



## City of Hallandale Beach City Commission Agenda Cover Memo

Meeting Date:	Item Type:		1 <sup>st</sup> Reading	2 <sup>nd</sup> Reading
1/6/2021	<input type="checkbox"/> Resolution	Ordinance Reading	12/16/2020	1/6/2021
File No.:	<input checked="" type="checkbox"/> Ordinance	Public Hearing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
20-443	<input type="checkbox"/> Other	Advertising Required	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		Quasi-Judicial:	<input type="checkbox"/>	<input type="checkbox"/>
Fiscal Impact (\$):	Account Balance (\$):	Funding Source:	Project Number :	
See Below	See Attachment A	General, Grants, Stormwater and Utility Funds	N/A	
Contract/P.O. Required	RFP/RFQ/Bid Number:	Sponsor Name:	Department:	
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		Marie M. Gouin, Director	Budget & Program Monitoring	
Strategic Plan Focus Areas:				
<input checked="" type="checkbox"/> Financial	<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Infrastructure	<input type="checkbox"/> Development, Redevelopment and Economic Development	
Implementation Timeline				
Estimated Start Date:		12/16/2020	Estimated End Date: 09/30/2021	

### SHORT TITLE:

AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AMENDING THE ADOPTED BUDGET FOR FY 20/21 TO REFLECT THE REVENUES, EXPENDITURES, APPROPRIATIONS AND OTHER MISCELLANEOUS BUDGET ADJUSTMENTS; PROVIDING FOR CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

### STAFF SUMMARY:

#### Summary:

The proposed ordinance is being made to amend the FY 20/21 Budget and account for unanticipated expenditures proposing for the current Fiscal Year, based on the strategies being taken to stop deficit spending, and over time, eliminate the need to use reserves to balance future

budgets. Amending the adopted budget will lay the foundation for increasing the General Fund, Transportation Fund, Stormwater Fund and Utility Fund's budget from new and increased revenues and fund balance reserves. Unanticipated expenditures include project management for multiple technology systems migration, and critical software upgrades for future cost avoidance, new staff positions for efficiencies and revenue creation , reorganization of various departments to enhance efficiencies, and new revenues and consulting services for support to enhance departmental performance over the next year.

Reflected in the budget is also the need for large-diameter stormwater system cleaning, including curb inlets and catch basin maintenance citywide, which will mitigate the impacts from flooding within the City. The major stormwater project will be undertaken by the utilization of prior project savings from completed projects. Staff is also proposing to reorganize and enhance the Business Tax Receipts Program and adopting a Certificate of Use program that will be applicable to existing and new businesses. The new program will address hazards and unsafe conditions at the City. The overall BTR improvement plan and Certificate of Use program are designed to be completely self-sufficient, resulting with a net increase in estimated revenue beginning in FY 21/22. Finally, the amendment will address the need to invest in a phased-in parking enforcement, and parking management program for the City. This will greatly increase revenues next year and will bring us in line with what other cities are doing to manage their parking programs.

The total impact to the FY 20/21 Budget is a net increase of \$2,435,794 (see table below).

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)
<b>Total By Fund</b>	<b>\$ 382,996</b>	<b>\$ 2,818,790</b>	<b>\$ (2,435,794)</b>

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

### **Background:**

On September 29, 2020, the City Commission adopted the FY20/21 Budget in the amount of \$141,285,105 (includes all funds). As part of the adoption of the budget, staff had advised the City Commission that aggressive measures and strategies would need to be taken to combat the financial effects of recent events and past budget practices. Based on projected revenues and expenditures during the adoption of the budget, if things remain unchanged, the deficit in FY 21/22 is projected to be approximately \$5.4 million. This projected budget deficit would mean that reserves would be approximately \$6.0 million by the end of the fiscal year. Based on the FY 20/21 General Fund Budget, that is approximately 8% of the total expenditures.

Staff had advised the City Commission that the first review of operations would be presented to them with recommendations in December. Below are all of the items that are being recommended.

### **Current Situation:**

The proposed budget amendment includes the appropriation of funds from the General Fund, Transportation Fund, Stormwater Fund and Utility Fund to cover unanticipated revenues and expenditures described below. The amendment being presented for City Commission consideration is the first step toward mitigating the impact of future budget shortfalls. While all of the challenges that the City is facing cannot be addressed at the same time, this first step will set the framework towards gaining more efficiencies, increasing revenues and reducing/eliminating the dependency on one-time revenues/reserves.

Strategies that are currently being implemented include the formation of four teams. The teams include staff from across the organization. Each Team has a list of specific deliverables, which align to the City Commissions approved Strategic Focus Areas and Goals. Teams were tasked with specific plans to redesign mission-critical operations and completion of specific projects that align with top priorities for the fiscal year. The three main focus areas guiding efforts include; Finance and Budget, Organizational Capacity and Infrastructure/Projects. The teams are as follows:

- The **Strategy and Budget Team**, will analyze the budget preparation process, and oversee the overhaul and implementation of a more open, and transparent FY 21/22 budget;
- The **Revenue Team** will implement organizational changes necessary to increase revenues;
- The **Projects Team** will implement longstanding and critical existing projects, and oversee the execution of newly approved projects and programs;
- The **Innovation Team** will implement new and current projects of critical importance to the City's technology infrastructure and security; and,
- The **Employee Team** which will implement policies and programs to address morale, growth, and training.

Each team was tasked with producing an executable plan for each of the identified top priorities for the year following a team-based approach that includes team members from cross-functional areas and departments. Staff will be working on a total of 29 projects tied to the Top Priorities effort for the remainder of the fiscal year.

Below please find a list of the projects that require investment of resources to lay the foundation for additional revenues in the fiscal year and in the future, and those that require investment for operational efficiencies. The current budget amendment will establish, increase and appropriate budgets for the following items:

### ***Strategy and Budget Team***

1. **Budget Process Review** - Consulting Services - Consultant will assist with a comprehensive review of the budget process and will provide recommendations for enhancement and efficiency, training of City-wide staff as needed; documentation of new process; and assistance with the development of standard operating procedures. Assistance will support

the Strategy and Budget Team's objective of comprehensively reviewing the current process while the team leads the implementation of new software for transparency and collaboration.  
- **impact \$62,400.**

### **Revenue Team**

1. **Certificate of Use and Local Business Tax Receipts Programs** - Development Services/Revenue Programs - The intent and purpose of this project is to improve the Business Tax Receipt (BTR) process and related business and licensing programs to capture loss of revenue from delinquent and closed businesses. With an average BTR fee estimated at \$228 per business, staff has projected approximately 1,076 delinquent BTRs for the 2021 fiscal year. Assuming 75% of these businesses are still active, the department stands to benefit from capturing close to \$184,000 in loss of revenue for the 2021 fiscal year. The project will reinvigorate the BTR process by creating a new Business License Division, which will include BTRs and related operations, such as Hotel Registrations, Special Event/Temporary Use permits, Filming Permits, Nightclub license renewals, Early Sunday Sales, etc., the anticipated Certificate of Use Program, and combine other business related efforts currently coordinated in various Divisions, including Vacation Rentals, Condo Registrations, Assisted Living Facilities, into one hub for businesses in Hallandale, thus improving customer service.

Staff is proposing to reorganize and enhance the BTR program and adopt a new program (Certificate of Use) that will be applicable to existing and new businesses. This program will include verification of parking, solid waste services, grease traps, and safety concerns. The program will address hazards and unsafe conditions at the City.

In FY21, staffing is needed to reduce the current delay in BTR processing, thus allowing staff to pursue more delinquent accounts for a projected revenue of \$183,996 in FY21. The implementation of the Certificate of Use program, expected to begin in FY22 (October 2021), with a projected base revenue of \$585,354 (estimated at 95% active businesses). This is a conservative amount based on a cursory assessment of current businesses and multi-family establishments. Projected rates for business are listed below. As the new Business License Supervisor and staff evaluate and develop the program, the fee structure may vary, factoring in the square footage of businesses and other potential variables, leaving room for adjustments by the time the program Ordinance and Fee Resolution are proposed to the City Commission.

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

Additionally, with the lead of the new Business License Supervisor, an audit of current BTRs in the City, reassessment of current operating processes, BTR billing classification, and creation of the Certificate of Use program are all deliverables resulting from the resources being requested for FY21.

The overall Business License and Certificate of Use Program will require 3 new full-time positions, including the Business License Supervisor and an Administrative Assistant for the Business License Division, a Certificate of Use Inspector for the Certificate of Use program, operating equipment, including an electric vehicle for the Certificate of Use Inspector, and an improved software to benefit the new Business License Division operations. Temporary staffing will also be needed for data entry and other tasks related to the implementation of the Certificate of Use program. The temporary staff will also be needed for the implementation of the new software that will benefit the new Business License Division operations. Proposed requested resources amount to a total of \$328,158 in FY21 and \$328,594 in FY22 (see table below).

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	
<b>Totals:</b>	<b>\$328,158</b>	<b>\$328,594</b>

**Salaries and positions.** Salaries and benefits expenses for the Business License Supervisor and Administrative Assistant have been prorated to February 2021 new employee start date. Salary and benefits for the Certificate of Use Inspector is prorated to a June 2021 new employee start date. Salaries for FY22 reflected an annual salary plus 4.5% annual increase. Certificate of Use program estimated to begin in October 2021. Certificate of Use Inspector start date estimate in June 2021.

**Temporary Staff Support.** Temporary Staff support budgeted as contingency for FY21 for assistance in implementation of Certificate of Use Program in the last quarter of FY21. Temporary Staff support projected in FY22 for the implementation of the new Business License and Certificate of Use software.

**Notes.** FY22 projections will be reevaluated prior to the FY22 budget adoption, in Summer 2021. Vehicle expected to be electric, i.e., Nissan Leaf.

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

**Certificate of Use Program.** Annual Certificate of Use per business cost estimated at base fee of \$197 for commercial businesses and other categories based on land use, calculating a projected annual revenue of \$585,354. The above projected revenue starting FY22 from CoU program is estimated at 95% active businesses. Maximum potential revenue is estimated at \$616,163 assuming 100% of projected businesses are active.

**Delinquents.** It is estimated that approximately 1,076 businesses are currently delinquent with paying their BTRs. At an average rate of \$228 per BTR, the Department stands to capture the revenues from an estimated 75% of these businesses calculated above, for FY21 based on prior years compliance trends. A projection of half this amount is estimated for FY22. FY22 projections will be reevaluated during the budget process in Summer 2021.

<b>Budget Impact - Surplus/(Deficit)</b>	<b>(\$144,162)</b>	<b>\$348,758</b>
--	--------------------	------------------

**-Net impact \$144,162;**

2. **Grant Revenue Support** - Consulting Services for Grants Office – Temporary staffing help is needed for grant seeking efforts and administration in the City for 9 months, for an amount not to exceed \$43,200 (\$30/hour for 36 weeks). Support will assist in meeting annual goals related to revenue generating proposals, annual audit, and reimbursement of various open disasters - **impact \$43,200**; and
3. **Collection of Uncollected Revenues and Customer Service** - The Utility Billing Division faces many deficiencies and challenges. Among these are:
  - Risk - Internal control risk over cash and high concentration risk
  - Collection – The Division has been without a collection person for at least seven years. As a result, there are potentially receivable balances that have exceeded the statute of limitations on liens thus not collectible.
  - Deposits/Refunds – Due to lack of adequate resources/staffing, accounts are not proactively reviewed to determine if a deposit increase/reduction is required. This task is required per City Code (Sec. 30-6).
  - Billing – Monthly audit testing and annual Stormwater ERU review/audit are not being performed on a consistent basis. Additionally, manual meter reads investigation are not proactively performed.
  - The Division as currently staffed is not able to complete multiple key functions consistently, which requires managers to spend a significant amount of time performing daily basic activities in order to keep operations going. Additionally, there is schedule flexibility.
  - The Accounting Clerk I – Among the responsibilities that are required of the UB Division, a substantial number are not possible to be assigned to these positions due to jobs specifications. For example, the review, preparation, & monitoring of the UB liens.

To meet these challenges and address the deficiencies, the Finance Department is recommending:

- A. Convert two part-time Accounting Clerk I positions into an Accounting Clerk III.

Fiscal impact	Salary	Benefits	Total Salary
2 Accounting Clerk I (Part-time)	\$35,100	\$1,397 <sup>(1)</sup>	\$39,649
Accounting Clerk III	\$24,000	\$10,080 <sup>(2)</sup>	\$34,080
<b>Increase / (Savings)</b>			<b>(\$5,569) <sup>(3)</sup></b>

(1) Position eligible for other benefits (e.g., social security, workers comp., etc.)

(2) Cost includes the estimated benefits of a full-time position (prorated – February 1, 2021)

(3) Fiscal impact amount represents having position hired as of February 1, 2021

The reclassification of these positions will allow the Division to:

- Increase shut-off revenues by approximately an additional \$14,000 annually. The additional revenue will offset the estimated added cost of \$16,020 for the new Accounting Clerk III position. **Net Impact – Savings of \$5,569.**
- Provide one-time savings of approximately **\$303,000 (cost avoidance)**:
  - Total UB accounts receivable as of 09/30/20, is \$4.4 million of which \$1.4 million is over 90 days. We estimate that adding this position will provide a one-time savings of \$190K by reducing the UB allowance of doubtful accounts.
  - Adding a collections person will potentially avoid the loss of approximately \$113K. This is possible by placing a lien on UB accounts prior to the allotted timeline (statute).
- Expect an increase in collections of Stormwater accounts because of having a dedicated person pursuing open balances.

- B. Adding a Customer Relation Representative – Key functions of the Division will now be completed timely and consistently. This position will be able to absorb the tasks, which cannot be assigned to Accounting Clerk I due to job specifications. The position will allow the Division to proactively review the deposits/refunds activity as required per the City Code (Sec. 30-6).

Additionally, the position will allow doing monthly audit testing and annual Stormwater ERU review. Manual meter reads investigation will be performed on a consistent base as well as to take cover lien search responsibilities. Furthermore, the position will address the lack of schedule flexibility. **Net Impact \$42,600.**

Fiscal impact	Salary	Benefits	Total Salary
Cust. Service Representative	\$30,000	\$12,600 <sup>(1)</sup>	\$42,600
<b>Increase / (Savings)</b>			<b>\$42,600 <sup>(2)</sup></b>

(1) Cost includes the estimated benefits of a full-time position (prorated – February 1, 2021)

(2) Fiscal impact amount represents having position hired as of February 1, 2021

After the Fire Department moved to the Broward Sheriff's Office, the Accounting Division was tasked to transition the billing of the fire inspections and fire re-inspections to a third-party provider (Fire Recovery USA). Based on a cost analysis, these services would cost the City an approximate annual amount of \$59,640. Consequently, the Finance Department is recommending to:

- A. Add a part-time Billing Specialist position – The part-time billing specialist estimated annual salary is \$20,100. Proceeding with recommended internal option would result in an estimated net savings of \$39,540 (\$59,640 for outsourcing versus \$20,100 if processed internally). Key responsibilities will include the fire re-inspection billing, assist with daily lien searches and gather information for monthly collection reports. Additionally, the position will assist with other department's billing activities. These responsibilities are being done with limited staff support. **Net Impact \$15,501.**

Fiscal impact	Salary	Benefits	Total Salary
Billing Specialist (part-time)	\$13,400	\$2,101 (1)	\$15,501
<b>Increase / (Savings)</b>			<b>\$15,501 (2)</b>

(1) Position eligible for other benefits (e.g., social security, workers comp., etc.). Amount prorated – February 1, 2021

(2) Fiscal impact amount represents having position hired as of February 1, 2021 (FY20/21).

Total net **estimated impact for this proposal is \$52,532.** It is important to note that the recommended changes to the Finance Department (UB & Accounting Division) will allow the department to be whole for the first time in many years.

Projected Expenses	FY21	FY22
Accounting Clerk III - Salary and benefits	(\$ 5,569)	\$11,471
Customer Service Representative - Salary and benefits	\$42,600	\$63,900
Billing Specialist (part-time) – Salary & other benefits	\$15,501	\$23,252
<b>Totals</b>		
:	<b>\$52,532 (1)</b>	<b>\$98,623</b>
Projected Revenues	FY21	FY22
Increase in shut-off revenues	\$14,000	\$14,000
<b>Totals</b>		
:	<b>\$14,000</b>	<b>\$14,000</b>
<b>Budget Impact - Increase/(Savings)</b>	<b>\$38,532 (2)</b>	<b>\$84,623</b>

(1) Fiscal impact amount represents having these positions hired as of February 1, 2021

(2) Does not include potential one-time savings of approximately \$303,000

## Projects Team

1. **Parking Management Program-** Consistent Parking Enforcement with dedicated staff started on November 1, 2020. By April 1, 2021 revenue data based on 6 months of enforcement will be available for more robust cost-benefit analyses for the planned



expansion of the City's paid parking program. The current parking enforcement schedule is 12 hours a day / 7 days a week from 6 am to 6 pm. The consistent parking enforcement is focused on South City Beach Park, North City Beach Park, and Joseph Scavo Park, as these are the locations where paid parking is required. Other regulated parking areas also are being enforced (e.g., Golden Isles Drive), but those areas are not the focus of the revenue study. The program's intention is to increase revenues first through parking compliance (paying the meter) and enforcement (issuance of parking citations), and then via expansion.

The dedicated parking enforcement, consisting mostly of reassigned Community Service Aides, resulted in the issuance of 383 parking citations since November 1, 2020. However, an efficient and reliable parking management system must have continued enforcement to ensure compliance. The following outlines a phased approach to developing a reliable parking management system, the implementation resources required and the anticipated revenues, and expenses for a fully functional parking management system.

Since November 1, 2020, parking enforcement has been coordinated through the Police Department utilizing a combination of Community Service Aides (CSAs) and furloughed part-time Parks Department employees. However, the furloughed part-time Parks employees have not been available anywhere near the extent needed. In addition, the Police Department does not have enough CSAs to dedicate to full enforcement; they are often called away to work accident and crime scenes. Furthermore, utilizing CSAs for parking enforcement is less cost beneficial as parking enforcement attendants can be hired at a lower hourly rate.

Therefore, City staff recommends the implementation of a phased approach to developing a parking management system. Phase I will create sustainable parking enforcement in current three high revenue parking areas South City Beach, North City Beach and Scavo Park a total of 186 parking spaces.

The first phase of the parking management system will employ two (2) parking enforcers to enforce the designated parking areas 12 hours a day/ 7 days a week. The current budget amendment is needed to hire the two parking enforcers. Until the dedicated parking enforcers are hired and trained, parking enforcement will continue with furloughed employees and CSAs -- to the extent possible. One vehicle is currently available for dedicated parking enforcement. This budget amendment proposes the purchase of one (1) hybrid/electric vehicle to complement the existing parking vehicle. Its procurement will provide a back-up so parking enforcement does not stop when a vehicle requires service or repair and allow the two-parking staff to work at the same time when necessary. Both vehicles will be outfitted with Automatic License Plate Reader (ALPRs) cameras which can operate with the City's current parking software to detect vehicles more efficiently with outstanding payments.

The first phase will also include researching the available parking product and software options available, identifying best industry practices, prioritizing investment and maximizing revenue streams. To accomplish this task in an efficient manner and to reduce the City's learning curve, the services of a parking consultant will be engaged. The

consultant will be hired for a period of six (6) months to aid staff in the development of a more comprehensive parking management plan.

The implementation of Phase I anticipates increased revenues from the consistent and dedicated parking enforcement (\$185,000) with a start-up costs of the Phase I (\$295,000) which include hiring two (2) parking enforcers with benefits for the remainder of FY 21 (\$140,000), Parking Equipment (handheld Ticket writers/portable printers/Laptops) (\$25,000), One (1) Hybrid/Electric Vehicle (\$45,000), Parking ALPR with software integration (\$35,000) and Parking Consultant Services for six (6) months (\$50,000). The anticipated revenue for the fiscal year was projected based on a study conducted in-house.

Phase II is anticipated to begin on June 1, 2021 with Commission approval. The second phase will include the expansion of the parking management system throughout the City. The new parking areas could include: Three Islands Marina, Diana Drive: NE 26 Avenue west to Golden Isles Drive, Golden Isles Drive, NE 14 Avenue, NE 1 Avenue, BF James Park, Foster Park, OB Johnson Park (N.E. 7<sup>th</sup> Terrace), Cultural Center, City Municipal Complex, City Library, Bluesten Park, Atlantic Shores Boulevard (NE 8 - NE 10 Ave / NE 10 - NE 12 Ave / Diplomat Pkwy- Three Islands Blvd) for a total of **969** available parking spaces to be regulated.

The parking expansion will require expanding the Pay by Phone service, creating new parking zones and installing new signage in these areas. The second phase would include the introduction of a resident parking permit program to allow residents to park in designated parking areas overnight. The permit would be available virtually without the need for stickers on vehicles. Parking overnight will not be allowed in designated residential parking areas.

This initiative would require an amendment to the City parking ordinance to create the residential parking permit, designate residential parking areas, and identify permit costs. The second phase will require the addition of two (2) more parking enforcement personnel to provide evening enforcement throughout the City. The second phase will conclude staff's research and identify future parking product or service needs to optimize the parking management system. The cost for the second phase would include two (2) additional Parking Enforcers Salary and Benefits for the remainder of FY 21 (\$40,000), development of a Payment Portal (\$20,000) and additional parking signage (\$20,000) for a total of \$80,000.

The total start-up costs for Phase I & II in FY2020/21 (\$375,000) include sunk costs made up of parking equipment, (1) electric vehicle, (2) License Plate Readers, consultant services, setup of a payment portal, and parking signage. (\$195,000).

The investment of \$375,000 lays the foundation of a Citywide Parking Management Program that can potentially generate, based on a very conservative projection, approximately \$1.2 million per year. This figure is based on analysis made by experts in the industry that had previously provided a proposal to the City for Parking Management

Services. The analysis projected approximately \$600K in revenue per year, and only included the current three areas which include 186 spaces.

The current revenue projection takes into account an additional 969 parking spaces, which is approximately five times the number of current spaces, but only doubles the \$600K projection submitted by the vendor.

The implementation of this program has the potential to bring in approximately \$1.2 million in revenue per year, at a cost of approximately \$320,000 per year starting in the next fiscal year. – **estimated FY 20/21 impact (\$375,000 cost less \$185,000 revenue) \$190,000.**

<b>Phase I - Projected Expenses</b>	<b>FY21</b>	<b>FY22</b>
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
<b>Phase II – Projected Expenses</b>	<b>FY21</b>	<b>FY22</b>
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
<b>Total Annual Expenses</b>	<b>\$375,000</b>	<b>\$320,000</b>
<b>Projected Revenues</b>	<b>FY21</b>	<b>FY22</b>
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
<b>Total Annual Revenues</b>	<b>\$185,000</b>	<b>\$1,200,000</b>
<b>Budget Impact – Surplus/(Deficit)</b>	<b>(\$190,000)</b>	<b>\$880,000</b>

\*Start-up Non-recurring Costs

### **Employee Team**

1. **Employee Evaluations Project** - There are a number of past evaluations that have not been completed by staff, which go back to FY 18/19 (3 years ago). This oversight affects the morale

of staff by not providing the reviews that enable to grow, but also the monetary compensation that is part and parcel with the system. Staff has been directed by the City Manager to get all evaluations up to date by the end of the calendar year. It is a practice that will not be tolerated moving forward. As part of the Evaluations Project, the Human Resources department will revamp the employee evaluation process and develop standard operating procedures to prevent this practice from occurring in the future - ***estimated impact \$73,000***; and

2. **School Resource Officer Benefits** - The Police Department has experienced difficulties in recruiting and retaining School Resource Officers (SROs) for some time. Comparing our positions to other cities and based on data collected, staff reports that other cities offer healthcare benefits to SROs. Currently, the City does not offer healthcare benefits to part-time employees. In order to recruit and retain these positions, staff is recommending making an exception and offer healthcare benefits to part-time Police Officers. It should be noted that the City receives grant funding to partially offset the cost of these positions. However, the grant is not sufficient to cover actual costs. The additional expense will be funded by the General Fund. – ***estimated impact \$37,703***.

### ***Other***

Due to the many challenges the City is being faced with in addition to the Teams initiatives above, there are other items that needed to be addressed. These items include: Innovation Technology Support for FY21 Projects; manpower to support the procurement process in the City; storm drainage system that needs to be cleaned for waterflows; and build out of Fire Station 7 to maximize the use of the space. These items are further explained below.

1. **Innovation Technology Capacity** – The Innovation Technology (IT) department has identified areas where attention is needed to fix and/or maintain critical infrastructure and business processes. If not addressed, the results can be extremely costly for the city. As such, the department has identified projects of an urgent nature to improve our infrastructure and mitigate potential damages. These projects are geared toward improving and building our infrastructure to avoid costly failures; in addition to improving our staff capabilities by correcting the issue where full-time staff does not have control over critical components.

After further review of the operations, staffing, structure, and budget of the Department, it was noted that a well thought out solution, which includes the transfer of knowledge from Consultants to City Staff, is imperative. Given the current position within the structure of the Innovation Technology Department, the deep knowledge of the City's security and infrastructure deposited in outside consultants, and the dependency that has been created over the years, retaining of services from outside consultants for a successful transition of knowledge, is necessary. These much-needed projects require not only the assistance from outside experts, but also adequate staffing levels that will allow the Department to maintain the infrastructure and provide adequate levels of service to other Departments.

The IT department is therefore seeking funding to support critical projects such as: the infrastructure server upgrades, migration of the AS400, public safety camera project, transfer of contractor knowledge to staff and MUNIS upgrade project. Funding will be used primarily for contracted expert support to assist in architecting and executing these plans, in addition

to creating documentation that transfers knowledge for staff to administer and support the technology solutions.

These much-needed projects require not only the assistance from outside experts, but also adequate staffing levels that will allow the Department to maintain the infrastructure and provide adequate levels of service to other Departments.

Please see chart below and justification on the proposed projects.

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

### **Server infrastructure upgrade professional services**

**Problem** - The computers that serve as the backbone of our technology infrastructure are over 80% capacity and are rapidly becoming outdated. Additionally, the vendor who provides support is moving offshore and will no longer provide support services in the U.S. for the servers; this means that in the event of hardware failure, we may experience significant downtime that could significantly halt our business functions.

**Solution** - This project entails replacing our current infrastructure with a solution that is slated to be efficient for a minimum of 5 years while producing increased functionality afforded via advancements in technology. The IT department will remove the physical servers that are present and replace with new units that have improved technology to provide greater efficiency across the agency.

**Budget** - An expense of \$80,000 will be allocated for this effort.

- Gather current technology requirements (hardware and software)
- Prepare the current network architecture to accommodate the added technology of the new hardware
- Examine the applications present and determine compatibility with proposed hardware
- Plan and execute migration process
- Test and verify the hardware provided by the vendor
- Implement new hardware

- Migrate data over to new hardware
- Implement security protocols
- Cutover to new hardware
- Monitor and configure as needed

### **Operational helpdesk support and staff training services**

**Problem** - The IT department presently has institutional knowledge and application systems expertise invested in contractors. In the event that we remove contracted services, or they decide to leave, the City would be at a disadvantage with the continuity of several projects and maintaining service level agreements for IT support.

**Solution** - Divert support tickets and projects to Full-time Employees (FTE) therefore reducing the need for contracted specialization. However, contracted support is provided in an emergency situation to maintain uptime, failure here can be costly to the City in some cases for instance – downtime with cameras.

Contractor – APX Technology, LLC., to work with staff to resolve help desk tickets and support issues where staff will document solutions and store in a repository accessible to all members of the IT Department.

**Budget** - A total of \$40,000 would be allocated to the contractor for this effort in the following manner:

- Perform helpdesk support for critical tickets
- Train staff on resolving tickets that are usually managed by the contractor
- Create documentation for processes that staff may use in future instances
- Create a network diagram and provide staff with credentials and access to all equipment identified

### **AS400 Migration of Legacy System**

**Problem** - The technology of the AS400 is outdated and we have very minimal options for vendor support. In the event of failure, it is difficult to provide rapid recovery. Repair is also uncertain given the limited supply of replacement hardware in the market and may result in significant downtime to acquire spare parts. In September, the AS400 was down for over a month due to the concerns mentioned above. Following that, it was down two weeks afterwards with no definitive solution for the repairs. This is an indication of the uncertainty and unreliability of the hardware. Given that at least four departments including Finance, Police, Human Resource and Development Services, require the use of the AS400; uptime is critical to maintain continuity, especially when compliance with public records requests becomes impossible if the data cannot be accessed.

**Solution** - Implement a more robust resolution for the data on the AS400 that utilizes technology that is sustainable for the foreseeable future.

**Budget** - The estimated budget is slated at \$45,000 due to the following reasons:

- \$12,750 licenses (15 users full access to the software one-time setup cost)
- \$2,250 yearly after
- \$30, 000 + (interface design, integration and migration)

### **Camera Project Support and Implementation Services**

**Problem** - The camera project requires assistance from the IT Department to assist with networking. The network the cameras rely on ties into the network infrastructure of the City and requires IT staff to provide clearance and configuration where needed. There is currently no in-house expertise for networking and these services will have to be contracted to fulfill IT's role in supporting this project.

**Solution** - IT recommends contracting these services from a vendor with reliable knowledge of these systems.

**Budget** - IT estimates a spend of \$50,000 for 500 hours of implementation based on prior contracted services.

### **MUNIS Upgrade via Professional Services**

**Problem** - We are on an iteration of MUNIS that is significantly outdated and is currently affecting other systems and programs within the City. Continuous use of the software puts the organization at a disadvantage as it pertains to functionality. Tyler Technologies, the company that develops MUNIS, no longer supports the version that we are currently using, as such, no customization and limited security is being administered; severely limiting the city's ability to integrate with new technology and pose some security risk. Furthermore, the platform on which the software operates (Microsoft Silverlight) will cease support next year. This means that no security patches and updates will be created to prevent the platform from being compromised, thus creating a vulnerability. Additionally, the key Systems Administrator responsible for the implementation and customization of MUNIS could retire soon and it would be ideal to have that subject matter expert involved in the project. Best practice is to have upgrades every 12-18 months. However, the City's MUNIS software has not been upgrades in years.

**Solution** - Upgrade MUNIS ERP Software due to the following reasons:

- Newer software platform for better functionality and security
- Introduction of new features
- Improved user interface

The actual switch over of the application to the new version is handled by Tyler Technologies, however, the City of Hallandale Beach will be responsible for testing, customizing and ensuring that data and processes are ideal for migration to the upgraded version.

**Budget** - Allocate \$50,000 to contract professional services to assist with:

- Project management and planning
- Configuring and Implementing modules
- Guide staff in testing

- Assist in training staff on new modules

### **IT Strategy and Business Continuity Plan**

**Problem** - Currently the city does not have a 3 to 5-year plan for the IT Department that lists the strategy, short- and long-term goals, vision, and SWOT Analysis. While there isn't a plan for Fiscal year 21, the department considers this a crucial step in providing long-term benefits and continuity as it would strategically orchestrate plans such as:

- Integration of applications – internal and external stakeholders to benefit from greater efficiency when programs are in sync
- Backup and continuity – minimize downtime in the event of any hindrance to operations that, way staff can continue to serve the public with minimal downtime
- Security – overarching plan to ensure that our staff and citizens data is secured at all levels

**Solution** - The IT team is proposing to attain professional services in this area to examine our current systems and the technology initiatives of all departments to draft a plan that addresses the problem stated.

**Budget** - Allocate \$50,000 to solicit professional services to draft a strategic plan for the IT department.

The total budget impact for the Innovation Technology Support for FY21 Projects, as stated on the table above is ***estimated to be \$425,000;***

2. **Procurement Capacity Enhancement** – Senior Procurement Specialist Position is being added based on the number of solicitations (#44) that will be impacting the procurement process. Furthermore, staff is already behind in solicitations and request for proposals (RFP's) due to the fact that there is now only one person that is handling these processes. It will be very difficult to meet goals and deadlines if we cannot procure them in time. - ***estimated impact \$72,533 (first year only need funding for 8 months);***

**Contract Administrator** - The City of Hallandale Beach has 13 departments to provide core services to the City. All of these departments process many contracts during a fiscal year in order to accomplish the City's goals and to provide core services to its residents. Due to the need of these departments to accomplish more with less, over the years the ability to have project managers process all of the City's contracts has become a challenge. The City has plans to undertake many projects over the next years which will place project managers even with more responsibilities and duties.

There are many revenue contracts and others that are lacking the prompt oversight to process and renew in a timely manner through the various approval procedures. It is therefore, that administration sees fit to hire a Contract Administrator to serve as the liaison between each City Department, the City Attorney, the City Manager and the City Clerk. There is a need to have a central place located in one (1) department in the City where all contracts that require execution are routed through. The Contract Administrator would be housed in the Procurement Department and liaise with all City Departments to ensure contracts are processed for execution expeditiously. The Contract Administrator would be the 1 point of



contact to support all departments contract liaisons (1 assigned per Department) to properly and timely process contracts for execution. The Contract Administrator would provide the technical procurement expertise, the administrative support and coordination for contract routing.

It is estimated that approximately 80% of contracts will relate to Enterprise type activities; therefore, 80% of the cost will be funded by the Utilities and Stormwater Funds, and the remaining 20% by the General Fund. – ***estimated impact \$98,000;***

3. **Large Diameter Stormwater System Cleaning, Curb Inlets and Catch Basin Maintenance Citywide** - Stormwater systems often as a part of their operation accumulate silt and debris over time. The infrastructure where this accumulation occurs is underground and requires a large-scale operation to effectively perform the cleaning. While the City of Hallandale Beach has been routinely maintaining and cleaning the smaller diameter (15 inches and under) storm water pipes in house, the larger pipes above the size of 15 inches are outsourced. City staff was never equipped nor had in place any mean to clean the larger diameter pipes in the drainage system, staff has relied and will continue to rely on outside vendor to carry out this function.

The larger pipes have not been serviced since 2018. Because of this, there is an accumulation of debris and sediment inside the pipes which works to reduce the flow of stormwater and over time can contribute to the City of Hallandale Beach's flooding hazards during the rainy season. To give the stormwater system the best opportunity for efficient operation this work should be done every 12 to 18 months. The annual cost to clean the large diameter pipes is approximately \$350,000. This initial expenditure of \$883,764 will be used to perform a deep cleaning, remove accumulated debris, and repair small stormwater infrastructure (curb inlets and catch basins) citywide as part of our effort to bring the overall system to better efficiency. Once completed, the \$350,000 per year would be used to maintain the system from that point forward.

Funding will be coming from savings from the SW/SE Drainage Improvement project (\$483,764) and the Drainage Improvement Citywide project (\$400,000) - ***estimated impact \$883,764;***

4. **Project Managers** - Earlier this year, the City Commission approved several utilities projects for which the Public Works Department has shifted various staff members from other duties to manage. In addition, Public Works staff is preparing to bring more utility maintenance and improvement projects to the City Commission for consideration. Currently, the Engineering Division of the Public Works Department has only 2 Project Managers. This is not enough to handle the current workload. Water mains, service upgrades, relocation of services from back to front of properties, and valves insertions are just a few of the types of work these staff members are managing, and more projects are in queue. Renewal projects to be managed by these individuals will minimize the number of emergency water interruptions, potential boil water notices, sewer back-ups, etc. The work will also provide more reliable access for repairs. Over time, the projects will reduce the number of residents affected in impacted areas, lessen the number emergency call-outs, and eliminate the frequency of service outages. Additionally, we anticipate having the proposed revenue bond as an item before the City Commission in the very near future; In addition to the large number of projects

that the project managers oversee, the revenue bond for our underground infrastructure improvements would add greatly to the workload.

Staff proposes to hire two (2) Project Managers with strong underground utilities background with a total annual cost for salary and benefits of \$210,000. The cost for the remainder of the fiscal year (9 months) is \$157,500, plus start-up costs for computers, vehicles and supplies of \$80,000. The cost will be split between the Water Utility and Sewer Utility – an additional expense of \$118,750 to be funded by each utility source. – ***estimated impact \$237,500***; and

5. **Fire Station 7 First Floor Build-Out** – Per our Broward County Sheriffs Contract (BSO), BSO operations are supposed to be wholly on the first floor of Fire Station 7. In order to do this, changes to the first-floor buildout are necessary in order to reconfigure the space. The fire station project had unspent bond proceeds from FY 19/20, which was primarily consisting of investment income. The unspent funds were used to pay debt service, which is the allowable use of the funds. So as a result, \$163,169.45 were reduced in the FY20 transfer from the General Fund to pay the Fire Station debt service. It is being proposed to use part of the leftover funds from the reduction of the transfer to pay for the Fire Station project – ***estimated impact \$130,000***.

#### **Why Action is Necessary:**

In accordance with Florida Statutes Section 166.241(2), a municipal government may not expend or contract for expenditures in any fiscal year except those expenditures pursuant to the adopted budget, except for the items that the Budget Ordinance that adopts the annual budget allows to be appropriated without Commission approval, and for the reallocation of carryover projects that were previously approved by the Commission. Since these adjustments were not anticipated in the FY 20/21 Budget, nor allowable in accordance with the Budget Ordinance, a budget amendment is required to obtain Commission approval for the appropriations and expenditures of these funds.

Florida Statutes Sec 166.241(4) authorizes a government at any time within the fiscal year, or within sixty days (November 30), following the end of the fiscal year to amend its budget. Also, budget amendments must be approved in the same manner as adoption of the original budget. Since the City of Hallandale Beach adopts its budget by ordinance, this amendment will be adopted by ordinance. There will be two readings of the proposed ordinance approving the amending of the FY 20/21 Budget.

#### **Cost Benefit:**

The proposed budget amendment will increase the FY 20/21 Budget by an amount not to exceed \$2,818,790.

#### **General Fund:**

The net increase to the general fund will be of \$1,023,099, not including the \$190,000 transfer to the Transportation Fund. The major benefits to the increase in the General Fund are as follows:

- Reorganized and enhanced BRT Program & New Certificate of Use Program – Net estimated impact: **\$144,162.**
- Adequate staffing levels for increased billing efforts. Net estimated cost **\$15,501.**
- Enhanced capacity for the IT Department and increased reliability of technology infrastructure for continuity of operations added cost of **\$425,000.**
- Increased operational capacity for procurement activities. Added cost of **\$72,533.**
- Contract management to ensure prompt oversight to process and renew contracts in a timely manner. Added cost of **\$98,000** (General Fund \$19,600, Stormwater Fund \$19,600 & Utility Fund \$58,800).
- Reduced turnover and increased recruitment efficiencies for School Resource Officer Positions. Added cost of **\$37,703.**
- Adequate space and safe working environment for staff at Fire Station 7. Added cost of **\$130,000.**
- Enhanced capacity to secure grant funding in an amount not to exceed **\$43,200.**

Transportation Fund:

- Parking enforcement: to operate 12 hours per day, 7 seven days week. This program to conduct parking enforcement activities and enhance safety. The net estimated impact of **\$190,000** (the net impact will need to be transferred from the General Fund Reserves).

Stormwater Fund:

Prevention of major flooding hazards during rainy seasons through proper maintenance of infrastructure. Added cost of **\$883,764.**

Utility Fund:

- Accounting III positions Increased efforts in collection of uncollected revenues. The position will mostly pay for itself with a net estimated savings for year one of **\$5,569.**
- Improved customer service in the Utilities Division. Net estimated cost - **\$42,600.**
- To provide workload support and more reliable access for repairs of the utilities for an estimated cost of **\$237,500.**

**PROPOSED ACTION:**

Staff recommends approval on Second Reading of the attached Ordinance amending the FY 20/21 Budget to record the revenues, expenditures and other related adjustments.

**ATTACHMENT(S):**

Exhibit 1 - Proposed Ordinance  
Exhibit 2 - Attachment A – Budget Amendment  
Exhibit 3 - Budget Amendment Items List