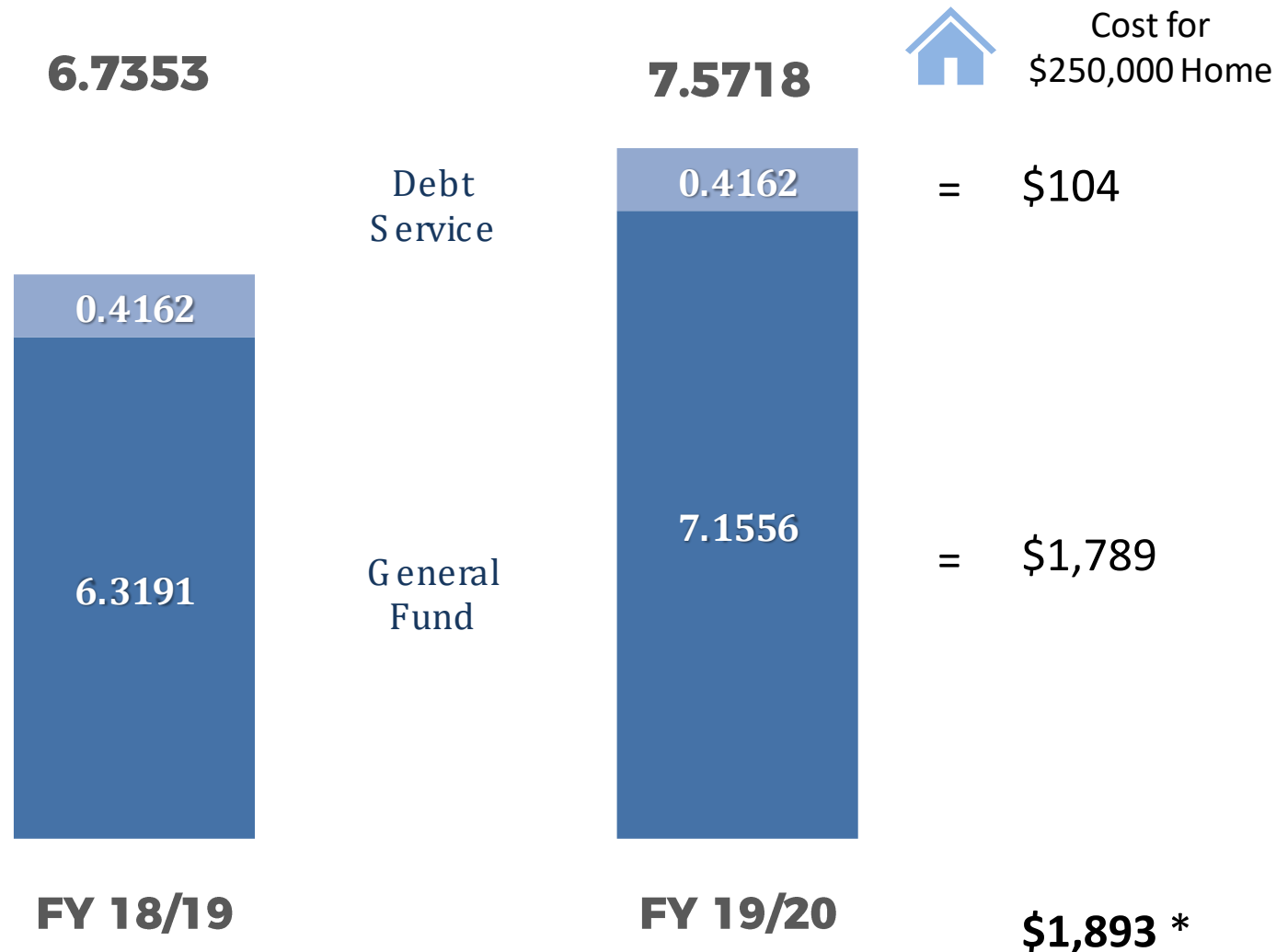
TRIM

These percentages are determined by following State-mandated TRIM requirements. Essentially, only new constructions/additions/deletions (\$87 million) offsets the percentage change over the rolled-back rate

Millage Increase

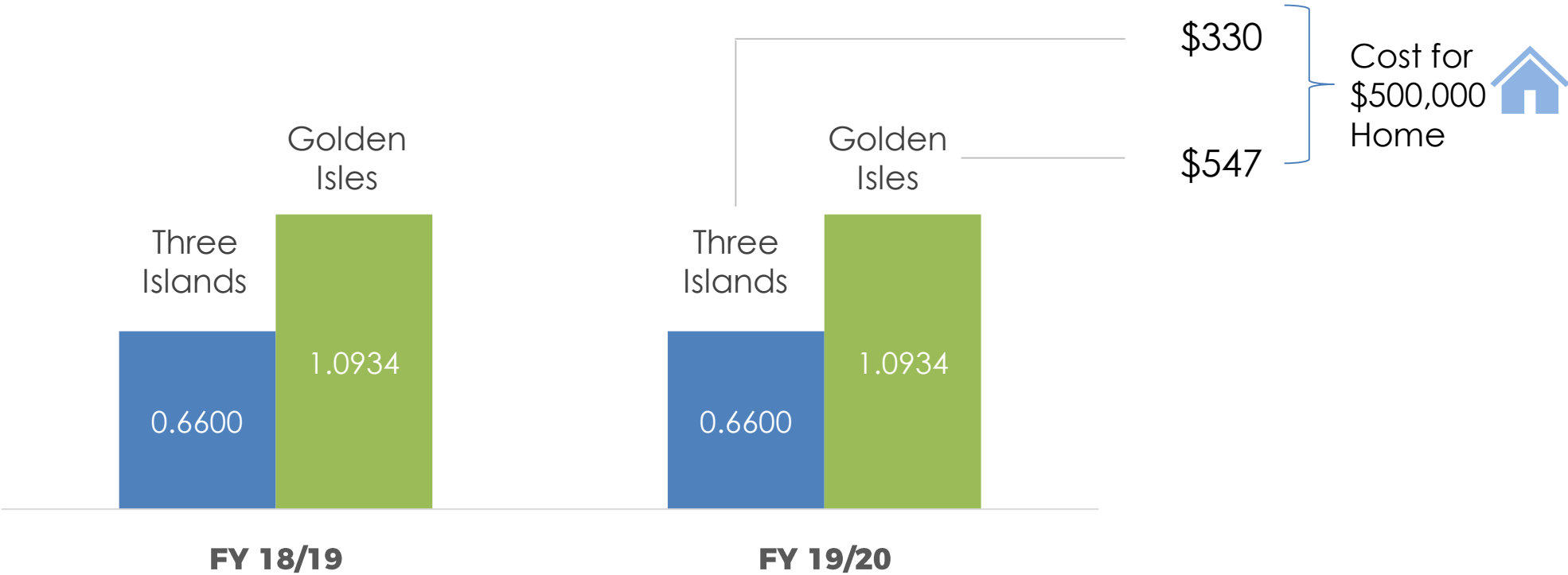
With the 0.8365 Mill increase, the CRA would receive an additional \$975,056. This would bring the total payment to the CRA for FY 20 to \$8,340,841

City Millage-Operating & G.O. Bond



* \$209 increase from last year to this year

Safe Neighborhood Districts Millages



MOVING FORWARD

Balancing the budget is an ongoing process. Staff will continue reviewing costs, operations and determine better measures to **Stabilize, Progress, and Growth**



SUMMER ANALYSIS

Staff to determine additional methods for improving cost efficiencies



IMPROVE REVENUES

Utilize improved tools and resources for collecting fees, and revenue streams. Ongoing review of fee structure.



STRATEGIC OUTLOOK

Adopt a strategy plan for long term stability of expenditures, and develop 5-year outlook



RESOURCE LEVELING

Improve labor costs through attrition, job assessments and consider partnerships for improving services

NEXT STEPS



PENDING ACTIONS

**JUN
20**

Set Millage
Rate for TRIM
Notice

**AUG
7**

Review and
Approve
Proposed
Organizational
Strategy

**AUG
12**

Budget
Workshop

**SEP
12**

First Public
Hearing

**SEP
23**

Final Public
Hearing