BUDGET TOWN HALL MEETING
AGENDA

1. CITY’S MISSION, VISION, VALUES
   REVIEW CURRENT STATUS AND RECENT ACCOMPLISHMENTS

2. BUDGET PROCESS
   DISCUSS THE BUDGET TIMELINE AND APPROVAL PROCESS

3. WHAT’S NEXT
   UPCOMING GOALS AND STRATEGY FOR SUSTAINABILITY

4. QUESTIONS AND ANSWERS
   ANSWER YOUR QUESTIONS
1
CITY’S MISSION, VISION, VALUES
REVIEW CURRENT STATUS AND RECENT ACCOMPLISHMENTS
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.
The City of Hallandale Beach will be known as a welcoming, progressive, 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 trusted by the community. It will become the City that no one wants to leave.
Strategic Priorities

01  FISCAL STABILIZATION

02  COMMUNICATION & TRUST

03  ACCOUNTABILITY
1. FINANCIAL

A. DEVELOP LONG TERM PLAN TO BUILD FINANCIAL RESERVES

B. PURSUE ZERO-BASED BUDGETING PROCESSES

C. DEVELOP COMPARATIVE COST OF SERVICE DATA

D. DEVELOP A LONG-TERM PLAN TO ADDRESS FINANCIAL IMPACTS OF CRA SUNSET

E. IMPLEMENT PENSION REFORMS FOR DIFFERENT LABOR FORCES

F. DEVELOP A LEVERAGING STRATEGY CITY WIDE WITH THE INTENT OF MORE EFFECTIVELY ALLOCATING CITY RESOURCES

2. ORGANIZATIONAL CAPACITY

A. DEVELOP A PERFORMANCE MANAGEMENT SYSTEM WITH KEY METRICS THAT PROVIDES KEY INFORMATION TO THE CITY COMMISSION AND PUBLIC

B. INCLUSIVITY AND APPRECIATION OF PERSONNEL

C. MAXIMIZE VALUE OF ADVISORY BOARDS AND COMMITTEES

D. STRENGTHEN ORGANIZATIONAL CULTURE REGARDING ACCOUNTABILITY, OWNERSHIP AND PRIDE
3. INFRASTRUCTURE

A. Develop a water supply and delivery plan to facilitate growth and increase capacity
B. Develop complete streets and improve pedestrian and biking level of service
C. Develop infrastructure required to utilize green technologies
D. Improve existing CIP updating and reporting process

4. DEVELOPMENT, REDEVELOPMENT AND ECONOMIC DEVELOPMENT

A. Advance redevelopment investments in infrastructure
B. Create comprehensive redevelopment and economic development strategy citywide
C. Pursue development of train station
D. Pursue development of “Downtown” campus
E. Develop a beach access and improvement plan
F. Incorporate beautification efforts in re-development or infrastructure projects
G. Develop a funding strategy for “small” mobility improvements for improved traffic flow, safety and accessibility
## Financial and budgeting

- Develop a long-term plan to build financial reserves
- Continue zero-based budgeting process and establish budget priorities consistent with strategic plan vision and priorities
  - Conduct a comparative cost of services analysis for programs and events
  - Seek opportunities to reduce cost expenditures
  - Seek opportunities to improve revenue streams and collections
- Finalize outstanding collective bargaining agreements to improve finances, and employee culture/morale, and org. capacity
- Complete reforms and expansion on pension systems
- Develop metrics and improve reporting processes

## Progress, Growth: Redevelopment, Economic Development and Infrastructure

- Develop a water supply and delivery plan to facilitate growth and increase capacity
- Advance redevelopment investments in infrastructure
- Pursue development of train station
- Pursue development of “downtown” campus

## Mobility

- Develop a funding strategy for “small” mobility improvements for improved traffic flow, safety and accessibility
TRANSPARENCY IS KEY
Tools for awareness and engagement

- **Annual Report of Accomplishments**
  Annual report sharing recent accomplishments from various departments. Information is available at:
  
  ![www.cohb.org/annualreport](www.cohb.org/annualreport)

- **New Transparency portal**
  Transparency portal showing all current expenditures and revenues from approved budget. Tool is available at:
  
  ![www.cohb.org/transparency](www.cohb.org/transparency)
Millage Rate History

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BUDGET PROCESS

DISCUSS THE BUDGET TIMELINE AND APPROVAL PROCESS
The Adopted Budget for FY 2020 is $134.0 Million and is comprised of four main parts – the General Fund, Enterprise Fund, Special Revenue Funds, and additional funds that support the Parks GO Bond, Debt Service, Internal Service Funds (Fleet, General Liability, Worker’s Comp.), and Capital Projects.
# Expenditures by Fund Types

**How we are Funded**

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<tr>
<th>FY 19/20 BUDGET</th>
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<td>GENERAL FUND</td>
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<td>DEBT SERVICE FUNDS</td>
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<td>INTERNAL SERVICE FUNDS</td>
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## General Fund
- **POLICE TRAINING**: $57,285
- **LAW ENFORCEMENT TRUST**: $200,962
- **POLICE EQUITABLE SHARING**: $229,460
- **TRANSPORTATION**: $2,232,303
- **GOLDEN ISLES 3 ISLANDS**: $1,380,612
- **POLICE/FIRE OUTSIDE SVCS**: $1,379,729
- **GRANTS**: $410,568
- **PERMITS & INSPECTIONS**: $3,361,000

## Special Revenue Funds
- **CEMETERY**: $257,592
- **SANITATION**: $6,917,532
- **UTILITY**: $26,217,397
- **STORM WATER**: $4,537,501
- **UTILITY IMPACT FEE**: $1,230,000

## Enterprise Funds
- **PARKS G.O. BOND**: $641,062
- **CAPITAL PROJECTS**: $820,000

## Capital Funds
- **G.O. BOND PAYMENT**: $3,143,617
- **CAPITAL PROJECTS DEBT FUND**: $2,301,787

## Debt Service Funds
- **FLEET SERVICE**: $2,952,434
- **GEN. LIABILITY SELF INSURANCE**: $1,890,901
- **WORKERS COMPENSATION**: $1,052,219
Expenditures by Function
City Core Services

- **34%** Public Safety
- **25%** Physical Environment
- **17%** Transfers Out & Other Finance Uses
- **10%** General Government
- **5%** Operational Reserves
- **3%** Culture & Recreation
- **1%** Transportation
- **1%** Human Services
- **4%** Debt Service

Expenditures by Function
City Core Services
Strategic Priorities
High level approach for achieving next fiscal year

Strategic Focus Areas
Focus areas requested by City Commission

Budget Goals FY 20-21
Goals staff will achieve next fiscal year

Performance Based Budgeting Information
- Justification for Funding
- Metrics
- Resources
- Budget

NEW
Budget Process Timeline

2019-2020

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<th>FEB</th>
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**PLANNING**
- Budget Calendar
- Maintenance & CIP 5-year
- Projections Utility
- Rate & Cost of Living Surveys

**PREPARATION PHASE**
- Budget Kickoff
- Forms & Instructions
- Citizen/Business Survey
- Budget Review Sessions with City Manager
- TRIM
- Recommended Budget

**REVIEW PHASE**
- City Commission & Public Review

**ADOPTION PHASE**
- Two Public Hearings
- Budget Adoption

**Quarterly Budget Performance Review**

- Preliminary Property Values information from the Broward County Property Appraiser's (BCPA) Office is received on June 1st and Final Certified on July 1st
Budget Process Key Dates

Review & Approval Phase

- **JUN 9**
  - Zoom Virtual Town Hall Meeting

- **JUN 29**
  - City Manager’s Recommended Budget distributed to the City Commission

- **JUL 15**
  - City Commission Special Budget Meeting/workshop

- **JUL 22**
  - City Commission Special Budget Meeting/Workshop and set Proposed Millage Rate

- **JUL 23**
  - City Commission Special Budget Meeting/Workshop and set Proposed Millage Rate (continued - if needed)

- **AUG 12**
  - City Commission Special Budget Meeting/Workshop

- **SEP 14**
  - First Public Hearing to Adopt Tentative Millage and Budget

- **SEP 28**
  - Final Public Hearing to Adopt Final Millage and Budget
3 WHAT’S NEXT

UPCOMING GOALS AND STRATEGY FOR SUSTAINABILITY
Utility Revenue Bond for Infrastructure
Bond Approach

Identify projects that are fully funded and eligible for bond proceeds → Use money programmed FY '21 projects to start design now → Begin the procurement process to start design (RFP) → Start Design 1-2 years → Start Construction using Revenue Bond 2-3 years

Advantages
- City is able to fund critical priority projects
- Current allocated funding can be re-appropriated to fund design of critical infrastructure projects.
- Once revenue bond funds become available, the City is able to allocate funding for construction of infrastructure projects

Anticipated Risks
- Taking too long to fund projects may increase repair/maintenance on aging infrastructure
- Unforeseen expenditures related to failing infrastructure
- Construction Inflation Costs
**Foster Road Corridor**
- Lift Station 9 Capacity Improvements: $521,399
- Estimated Construction: $521,399
- Estimated Design: $41,712

**Dixie Hwy and NE / SE 1st Avenue**
- 5 year CIP-Sewer Force Main Upgrades: $4,430,000
- Dixie Hwy 12" Water Main: $6,705,800
- Estimated Construction: $11,136,800
- Estimated Design: $890,944

**NE 12th Ave Utility**
- NE 7th St Sewer Impro: $2,500,000
- NE 12th Ave Stormwater Impro: $10,598,400
- Estimated Construction: $13,098,400
- Estimated Design: $1,047,872

**SW / SE 3rd Street Corridor**
- Federal Hwy 16" Water Main: $9,031,200
- S / W 3rd Street 16" Water Main: $3,222,300
- Estimated Construction: $12,293,500
- Estimated Design: $980,280
Revenue Bond Projects

Construction = $37,010,099
Design = $2,960,808

Underground Utility Projects Total
$39,970,907

Potential Enhancement Projects

Construction = $20,708,325
Design = $1,656,666

Roadway Improvements Total
$22,364,991
Opportunities/Challenges for FY 20/21

Opportunities

- Improve Quality of Life for Constituents
- Invoicing & Revenue efficiencies
- Re Evaluate Operations
- Reduce Waste
- Innovation

Challenges

- Inflation and costs of materials
- Competing Service demands
- KPI/Performance Reporting
- Citizen Satisfaction
- Competing Demands for Services
4

QUESTIONS AND ANSWERS