

2021



FY 2020-21 TEAMS INITIATIVES AND BUDGET AMENDMENT

December 16, 2020

Agenda



Goals

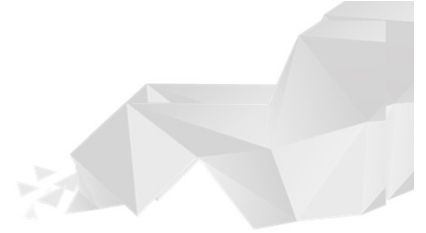
Teams & Initiatives Framework

FY20/21 Proposed Budget Amendment

Conclusion



Goals



Goals

The goal is to be in line with the core values within the City's Strategic Plan

Fiscal Stabilization

Through various initiatives and projects, we are striving for fiscal stabilization. The path to get there will require an initial investment.

Community and Trust

Trust through transparency is paramount. In the next few months, we will be launching a new transparency portal for citizen engagement.

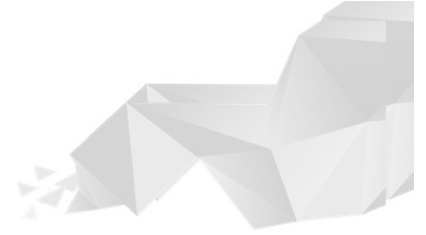
Accountability

We are currently setting some things in place to be accountable to our community and staff.



FY 2020/2021 Teams & Initiatives Framework

Problem Statement



Unless revenues are increased and expenditures are decreased, the City of Hallandale Beach is projected to run out of budget reserves by the end of FY22-23.

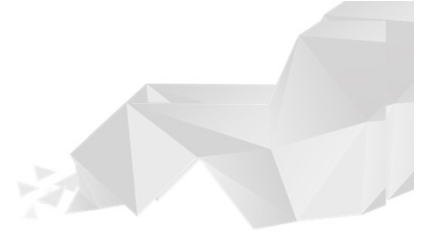
Commission Approved 2019 Strategic Plan



Our FY 20/21
Strategic
Initiatives,
are based on the
Strategic Plan
that was
approved by the
City Commission
in August of
2019.

- Mission
- Vision
- Core Values

Mission: Core Services (Who are we?)



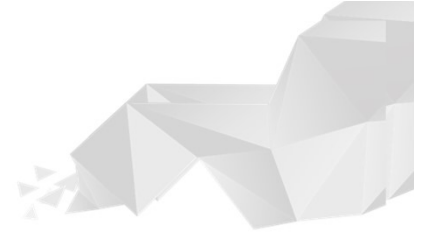
The City of Hallandale Beach is committed to providing those core services that ensure and promote public safety and a vibrant quality of life for its residents, visitors and businesses.

Vision: Where are we going?



The City of Hallandale Beach will be known as a welcoming, safe, progressive, innovative and diverse beach community. It will focus its resources on improving the quality of life for its residents, business community and other stakeholders by becoming a sustainable and inclusive community for people to live, work and play due to its beautiful neighborhoods and outstanding business, entertainment, arts and cultural opportunities. Its government will be highly transparent, fiscally responsible, and is trusted by the community. It will become the City that no one wants to leave. Hallandale Beach will be viewed as a community of excellence, and a preferred destination of choice in the South Florida area.

Core Values



- Professionalism, Customer Service, and Integrity
- Values which will be needed to successfully achieve our priorities for FY 20/21 are as follows:
 - Fiscal Stabilization
 - Community and Trust
 - Accountability

Strategic Focus Areas and Goals

1. Finance and Budget

Mission Statement - Seek opportunities to improve revenue streams and collections. Seek opportunities to reduce cost expenditures while establishing an open and transparent budget process.

- Improve revenue stream and collections
- Reduce costs
- Establish open transparent budget process

2. Organizational Capacity

Mission Statement – Seek opportunities to improve the organization by promoting an environment in which our employees are able to thrive, and where they feel valued.

- Improve employee morale
- Improve employee ability to perform

3. Infrastructure/Projects

Mission Statement – Implement funded programs and projects in order to address immediate deficiencies, sustain levels of service, enhance public safety, and promote innovation and environmental sustainability.

- Implement funded programs/projects
- Address immediate deficiencies
- Identify levels of service
- Enhance public safety
- Promote innovation
- Promote environmental sustainability

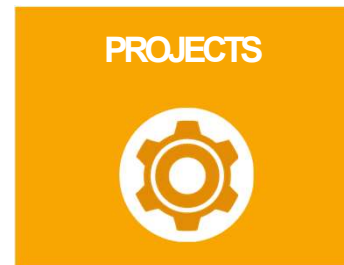
Teams - Solutions



*Overhaul the
Budget
Preparation
Process*



*Implement
Organizational
changes
necessary to
increase
revenues*



*Implement
current approved
and funded
projects and
programs*



*Implement
policies and
programs to
address morale,
growth and
training*



Top Priorities

STRATEGY & BUDGET



- Review Cost Centers
- Staffing/Position Control
- OpenGov & Transparency Portal
- Budget Preparation & SOPs
- Project/Program Tracking & Monitoring (including carryovers)

REVENUE



- Revised Fee Booklet
- Collections: UB & Property Damage
- BTR
- Grants
- Revenue Contracts
- Parking

PROJECTS



- BTR
- Parking
- Building Division
- Revenue Bonds
- Electric Buses & Charging Stations
- Water-Sewer
- Funded CIP: Sidewalks, Streetlights, City Hall Roof, Server Upgrades
- License Plate Readers, Cameras & Security

EMPLOYEE



- Revise Evaluations Process
- Succession Planning
- Race, Equity & Gender Programming
- Morale
- Accountability
- Communication & Alignment
- Leadership
- Policies & SOPs



Deliverables

STRATEGY & BUDGET



- Revised Budget Process
- New OpenGov Software
- Monitoring of all Projects and Programs

Deadline: 5/30/20

REVENUE



- Revised BTR process/New Certificate of Use
- Fee Booklet
- Collection of currently uncollected revenues
- Property damage
- Pursuit of new grant opportunities

Deadline: 9/30/20



Deliverables

PROJECTS



- Completion of Sidewalks
- Completion of Streetlights
- Completion of Municipal Complex Improvements
- Completion of Server Upgrades
- Approval of Revenue Bond
- Deposit for Electric Bus Purchase
- Creation of Parking Management Program
- Purchase & Installation of License Plate Readers and New Cameras
- Water and Sewer Infrastructure Projects

Deadline: 9/30/20

EMPLOYEE



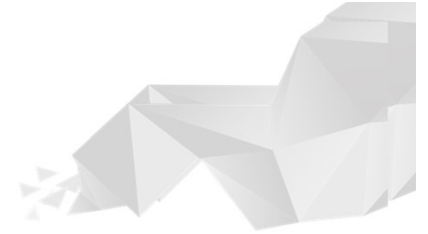
- Revised Employee Manual
- Revised Evaluation Process
- Implementation of Monthly Race, Equity & Gender Employee Group
- Continued Leadership Training
- Departmental Succession Planning Procedures
- Update of Departmental SOP's

Deadline: 9/30/20



FY 2020/2021 Budget Amendment

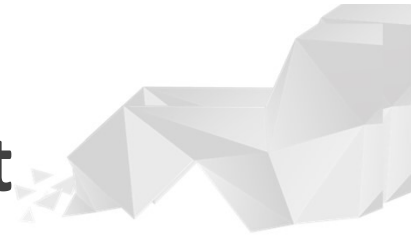
Budget Amendment Summary Table



Funds	Revenues	Expenditures	Difference
General Fund (001)	\$ 183,996	\$ 1,207,095	\$ (1,023,099)
Transportation Fund*	\$ 185,000	\$ 375,000	\$ (190,000)
Stormwater Fund (440)		\$ 903,364	\$ (903,364)
Utility Fund (490)	\$ 14,000	\$ 333,331	\$ (319,331)
Total By Fund	\$ 382,996	\$ 2,818,790	\$ (2,435,794)

* A transfer from the General Fund to cover the \$190,000 deficit.

Areas and Projects in Need of Investment



Fund	Team	Project/Program	Revenues	Amount/Cost	Net Impact
General	Strategy and Budget	Revised Budget Process		\$ 62,400	\$ (62,400)
General	Revenue	Development Services Reorganization/ BTR and the new creation of new Certificate of Use program	\$ 183,996	\$ 328,158	\$ (144,162)
General	Revenue	Grants - Consulting Services		\$ 43,200	\$ (43,200)
General/Utility	Revenue	Collection of Uncollected Revenues/Billing and Customer Service	\$ 14,000	\$ 52,532	\$ (38,532)
Transportation	Projects	Parking Management Program	\$ 185,000	\$ 375,000	\$ (190,000)
General	Employee	Outstanding Employee Evaluations	\$ -	\$ 73,000	\$ (73,000)
General	Employee	School Resource Officer Benefits	\$ -	\$ 37,703	\$ (37,703)
General	Other	Innovation Technology Capacity		\$ 425,000	\$ (425,000)
General/Stormwater/Utility	Other	Procurement Capacity Enhancement	\$ -	\$ 170,533	\$ (170,533)
Stormwater	Other	Large Diameter Stormwater System Cleaning, Curb Inlets and Catch Basin Maintenance Citywide	\$ -	\$ 883,764	\$ (883,764)
Utility	Other	Project Managers for the Utilities	\$ -	\$ 237,500	\$ (237,500)
General	Other	Fire Station 7 Build-out	\$ -	\$ 130,000	\$ (130,000)
Total			\$ 382,996	\$ 2,818,790	\$ (2,435,794)

Strategy and Budget Team



Strategy and Budget Team

General Fund
\$62,400

- Budget Process Review – Consulting Services - \$62,400

Revenue Team



Revenue Team

General Fund
\$202,863

Utility Fund
\$23,031

- Certificate of Use (CoU) and Local Business Tax Receipts (BTRs) Programs – \$144,162
- Grant Revenue Support – Consulting Services for Grants Office - \$43,200
- Collection of Uncollected Revenues and Customer Service Enhancement to Minimize Risk- \$38,532



Revenue Team – BTRs & CoU Programs

Proposed Fee Structure for CoU Program

Types	Units	Rate	Total
Multi-Family	984	\$ 250.00	\$ 246,000
Home-based	138	\$ 98.50	\$ 13,593
Business	1810	\$ 197.00	\$ 356,570
Total			\$ 616,163

Proposed Budget for the Enhanced Programs

Projected Revenues	FY21	FY22
Certificate of Use Program	\$0	\$585,354
Delinquent BTRs	\$183,996	\$91,998
Totals:	\$183,996	\$677,352

Projected Expenses	FY21	FY22
Business Licenses Supervisor Salary and benefits	\$76,140	\$119,349
Certificate of Use Inspector Salary and benefits	\$32,334	\$101,365
Administrative Assistant salary and benefits	\$49,684	\$77,880
Temporary Staff Support (CoU and Software implementation)	\$10,000	\$30,000
Certificate of Use Inspector Vehicle	\$40,000	
Software	\$120,000	
Totals:	\$328,158	\$328,594

Budget Impact - Surplus/(Deficit)	(\$144,162)	\$348,758
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Project Team



Project Team

Transportation
Fund

\$190,000

(Transfer from the
General Fund)

- Parking Management Program - To Provide Consistent Parking Enforcement with Dedicated Staff - \$190,000

Project Team – Parking Management Program



Parking Management Program - To Provide Consistent Parking Enforcement with Dedicated Staff

\$190,000

This proposal is to do the following:

- Layout the start-up cost for Phase I & II, to include personnel, consultant services & equipment
- Phase I started 11/1/2020, consists of parking enforcement on North & South City Beach Park and Joseph Scavo park – **186** parking spaces
- Phase II will begin on 6/1/2020, which will expand the program throughout the City – **969** Spaces

Phase I - Projected Expenses	FY21	FY22
Two (2) Parking Enforcers Salary and Benefits (9 months)	\$140,000	\$160,000
Parking Equipment (handheld Ticket Writers/portable printers/Laptops)	\$25,000 *	\$0
One (1) Hybrid/Electric Vehicle	\$45,000 *	\$0
Parking ALPR with software integration	\$35,000 *	\$0
Parking Consultant Services for six (6) months	\$50,000 *	\$0
Total Expenses	\$295,000	\$160,000
Phase II – Projected Expenses	FY21	FY22
Two (2) additional Parking Enforcers Salary and Benefits (3 months)	\$40,000	\$160,000
Payment Portal	\$20,000 *	\$0
Parking Signage	\$20,000 *	\$0
Total for Expenses for Phase II	\$80,000	\$160,000
Total Annual Expenses	\$375,000	\$320,000
Projected Revenues	FY21	FY22
Phase I – 186 premium parking spaces (current locations)	\$185,000	NA
Phase II – 969 additional parking spaces and resident parking program (expanded locations)	\$0.00	NA
Total Annual Revenues	\$185,000	\$1,200,000
Budget Impact – Surplus/(Deficit)	(\$190,000)	\$880,000

*Start-up Non-recurring Costs

Employee Team



Employee Team

General Fund
\$110,703

- Outstanding Employee Evaluations - \$73,000
- School Resource Officer Benefits – \$37,703

Other



Other

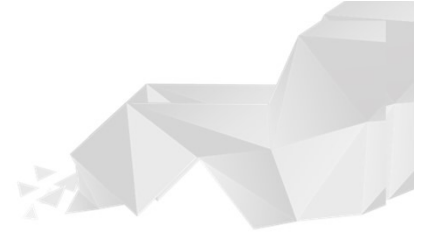
General Fund
\$725,533

Stormwater Fund
\$833,764

Utility Fund
\$237,500

- The Innovation Technology (IT) Capacity - \$425,000
- Procurement Capacity Enhancement - \$170,533
- Large Diameter Stormwater System Cleaning, Curb Inlets and Catch Basin Maintenance Citywide - \$883,764
- Project Managers for the Utilities - \$237,500
- Fire Station 7 First Floor Build-out - \$130,000

Other – Innovation Technology Capacity

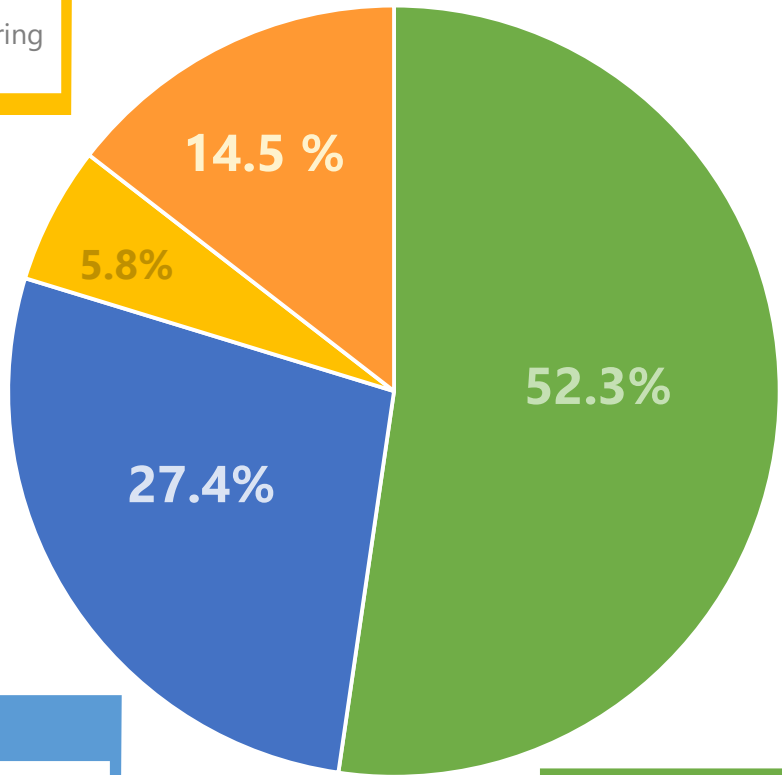


Proposed Needed Personnel, Project Management, Systems Migration, Staff Support and Upgrades

Systems Administrator	100,000
Server infrastructure upgrade professional services	90,000
Operational helpdesk support and staff training services	40,000
AS400 migration of legacy system	45,000
Camera project support and implementation services	50,000
MUNIS upgrade via professional services	50,000
IT Strategy and Business Continuity Plan	50,000
Total:	\$ 425,000

Special Revenue Funds
\$8,305,581
 Law Enforcement Trust Fund,
 Transportation, GISND, TISND,
 Grant, PD Outside Services, Police
 Training, Police Equitable Sharing
 and Permits & Inspections

Other Fund Types
\$20,939,523
 Debt Service Funds, Capital
 Funds, Internal Service Funds



Enterprise Funds
\$39,588,839
 Cemetery, Sanitation, Utility,
 Stormwater, Utility Impact Fee

General Fund
\$75,459,952

Final Total City Budget \$144.3 Million

The updated Budget for FY 2021 with the proposed changes is \$144.3 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.



Conclusion



Return on Investment

- Reorganized and enhanced BTR Program & New Certificate of Use Program to enhance safety in the City
- Adequate staffing levels for increased billing efforts
- Enhanced capacity for the IT Department and increased reliability of technology infrastructure for continuity of operations
- Increased operational capacity for procurement activities
- Contract management to ensure prompt oversight to process and renew contracts in a timely manner
- Reduced turnover and increased recruitment efficiencies for School Resource Officer Positions
- Adequate space and safe working environment for staff at Fire Station 7
- Adequate capacity to secure grant funding

Return on Investment



- Parking enforcement: to operate 12 hours per day, 7 days a week. This program is to conduct parking enforcement activities and enhance safety
- Prevention of major flooding hazards during rainy seasons through proper maintenance of infrastructure
- Accounting III positions increased efforts in collection of uncollected revenues
- Improved customer service in the Utilities Division
- Project Managers are to provide workload support and more reliable access for repairs of the utilities



Next Steps

Implement the items that will be approved in this amendment



Workshops on specific departments and another budget amendment in January/February



Bi-monthly updates to the City Commission