

CITY OF HALLANDALE BEACH

ADOPTED ANNUAL BUDGET
FISCAL YEAR 2016-2017





CITY OF HALLANDALE BEACH, FLORIDA

ADOPTED BUDGET FISCAL YEAR 2016 – 2017



**Mayor
Joy F. Cooper**



**Vice Mayor
William Julian**



**Commissioner
Anthony Sanders**



**Commissioner
Keith London**



**Commissioner
Michele Lazarow**

Budget Committee

Nydia Rafols-Sallabery, Deputy City Manager
Jennifer Frastai, Assistant City Manager
Celeste Lucia, Interim Finance Director
Marie M. Gouin, Budget Manager
Diane Mogel, Senior Budget Analyst
Mylene Silvar, Budget Analyst



**City Manager
Daniel
Rosemond**



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Hallandale Beach, Florida for its annual budget for the fiscal year beginning October 1, 2015. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting same to GFOA to determine its eligibility for another award.

On behalf of the City Manager as adopted by the City Commission, the Finance Department provided the City's Operating Budget and the Capital Improvement Program on the Internet for better accessibility to the public and received the Government Finance Officers Association award for the 29th consecutive year.



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City of Hallandale Beach Introduction



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 1

The FY 17 Annual Budget for the City of Hallandale Beach, Florida is intended to serve four purposes:

A Policy Guide

As a policy document, the budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This budget document details the services the City will provide during the twelve-month period from October 1, 2016 through September 30, 2017. The departmental budget sections provide goals and performance measures for each department.

A Financial Plan

As a financial plan, the budget details the costs associated with providing municipal services and how these services will be funded. The Fund Summaries Section includes a summary and detailed description of all revenues and expenditures by fund type. The budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is discussion of the City's accounting structure and budgetary policies.

An Operations Guide

As an operations guide, the budget document details how departments, the General Fund and other funds are organized. The budget informs the reader of all the activities, services and functions carried out by each department. In addition, the budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the City. Each departmental budget section includes a description of the department's function, its departmental goals, new initiatives, performance measures, expenditure summary and authorized positions.

A Communication Device

As a communication device, the budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included in every section to consolidate the information as much as possible. The budget document also includes a detailed table of contents and a glossary of terms to make it easy to locate and understand its contents. Finally, the budget includes the Budget Message Section, which provides readers with a condensed analysis of the fiscal plans of the City for the upcoming fiscal year.



Organization of this Book

Introduction

This section contains the Reader's Guide and Community Profile.

Budget Message

A letter from the City Manager to discuss highlights of the FY 17 Adopted Budget.

Budget-In-Brief

This section contains the City's Mission, City's Organizational Chart, Budget Process Overview, Budget Calendar, Financial Policies and a comprehensive budget overview.

Strategic Plan

Overview of the City's three-year Strategic Plan that establishes operational priorities from FY 17 through FY 19.

Fund Summaries

This section contains a summary of all of the funds maintained by the City and an overview of changes in fund balances.

- *General Fund* – A detailed revenue and expenditure summary for the General Fund.
- *Special Revenue Funds* - This section contains a detailed revenue and expenditure summary for the following funds: Golden Isles Safe Neighborhood District, Three Islands Safe Neighborhood District, Transportation Fund, Police Training Fund, Law Enforcement Trust Fund, Police Equitable Sharing Fund and the Police Outside Services Fund.
- *Debt Service Funds* – This section includes the Debt Service Fund GO Bond and Debt Service Capital Fund.
- *Capital Improvement Funds* - This section includes the Capital Projects Fund and Parks General Obligation Bond Capital Fund.
- *Enterprise Funds* - This section contains a detailed revenue and expenditure summary for the following funds: Cemetery Fund, Sanitation Fund, Stormwater Drainage Fund, Utility Fund and the Utility Impact Fee Fund.
- *Internal Service Funds* - This section contains a detailed revenue and expenditure summary for the following funds: Workers' Compensation Fund, General Liability Self-Insurance Fund, Fleet Services Fund and Other Post-Employment Benefits Fund.

Departmental Program Detail

This section details the overall Operations/Accounting Structure for the City, the City's Organizational Structure, and provides a detailed matrix of Authorized Positions for the City. In addition each Departmental Section provides the Department's Business Plan and its planned expenditures.

Capital Improvement Program

This section contains a comprehensive five-year look at the City's Capital Improvement Projects.

Appendix

Includes a Glossary which is a list of the terminology used in this document that is either technical in nature or unique to the City of Hallandale Beach. Each term is given a short entry that defines it within the context that it is used. Also includes an Abbreviations and Acronyms which is a list of the abbreviations, acronyms, and associated titles used throughout the report.



Community Profile

The City of Hallandale Beach was incorporated as the Town of Hallandale on May 14, 1927. At that time, the City had 1,500 residents. Hallandale was reincorporated as a City in 1947, and reincorporated as Hallandale Beach in August 1999.

Hallandale Beach has a City Commission-City Manager form of government. There are five elected officials, four City commissioners and an independently-elected mayor. Each member is elected to a four-year term. The Mayor and City Commission set policy while the City Manager manages the day-to-day operations.

The City is divided into four quadrants, northwest, northeast, southwest and southeast. The Florida East Coast Railroad sets the City's boundaries east from west, and Hallandale Beach Boulevard north from south. Avenues extend north and south, and streets east and west.

Unlike many cities who have consolidated services with Broward County, Hallandale Beach maintains an independent Police Department and Fire-Rescue Department. This ensures more personal attention to the residents and assures quicker response in emergencies.

The City provides its residents with courteous, helpful and responsive service through the Office of the City Manager; Office of the City Attorney; Office of the City Clerk; Department of Development Services, which includes Planning, Building, and Code Compliance divisions; Public Works Department, which includes Engineering, Cemetery, Utilities, and Sanitation divisions; Parks & Recreation Department; Human Resources Department; Procurement Department; Information Technology Department; and Finance Department, which also includes Utility Billing.

The City believes in personalized service, and as such, maintains a Human Services Department to ensure the City's seniors, low-income residents, children and students receive the services they need. These services include, but are not limited to, job training, senior services, after school tutorial programs, and food distribution.

The City is home to two public schools operated by the Broward County School District, including Hallandale Magnet High School and the new K-8 Gulfstream Academy, which was created when the School District merged Hallandale Elementary School and Gulfstream Middle School at the end of the 2015-2016 school session.

Demographics

Population

2015(estimate)	39,488
2010	37,113
2000	34,282
1990	30,997
1980	36,460

(Source: U. S. Census Bureau)

Household Composition

Households (2010)	27,057
Persons per household	2.14
Homeownership rate	60.0%
Persons per square mile	8,805
Land Area (square miles)	4.22

(Source: U.S. Census Bureau, 2009-2013)

Social and Economic Characteristics

Racial and Ethnic Composition

White, Non-Hispanic	47.7%
Black, Non-Hispanic	18.7%
Hispanic	31.8%
Other, Non-Hispanic	1.8%

(Source: U.S. Census Bureau)

Broward County Public Schools in Hallandale Beach

Gulfstream Academy (K-8)	1,583
Hallandale Magnet High School	1,405

(Source: Broward County Schools website)

Median Income \$33,838

(Source: U.S. Census Bureau, 2009-2014)

Land Use

Residential	41.6%
Transportation (roads, railroad)	15.5%
Private Recreation	10.3%
Commercial	9.7%
Water (canals, ponds)	8.6%
Institutional*	5.1%
Vacant	4.1%
Mixed-Use	2.1%
Light Industrial	1.7%
Public Parks	1.3%

**Includes government offices, utilities, religious and educational*

(Source: Hallandale Beach Land Use Plan)

Where is Hallandale Beach Located?

The City was the sixth of 31 municipalities to incorporate in Broward County. The City is 4.22 square miles and is located in the southeast corner of Broward County. Its boundaries are Miami-Dade County to the south, Interstate 95 to the west, Pembroke Road to the north, and the Atlantic Ocean to the east, with about one mile of beachfront.



Present Day

The City of Hallandale Beach embraces progress, innovation and opportunity. With more than 39,000 annual and seasonal residents, the City is 18th in population in Broward County.

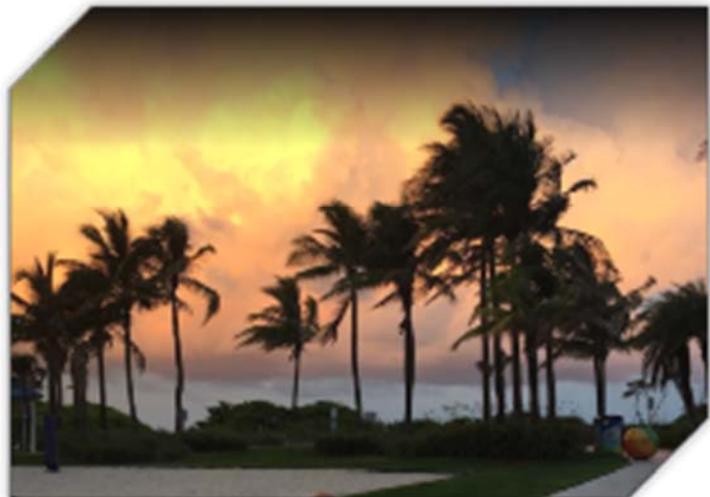
Our progress is showing. In 2014, the voters approved a \$58.8 million general obligation bond to renovate or rebuild the City's parks. Since the Parks Master Plan was approved, five parks have opened, four are scheduled to begin construction in 2017, and three others in 2018. Also, the City is building a new, modern Fire Station Headquarters.

Our innovation comes from finding ways to save taxpayers money. We have retrofitted buildings with low-voltage LED lighting. We have redesigned our website to ensure transparency for all visitors.

Opportunities thrive in the City through our Community Benefit Program. We require all developers on large City projects to using qualified local labor, subcontractors and suppliers, thereby keeping local tax dollars local. This demonstrates the City's promise of "Progress, Innovation, Opportunity."



Because of our commitment to the parks and health and welfare of the residents, the City has once again earned the title of *Playful City USA Community* in 2016. Also, the City continues its commitment to being green and for the 26th consecutive year has been designated as a *Tree City USA Community*.



History of Hallandale Beach

Founded largely as a way station between Palm Beach and Miami, the settlement of Hallandale was the vision of oil and railroad tycoon Henry Morrison Flagler. Flagler was extending his Florida East Coast Railway (FEC) south to Miami as he was seeking produce from the rich, fertile lands he acquired from Florida pioneer Julia Tuttle.

Luther Halland was the son-in-law of Henry Flagler's land commissioner, James Ingraham. The Swedish son of an Iowa minister, Luther Halland was enlisted to entice Swedish farming families to relocate to an area he named after himself, *Halland*. The first area plats were filed in 1898. There were 12 original families. The first Postmaster added "ale" and the settlement became *Hallandale*.

With the settlement, came a stop along the FEC Railway to move produce to market. Tomatoes were the major cash crop at the turn of the 20th Century. Luther Halland operated the largest trading post in the area and Hallandale became a major stop.

As education played a major role in the community, the first public elementary school in Broward County was established in Hallandale.

During the 1920s, the community continued to grow, but at a slower pace than nearby communities. The settlement wanted to distinguish itself from Hollywood and incorporated on May 14, 1927, when residents voted 229 to 21 to create the Town of Hallandale.

The Great Depression stymied the growth of all South Florida communities. Hallandale, which was growing at a slower pace, was not as devastated by the Depression. However, the population remained virtually unchanged from the housing boom of the 1920s through the 1940s, with a difference of about 300 residents.

Gambling played a town. Mardi Gras Hollywood Kennel Pembroke Road, legalized gambling

In 1939, Gulfstream closed its doors three had been part owner Tropical Park,

racing complex and re-opened it in 1944. Since then, the racetrack has thrived and has become the



role in the growth of the Casino (originally the Club), located on U.S. 1 and opened in 1934 as the first complex in Hallandale.

Park opened on U.S. 1 and days later James Donn, who of Hialeah Park and purchased the thoroughbred

winter showplace for racing on the East Coast and the stepping stone for numerous Kentucky Derby winners.

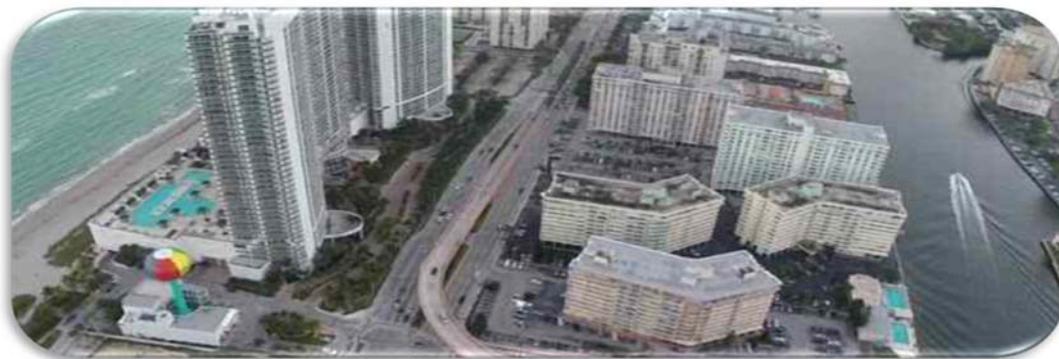


In 1947, the Town of Hallandale annexed the property from U.S. 1 east to the Ocean, except for an odd-shaped parcel on the ocean north of Hallandale Beach Boulevard. The town then re-incorporated itself as the City of Hallandale.

In the decade of the 1950's and early 1960's, Hallandale enjoyed a growth spurt. The population swelled from just over 3,800 in 1950 to almost 21,000 residents by 1966. High-rise condominiums and apartments were being built along the beach and east of Federal Highway; Hallandale was booming.

After a lull in development, the City entered another growth spurt and grew to 36,000 residents by 1980. The U.S. Census Bureau shows an exodus during the next decade, before the City once again started to grow. The City has long disputed the drop in population recorded in the 1990 Census.

During this time, the City's population began evolving from a predominantly retirement population to a younger Community. In 1990, the average age of residents was 64.1 years of age; 52.7 years of age in 2000, and 46.7 years of age in 2010 according to the 2010, *U.S. Census Bureau statistics*.



Statistics

Police Department

101 Full-time Sworn Police Officers
 4 Part-time Sworn Police Officers
 4 Part-time School Resource Officers
 37 Civilian Staff
 5 Part-time Civilian Staff
 46,282 annual calls for Police services
 Community Policing Programs
 Police Athletic League

Fire Department

3 Fire Stations
 5 Command Staff
 67 Sworn Firefighters
 4 Sworn Fire Prevention Personnel
 8 Full-Time Ocean Rescue Lifeguards
 5 Part-Time Ocean Rescue Lifeguards
 3 Civilian Staff
 Advanced Life Support Services
 9,003 Fire & Emergency Medical Incidents
 Fire Prevention & Public Educ. Programs
 3,000 Fire Safety Inspections Annually
 Emergency Management
 Community Paramedic Program

Parks & Recreation

11 Parks
 10 Playgrounds
 1 City Beach
 2 Aquatic Centers
 14 Tennis Courts
 3 Lighted Athletics Fields
 5 Community/Cultural Centers
 2 Historical Village
 1 Marina

Principal Taxpayers/taxable value

Gulfstream Park Racing/\$216.8M
 17070 Collins Ave. Shopping Ctr. /\$36.1M
 Florida Power & Light Co. /\$33M
 Three Islands Assoc. Residential /\$27.4M
 Mardi Gras Casino /\$23.5M
 Village at Gulfstream LLC/\$16.5M
 Wal-Mart Stores / \$16.4M
 Hallandale Group Limited Partnership /\$14.5M
 2500 Hallandale Beach LLC /\$13.5M
 Diplomat Properties Ltd. Partnership /\$11.9M

Principal Employers/Number of Employees

Gulfstream Park / 868
 Mardi Gras Racetrack & Gaming Center/ 548
 City of Hallandale Beach / 564
 Wal-Mart Stores / 398
 School Board of Broward County / 285
 Diplomat Country Club / 255
 Publix Supermarket / 206
 Winn Dixie Supermarkets / 166
 Burlington Coat Factory / 108
 US Post Office / 68



Community Happenings

➤ Recent/Current/Proposed Developments

- **2000 S. Ocean Drive** – A 38 story, 64 unit luxury condominium



- **Accesso Office Building** – 100 N. Federal Highway
Project consists of a five-story 27,744 square feet office building.



- **Beacon Office Building** – 800 SE 4th Street
An eight-story office building with 75,860 square feet of office and retail space.



- **Gulfstream Point** – 918 South Federal Highway
A 24-story building inclusive of 297 residential units and a 2,572 square feet restaurant with a 757 square feet outdoor patio area.



- **Diplomat Golf Course** – 500-501 Diplomat Parkway

The Project consists of an expansion of the existing Hotel and Country Club to include three hotel towers with a total of 938 new hotel rooms (keys) and approximately 70,960 square feet of proposed accessory hotel uses excluding the existing 60 room hotel, meeting rooms, conference rooms and spa. A 30 story residential tower with 250 units is also proposed. The existing tennis center will be relocated to the central north end of the golf course and 3 single family homes added to the marina parcel.



- **Dream Team Retail** – 11 NE 1st Avenue

A one-story building with a total of 1,855 square feet of commercial space.



INTRODUCTION

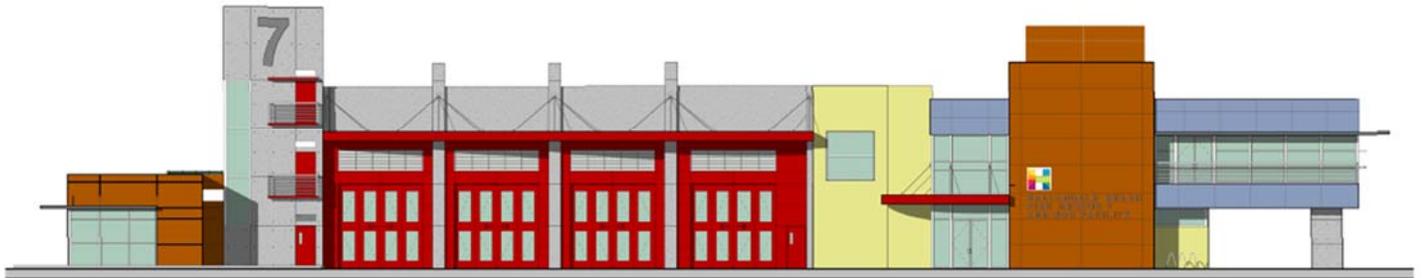
- **HBC Medical Center** – 411 N. Dixie Highway
A 3-story commercial building with 25,089 square feet of medical office space.



- **Hallandale Artsquare** – 301-409 N. Federal Highway
Mixed use Project consisting of 268 multifamily mid-rise units including 8 live/work units in 6-7 story buildings, 90 garden apartments in 3 story buildings, a 2-level parking structure with surface parking, residential amenities, and 12,755 square feet of commercial space.



- **Hallandale Fire Station No. 7** – 111 Foster Road
Construction of a new Fire Station, Emergency Operation Center and Administration Offices for a total of 25,197 sq. ft. to replace and relocate the existing Fire Station No. 7.



- **Hallandale Oasis Phase II** – 1000 E. Hallandale Beach Boulevard (EHBB)
Project consists of two sites: The applicant requests to amend the approved plans by adding a 200 room hotel and 11,930 square feet of additional commercial use in a 10 and 20 story building to the 1100 EHBB parcel. The 1000 EHBB site will be redeveloped with another 26 story building with 250 residential units and 7,340 square feet of commercial area. The combined properties have a total of 10.08 acres.



- **Icebox Culinary Center** – 219 NE 3rd Street
Project consist of 9,300 square feet commercial kitchen/commissary, a 2,100 square feet green house and a 2,700 square feet café dining area.



- **Nine Hundred** – 900 S. Federal Highway
Project consist of a 23- story high rise building with 320 residential units, including a request for assignment of 320 RAC (Regional Activity Center) units to allow the residential use, 5,871 square feet of commercial space, 150 room hotel and associated parking garage.



- **O.B. Johnson Park** – 900 NW 8th Avenue

Redevelopment of OB Johnson Park and the Hepburn Center with 41,984 square feet intergenerational facility to optimize the recreational land use and services for the City of Hallandale Beach Community.



- **Optima Office North** – 1010 S. Federal Highway

Project consist of 269,566 square feet of office use and, 5,689 square feet of bank space. Class “A” Office, LEED Platinum



- **Peninsula Tower** – 124 S. Federal Highway
Project consist of a fifteen-story office building with 144,414 square feet of office and retail space.



- **Village At Atlantic Shores** – 801 N. Federal Highway
Project consist of a two- story commercial center. The project includes 31,144 square feet of retail and office space.



City of Hallandale Beach Budget Message



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 2

October 1, 2016

Dear Mayor, City Commission and Constituents:

I am pleased to present the Adopted Budget and the Five-Year Capital Improvement Program for Fiscal Year 2016-17 for the City of Hallandale Beach. This document is prepared for the City Commission's consideration, and reflects the mission of the City of Hallandale Beach to ***"...enhance the quality of life in our community in a fiscally responsible manner by providing superior services that meet the needs of our Community as well as plan for their future needs through continued communication."***

In preparing this year's budget, the staff and I took into account the priorities defined by the City Commission in the FY 14 - FY 16 Strategic Plan, but we also considered other initiatives that have been advanced by the City Commission during the past year which are in response to market conditions and community engagement. The initiatives included in the budget support the long term goals set by the Commission and are in alignment with the more narrowly focused priorities of *Safety, Quality and Vibrant Appeal* that are the framework for the City's FY 17 - FY 19 Strategic Plan.

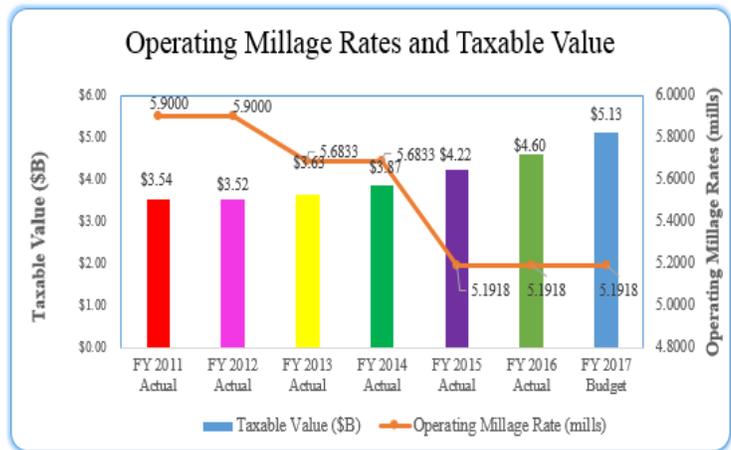
The Fiscal Year 2016 - 17 Adopted Budget reflects an operating budget of \$118,226,236. This amount represents a 9.0% increase over the previous year's budget. When adding the capital projects and internal service fund transfers, the total budget is \$140,733,299. It should be noted that the City's operating budget reflects an increased level of service delivery in Parks and Recreation, Development Services, Public Works, and Innovation Technology. The budget also includes several multi-year capital improvement projects that are directly focused on addressing areas of priority identified by residents and stakeholders in the past few years. The 2016 Business Survey reflects a satisfaction rate of over 65% with City services. Not surprising, businesses in the City of Hallandale Beach rated improved traffic flow, police services and cleanliness of public areas as most important.

A major focus of the FY 17 budget is the grand opening of the new OB Johnson Park and Hepburn Center facility. As you know, construction of this facility was funded by the Community Redevelopment Agency (CRA), but its operational cost is reflected in the General Fund. In addition, the construction of the new Main Fire Station, as well as the design and construction of City parks outlined in the General Obligation (GO) Bonds are exciting endeavors that reflect the City's vision for progress in direct response to resident support. The GO Bonds were issued in June 2016, to construct, renovate and improve the City's remaining eight parks and recreation facilities in accordance with the Parks Master Plan. The successful sale of the GO Bonds will enable the City to reach its goal of completing the Parks Master Plan by the year 2020. The millage for the repayment of the debt service on the GO bonds will be on this year's tax bill for the first

time. The adopted millage rate for the GO Bonds will be .6080 mills or \$.6080 per \$1,000 of property value. Based on \$180,000 taxable value (less \$50,000 exemption), the average property owner in Hallandale Beach will pay \$79.04 per year (or \$6.59 per month). As a result of an AA+ rating the City of Hallandale Beach enjoyed a favorable sale of its bonds in market, thus resulting in a reduced cost to tax payers from what was originally anticipated during educational campaign meetings in 2014.

OUR LOCAL ECONOMY

The City of Hallandale Beach continues to display positive signs of growth in the areas of new construction and existing real estate values. The City has seen increases in building permits in the past few years. Building permits have increased 36% from FY 2010-11 to FY 2014-15. This budget also marks the fifth consecutive year of taxable value increases for the City. Based on the July estimate of Certified Taxable Value



from the Broward County Property Appraiser, it is estimated that Hallandale Beach will see a 11.35 percent increase in property values. This growth in taxable value is in line with the trend of increased development activity in the City of Hallandale Beach. In addition, this year the City of Hallandale Beach has ranked third in percentage change in taxable growth in Broward County, only behind the cities of Pembroke Park and Parkland. What is most promising about the City’s growth is that it is attributed mostly to true property value increases, as most of the new construction that is underway has yet to be captured in the City’s tax roll.

The FY 17 City Manager’s Recommended Budget is based on a level millage rate of 5.1918 mills based on the July 1st Taxable Value. Notwithstanding and certainly noteworthy, there are several major cost drivers that will be affecting the FY 17 Budget. They are:

- Employee health insurance cost increases
- Purchase of Fire Apparatus/Equipment
- The Police Digital Public Safety Program
- Increased service levels in Parks, Innovation Technology, and Public Works
- Revenue reductions in administrative charges - mainly from the enterprise funds
- Adjustments to salaries as a result of the Classification and Compensation Study

Given these major cost drivers, the recommended budget includes the use of fund balance reserve to balance the General Fund. It should be noted, however, that despite the proposed use of reserves, the General Fund Balance is projected to be at just over 17%.

CHALLENGES AND OPPORTUNITIES

The fund balance reserve is only funding one-time items for FY 17. The City's reserve policy of 17% of unassigned fund balance ensures an adequate amount of cash to cover up two months of total General Fund expenditures in the event of an emergency situation. As this administration continues to keep up with the needs of a growing city, the budget process enables Staff to scrutinize the costs of providing services to the City's residents and stakeholders. In this budget, the Budget Committee and I have thoroughly reviewed all programs and services to identify any opportunities to utilize (and stretch) resources more effectively. In addition, we have worked with staff to make sure to follow up on capital investments by budgeting operational resources to maintain the City's assets now and in the future. We have also carefully reviewed the various Development Agreement (DA) contributions that have been collected, or that are due in FY 17 in order to glean their benefit. The budget reflects the use of applicable DA contributions in several funds, including the General Fund.

Challenges:

There are several ongoing fiscal challenges that face the City in FY 17. The most prevalent are: (1) the continued rising cost of healthcare for employees; (2) the increase in level of service in some departments and; (3) reduction in revenues in General Fund from administrative charges for services.

- 1) The rising costs of health insurance continue to make a significant impact to the City's budget year after year. In FY 14 the City saw a \$342,623 increase in its insurance premium even after going out to bid for another insurance provider. In FY 15 the City shouldered a \$540,508 increase in insurance costs due to poor claims experience. In FY 16, despite aggressive negotiations and plan amendments, the City saw a \$797,870 increase and again in FY 17 we are seeing a \$1,044,117 increase in insurance costs due to a third year of poor claims experience with our provider. This fiscal year, the City Manager's Office and the Human Resources Department developed alternatives to include non-traditional service delivery methods for Commission consideration which will be geared toward protecting the City from these endless rate increases.
- 2) In the area of personnel costs, there were multiple positions that were added to the FY 16 budget that were funded only for a partial year. The full cost for these positions is in this year's budget. This budget reflects the addition of eight positions. Of the eight positions, only five are additions to the workforce. The other three positions come from converting relief employees in the Police Department to regular employees, there is no additional impact to the budget since we are already accruing the cost. The remaining five positions are being added to meet current demands. We remain proud of the effectiveness of our employees and believe that the City will continue to enhance the quality service being provided to our citizens.

- 3) In FY 17, the City anticipates a 11.35% increase in property values which translates into \$2,502,296 in additional ad valorem revenue in the General Fund. However, the City's overall revenues in the General Fund only reflect a net increase of .81 percent (or \$512,900). The main reason for the minimal increase in the General Fund is due to the reduction in administrative charges to the other funds based on the updated Cost Allocation Plan (indirect cost charges to other funds based on all the support being provided by the General Fund funded service departments, i.e., City Manager, City Attorney, City Clerk, Finance and etc.). The reduction in these charges represents a \$2.9 million impact to the General Fund.

Opportunities and Enhancements:

While the City faces challenges with each budget year, the City also faces outstanding opportunities to increase services for its residents and improve the overall quality of life for the community. This fiscal year will see the completion of the new OB Johnson Park and Austin Hepburn Social Services Center. This new 42,000 square foot intergenerational facility will be another amazing addition to the City's Parks system and provide a much needed new social services center for the entire City to enjoy. The opening of this facility will have a budgetary impact, in that it will require additional staff to operate and maintain. The costs associated with the opening of the center were partially funded in the FY 16 budget, but the *full cost* to operate the facility is budgeted in the FY 17 budget.

This budget also includes the construction of the new Main Fire Station, which will include the City's Emergency Operations Center, four drive-through bays, Fire Administrative Offices, Fire Inspection Offices, training space and living quarters. This 24,640 square foot facility is scheduled to be completed in July 2017.

For the time first time in its nearly 90-year history, the City has obtained a financial credit rating. The City issued two (2) bonds in FY 16; the GO Bonds and the Capital Improvement Revenue Bonds. The issuance of the GO Bonds in June provided the capital resources to complete the Parks Master Plan, which was approved through a referendum held in November 2014. Fitch Ratings and S&P Global Ratings have assigned the GO Bonds a rating of AA+ and AA, respectively. The Capital Improvement Bonds were issued for the refunding of the 2007 Series A Revenue Bonds in order to take advantage of lower interest rates and to provide funding to build the Main Fire Station. The assigned rating to the Capital Improvement Bonds from Fitch Ratings and S&P Global Ratings were AA and AA-, respectively.

FY 17 BUDGET HIGHLIGHTS

Despite the use of reserves, the City of Hallandale Beach continues to have ample funds on hand to cover emergencies/disasters. The City Manager's recommended budget is predicated on

keeping the millage rate level at 5.1918 mills. The City has been fortunate to see an increase in taxable value for five consecutive years, which had helped balanced the budget in the past. But with increased costs in personnel, increased level of service demands and reduction in some of the revenues, it has made it impossible to present the Commission with a balanced budget without the use of fund balance reserves. Although the use of reserves is not a best practice, the City's healthy fund balance makes it the most viable option at this time. It is noted that strong consideration was given to the additional millage residents would be seeing in their upcoming tax bill due to the GO Bonds.

CONCLUSION

The FY 17 Annual Budget is a numerical reflection of the City Commission's Strategic Priorities, and is presented with pride and optimism of an improving economic environment and a bright future. With the upturn in property values, coupled with the City's strategic investment in its capital programs, the City can continue to control costs while ensuring the sustainability and stability of the Hallandale Beach Community.

The budget provides for the operational needs of the City, improved level of service in several key areas, implements cost-savings efficiencies wherever possible, and prepares for the major tasks associated with constructing nearly \$60M of parks improvements in the next four years.

I want to thank the City Commission and all Department Directors and their staff for their sincere efforts at producing a budget that provides the best value to the residents and businesses of Hallandale Beach. We have diligently prepared this document to ensure we are able to provide for an efficient and effective level of quality services while being fiscally responsible and transparent.

In closing, Mayor, Vice-Mayor, members of the City Commission and the entire Hallandale Beach Community, the staff and I appreciate your time and attention given to the budget. I am resolved to keep the City of Hallandale Beach solvent. Working together, it is my hope and commitment that this organization will strive to be a leader in good governance and innovative service delivery among other public agencies within Broward County and the State of Florida. On behalf of all the employees and volunteers who proudly serve this City, thank you for your consideration of this budget.

Respectfully Submitted,



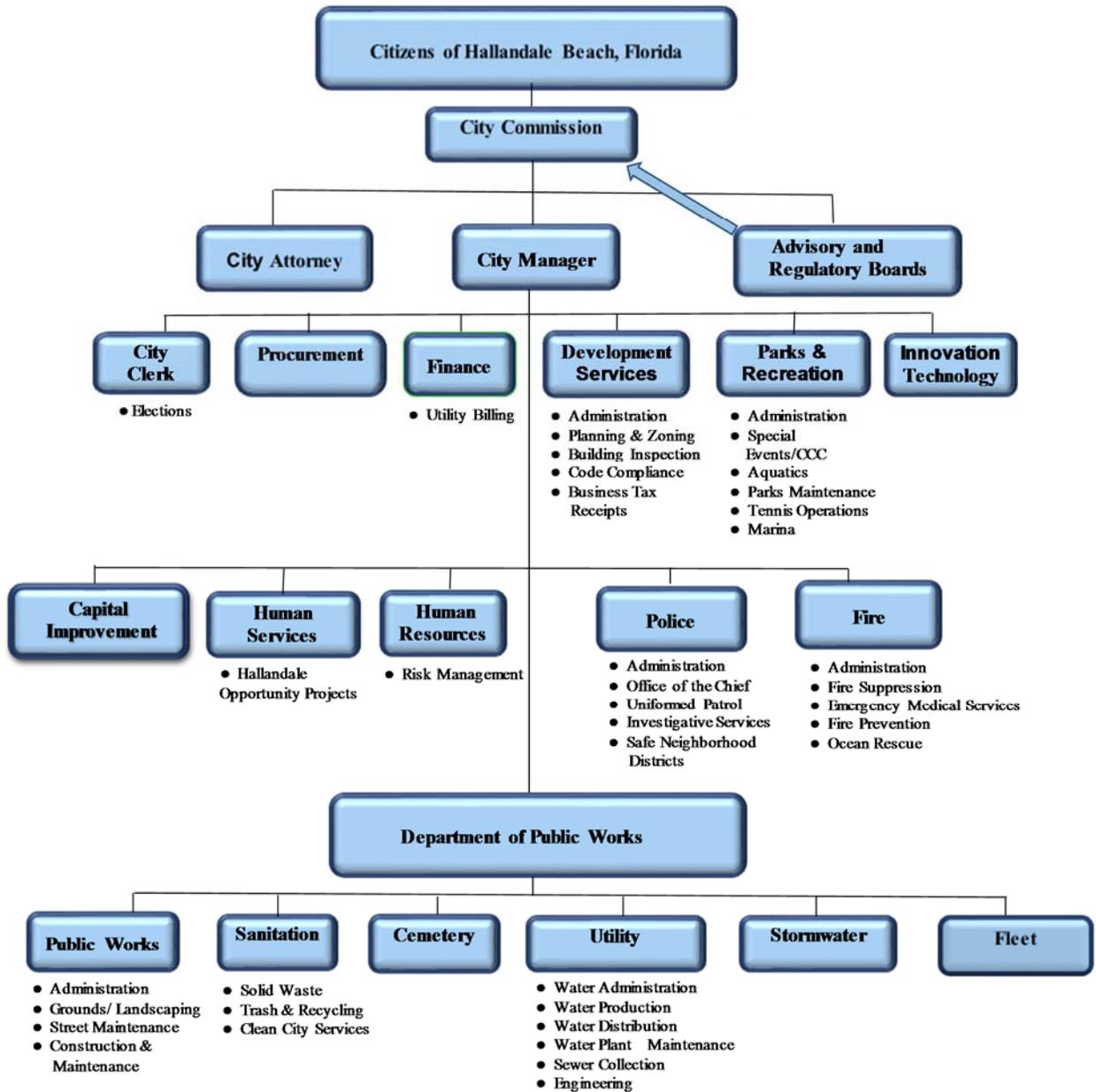
Daniel A. Rosemond
City Manager

City of Hallandale Beach Budget-In-Brief



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 3



Mission Statement

The City of Hallandale Beach is dedicated to enhancing the quality of life in our community in a fiscally responsible manner by providing superior services that meet the needs of our community as well as plan for their future needs through continued communication.

Budget Approach

The City of Hallandale Beach Fiscal Year 2016-17 (FY 17) Adopted Budget utilizes the principles of Performance-Based Budgeting. A Performance-Based budget not only allows for more informed decision making, it also makes government more transparent to citizens. Performance-Based Budgeting enables the City Commission to engage in policy discussions and encourages questions such as:

- How much of this service do we provide?
- Did we achieve our target?
- How can we more efficiently achieve our goals?
- How should we prioritize our goals to achieve the best results for our community?

Developing Strategic Priorities

The Hallandale Beach Strategy represents the City's Operational Plan for FY 17 – FY 19. The Operational Plan serves as an update to the City's FY 14 – FY 16 Strategic Plan, which was adopted by the City Commission in June 2013 and is now complete. The Operational Plan contains the strategies, key initiatives, and expected outcomes on which the City will focus its resources and efforts for the next three fiscal years. The Hallandale Beach Strategy was adopted by the City Commission on June 13, 2016.

The Hallandale Beach Strategy is a collaboration of the City Commission, City Staff, and the Community to create a shared mission and vision for the City of Hallandale Beach to follow.

The foundation of the Hallandale Beach Strategy is built on the following strategic priorities:

- Safety
- Quality
- Vibrant Appeal

These priorities are the collaborative result of the Citizens and Business Satisfaction Surveys, City Commission visioning and direction, and the City of Hallandale Beach staff to establish a shared vision and clear direction for the City to follow. The Hallandale Beach Strategy offers direction and focus on issues that are critically important to improving the quality of life for our residents. The Strategy sets priorities, establishes strategies, and most importantly, includes performance measures to monitor and measure progress.

Once the priorities were identified, the Senior Management Team developed a list of the Organizational Goals, which will serve as the guide for the City's daily operations and, as a budgeting tool for staff and the City Commission. The Senior Management Team collaborated with their respective departmental staff to develop their own Departmental Operational Plans. The respective Operational Plans were presented to the City Commission for adoption during the adoption of the FY 17 Budget.

Business Survey

During February and March of 2016, the City utilized the services of ETC Institute to administer a survey to businesses within the City of Hallandale Beach. The survey was administered as part of the City's on-going efforts to assess the quality of city services and establish priorities for the business community. This was the third business survey, with previous surveys completed in 2012 and 2014. The survey was mailed to all the businesses and was administered online, mail and phone. The results for the random sample of 203 businesses, resulting in 95% level of confidence with a precision of at least +/- 6.5%.

Based on the results of the survey, businesses feel the city services that are the most important to their businesses are: traffic flow in the City; police services; and cleanliness of public areas as most important.

Budget Awareness Town Hall Meetings

During the month of May of 2016 the City held two Budget Awareness Town Hall meetings around the City and a virtual web based social media webinar "Your Dollars at Work". The meetings gave the residents an update on the Parks Referendum passed in November 2014 for a General Obligation (GO) Bonds to construct and renovate the City's Parks, Community Redevelopment Agency funded projects and other major projects.

The Budget Review Process

The Budget Committee, comprised of members of the City Manager's Office and Finance Department, is responsible for the development of the annual budget. The budget process begins in December with the City Manager Budget kickoff and distribution of the budget manual and budget request forms to all departments. All departments are responsible for compiling budget figures, which are then reviewed and adjusted by the City Manager and the Budget Committee during a series of inter-departmental meetings.

This year, the budget review process began by reviewing all current services in light of the Commission's Goals and Objectives. For each priority established in the Commission's Goals and

Objectives, an action plan was developed for implementing policy and operating measures. Through this process, a budget which identifies the vital issues and the desired outcomes was developed.

With the priorities and indicators set, the operations of the City are reviewed and redirected to bring the strategic vision to life. Specific actions, programs, capital purchases, staffing requirements and funding levels were developed in response to the needs identified in the Commission’s Goals and Objectives. This process captured the City’s vision, and improved decision making and resource allocation.



A benefit of using the Goals and Objectives set by the Commission is the direct link between costs, activities and key drivers.

The City Commission either approves or makes changes in the recommended budget and returns to staff for further study. Public hearings and final adoption of the budget are held in September.

The City Commission must adopt a preliminary millage rate in June for use on the Notice of Proposed Taxes to be mailed to all property owners no later than August 24, 2016 by the Broward County Property Appraiser’s Office (BCPA). In accordance with Florida Statutes, the tentative millage rate is adopted at the first public hearing in September. Additionally, the tentative millage rate cannot exceed the preliminary rate adopted by the Commission except by re-notifying all affected property owners by mail.



Budget Calendar

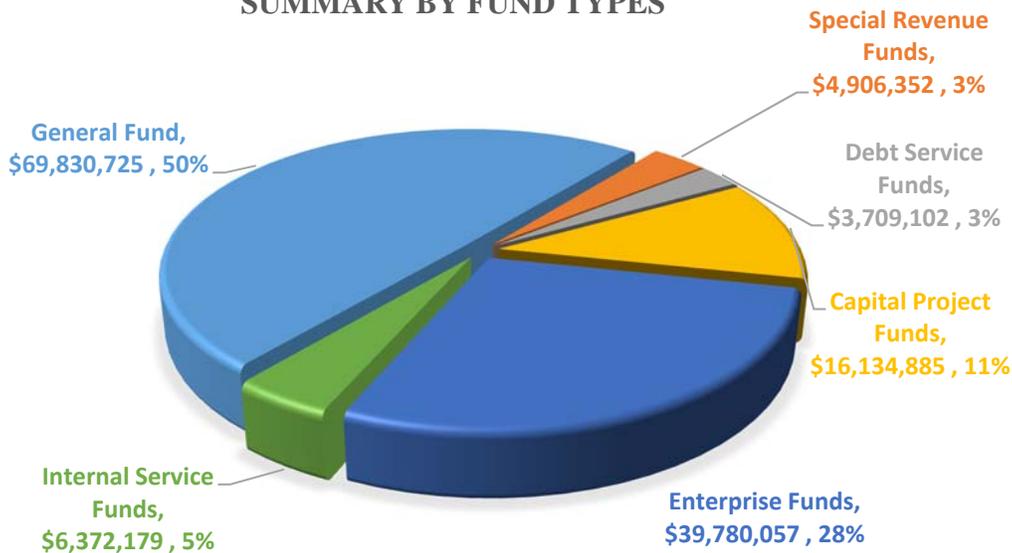
DATE	RESPONSIBILITY	ACTION REQUIRED
January 25, 2016	City Manager	Budget kick-off meeting held and City Manager asks Department Directors to prepare the FY 17 budget requests.
January - March 2016	Department Heads	Departments formulate their staffing, revenue, capital, and operating budget requests.
April/May 2016	Citizen and Business input	Budget Awareness Town Hall Meetings and Business Survey take place to gain stakeholder input.
February 29 – March 4, 2016	City Manager, Deputy/Assistant City Managers	Initial review of department budget requests.
April 18 - 29, 2016	City Manager, Budget Committee, Department Heads	City Manager departmental budget review meetings.
June 2016	City Manager, Budget Committee	Preparation of Budget document for presentation to the Commission.
June 30, 2016	City Manager, Budget Committee	City Manager Recommended Budget is submitted to the City Commission.
July 1, 2016	Broward County Property Appraiser	Certification of Taxable Value is finalized, DR420.
August 4, 2016	Finance Department	Notify the Property Appraiser of Proposed Millage Rate (DR420 are due to the BCPA).
August 24 & 25, 2016	City Commission, City Manager, Budget Committee	City Commission Budget Workshop.
September 12, 2016	City Commission, City Manager	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate
September 22, 2016	City Commission, City Manager	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate
October 1, 2016		Implementation of the Adopted FY 2017 Budget

Citywide FY 17 Budget Overview

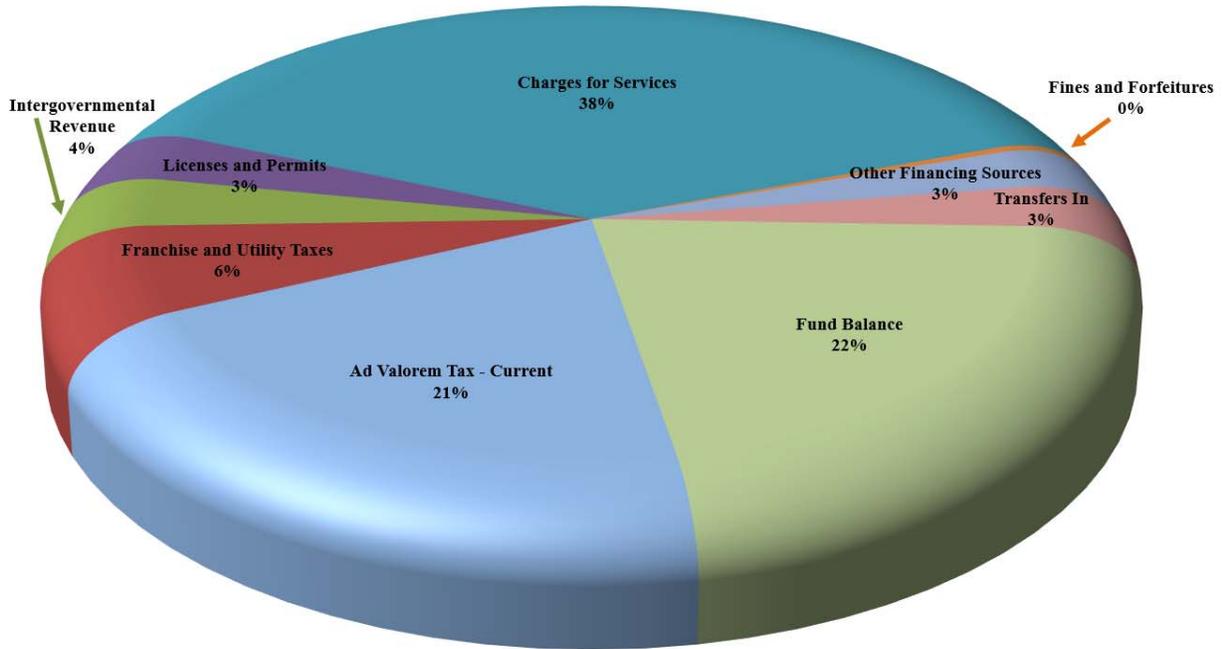
The fiscal year 2017 Annual Budget which was adopted on September 25, 2016, is a numerical reflection of the fiscal year 2017 (City’s fiscal year runs from October 1 – September 30 each year) Strategy Plan. By allocating our resources in alignment with City Commission’s three strategic priorities and departmental performance measures, we believe this budget will successfully meet the challenges we have before us and set the stage for continued success in the future.

BUDGET SUMMARY OF FINANCIAL SOURCES AND USES									
FISCAL YEAR 2016 - 17									
FINANCIAL SOURCES	GENERAL FUND	SPECIAL REVENUE FUNDS	GOLDEN ISLES DISTRICT	THREE ISLANDS DISTRICT	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL ALL FUNDS
Ad Valorem Taxes	\$ 25,819,241	\$ -	\$ 303,905	\$ 388,336	\$ 3,023,618	\$ -	\$ -	\$ -	\$ 29,535,100
Other Taxes	8,643,320	39,171	-	-	-	-	190,000	-	8,872,491
Licenses and Permits	4,573,849	-	-	-	-	-	55,000	-	4,628,849
Intergovernmental Revenue	3,839,675	997,219	-	-	-	-	-	-	4,836,894
Charges for Services	17,318,333	1,495,144	-	-	-	-	30,508,902	4,522,182	53,844,561
Fines and Forfeitures	513,500	7,000	-	-	-	-	-	-	520,500
Other Financing Sources:									
Other	2,464,740	75,341	1,746	2,706	-	1,135	1,019,499	280,509	3,845,676
Transfers In	613,500	725,013	-	-	685,484	100,000	1,043,189	965,143	4,132,329
Fund Balances/Reserves/Net Assets	6,044,567	764,188	-	106,583	-	16,033,750	6,963,467	604,345	30,516,900
TOTAL FINANCIAL SOURCES	\$ 69,830,725	\$ 4,103,076	\$ 305,651	\$ 497,625	\$ 3,709,102	\$ 16,134,885	\$ 39,780,057	\$ 6,372,179	\$ 140,733,300
FINANCIAL USES									
General Governmental Services	\$ 11,999,676	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 1,783,588	\$ 13,883,264
Public Safety	42,805,913	1,807,699	201,944	482,625	-	66,680	-	-	45,364,861
Physical Environment	2,021,838	-	-	-	-	-	32,832,565	-	34,854,403
Transportation	-	2,226,877	-	-	-	-	-	-	2,226,877
Human Services	2,295,576	-	-	-	-	-	-	-	2,295,576
Culture & Recreation	5,372,995	-	-	-	-	15,968,205	-	-	21,341,200
Debt Service	-	-	-	-	3,709,102	-	956,757	-	4,665,859
Other Financing Uses:									
Other	-	-	-	-	-	-	-	3,883,448	3,883,448
Transfers Out	5,334,727	68,500	-	-	-	-	3,260,582	705,143	9,368,952
Fund Balances/Reserves/Net Assets	-	-	103,707	15,000	-	-	2,730,153	-	2,848,860
TOTAL FINANCIAL USES	\$ 69,830,725	\$ 4,103,076	\$ 305,651	\$ 497,625	\$ 3,709,102	\$ 16,134,885	\$ 39,780,057	\$ 6,372,179	\$ 140,733,300

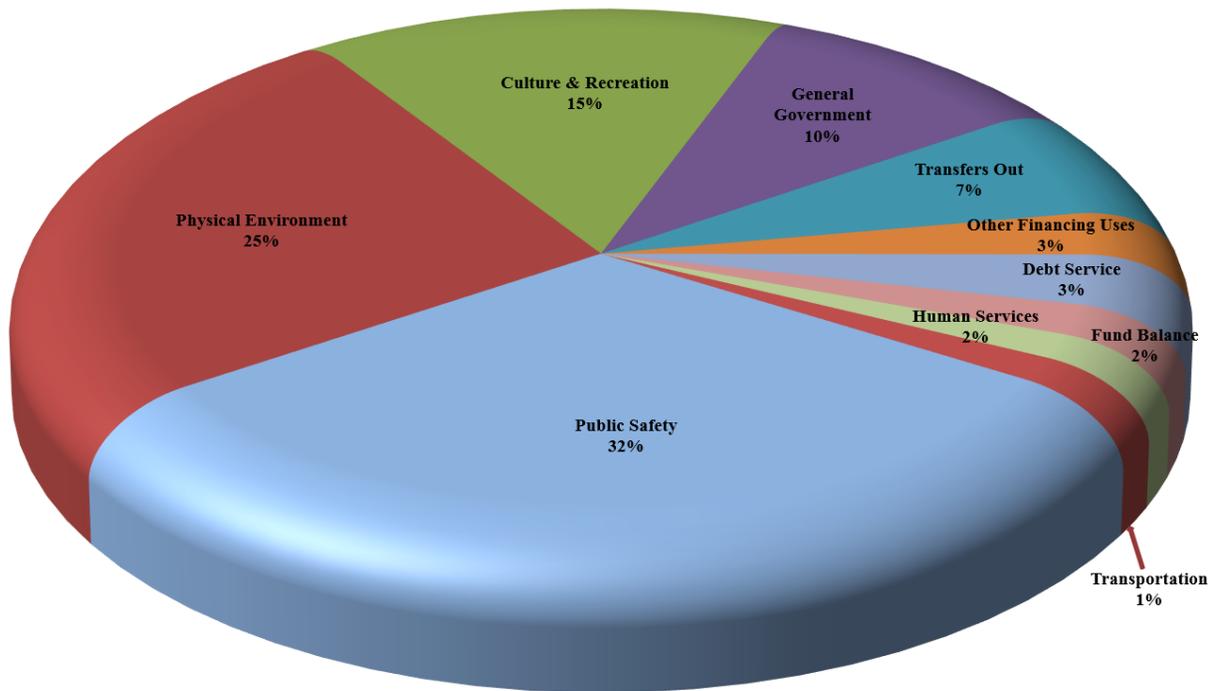
SUMMARY BY FUND TYPES



FY 17 ALL FUNDS REVENUES



FY 17 EXPENSES BY FUNCTION

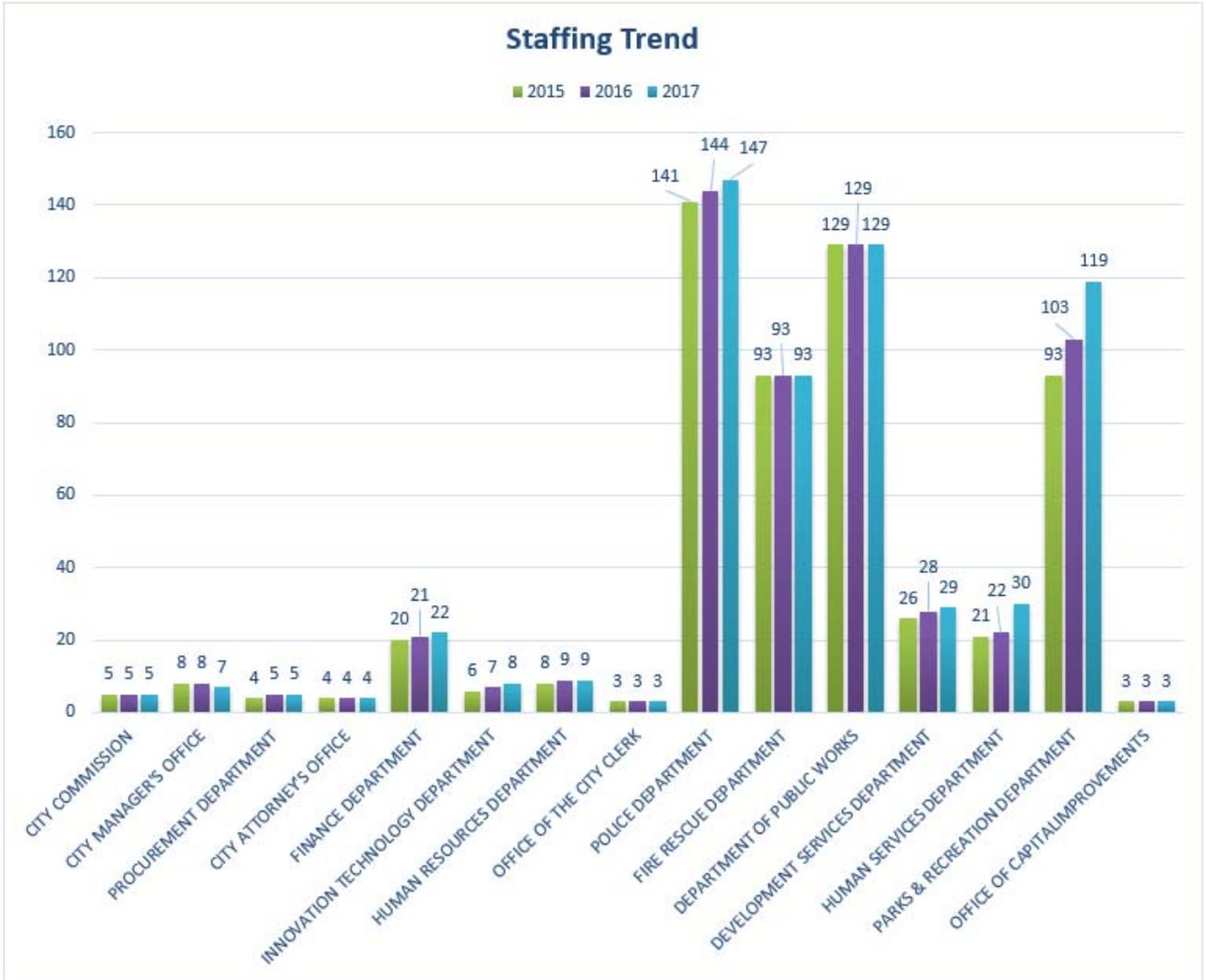


Position Summary

The table below depicts authorized positions by Fund and Department:

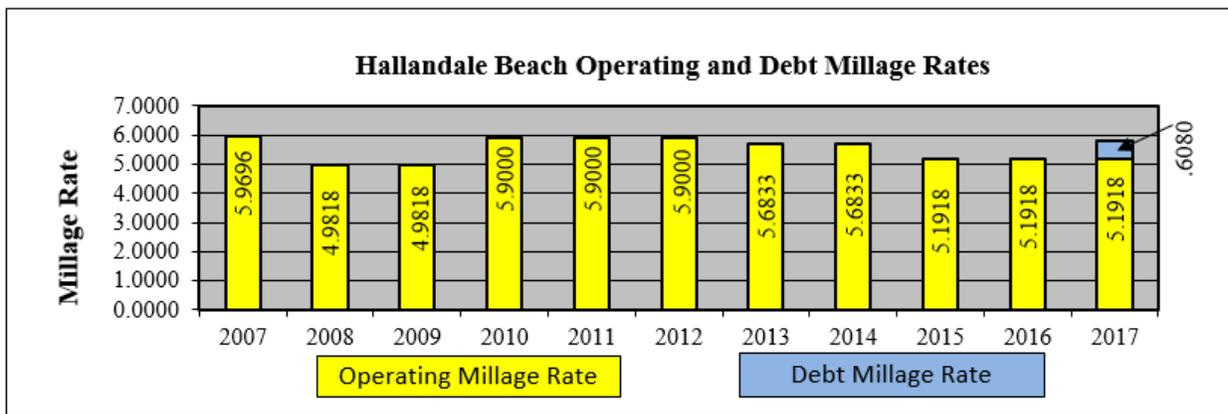
Department	2015 Positions	2016 Positions	2017 Positions
GENERAL FUND:			
CITY COMMISSION	5	5	5
CITY MANAGER'S OFFICE	8	8	7
PROCUREMENT DEPARTMENT	4	5	5
CITY ATTORNEY'S OFFICE	4	4	4
FINANCE DEPARTMENT	20	21	22
INNOVATION TECHNOLOGY DEPARTMENT	6	7	8
HUMAN RESOURCES DEPARTMENT	6	7	7
OFFICE OF THE CITY CLERK	3	3	3
POLICE DEPARTMENT	140	143	147
FIRE RESCUE DEPARTMENT	93	93	93
DEPARTMENT OF PUBLIC WORKS	20	20	22
DEVELOPMENT SERVICES DEPARTMENT	26	28	29
HUMAN SERVICES DEPARTMENT	21	31	30
PARKS & RECREATION DEPARTMENT	91	115	119
POLICE EQUITABLE SHARING	1	1	0
TRANSPORTATION FUND	11	11	11
SANITATION FUND	29	28	26
CEMETERY FUND	3	3	3
STORMWATER DRAINAGE FUND	5	5	5
UTILITY FUND	51	52	53
MARINA FUND	2	2	0
FLEET SERVICES FUND	10	10	9
RISK MANAGEMENT FUND	2	2	2
CAPITAL PROJECTS FUND	3	3	3
Total	564	607	613





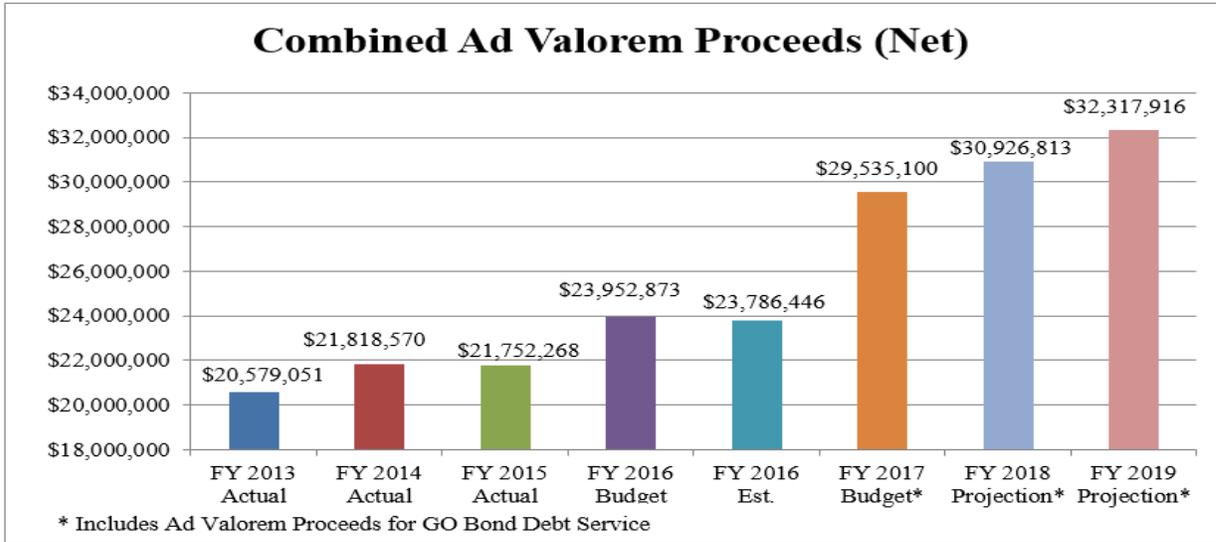
Revenue Analysis and Forecasting

The City’s budget is funded through multiple sources of revenues, such as, taxes, fees, charges for service, grants, fines and etc. One of the major sources of revenues are property taxes, also known as ad valorem taxes, which is a locally levied tax imposed on property based on assessed values. To pursue the City Commission’s Strategic Priorities, Goals, and Objectives responsibly while meeting our residents’ most important needs, the citywide operating millage for the FY 17 Adopted Budget is based on a level operating millage rate of 5.1918. The FY 17 Adopted Budget also includes the first year of debt service for the General Obligation Bonds issued in June 2016; with the related debt millage of .6080 for the repayment of the debt service. At the current millage rate of 5.7998 (5.1918 for operating and .6080 for debt), the City of Hallandale Beach has the 13th lowest millage rate in the County, based on all the other municipalities’ current millage rates, which include both operating and debt millage rates.

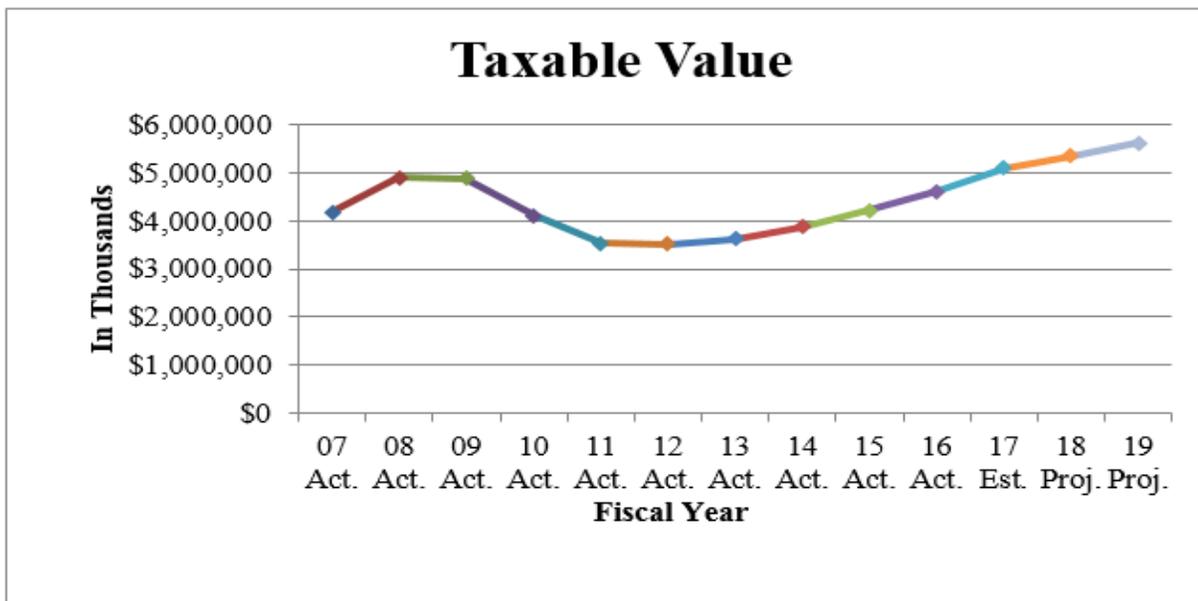


As a major source of revenue, representing 21% (including the Safe Neighborhood Districts) of all revenues or 37% of all revenues in the General Fund, property taxes (at 5.1918 mills) for the next fiscal year are estimated at \$25,819,241 in the General Fund. It is evident that this revenue source is very important to the City.





The Certified Taxable Value increased 11.35% above the prior year, from \$4,604,496,758 to \$5,126,887,458. The City is third in percent change in taxable value in Broward County. As noted on the graph below, property values declined from FY 10 to FY 12. The economic conditions in the City has shown signs of improvement since FY 13. Property values has increased from \$3.6 billion to \$5.1 billion in FY 17, which is about \$1.5 billion dollar or a 42% increase. The City is projecting a five percent increase in property values for the next two years.

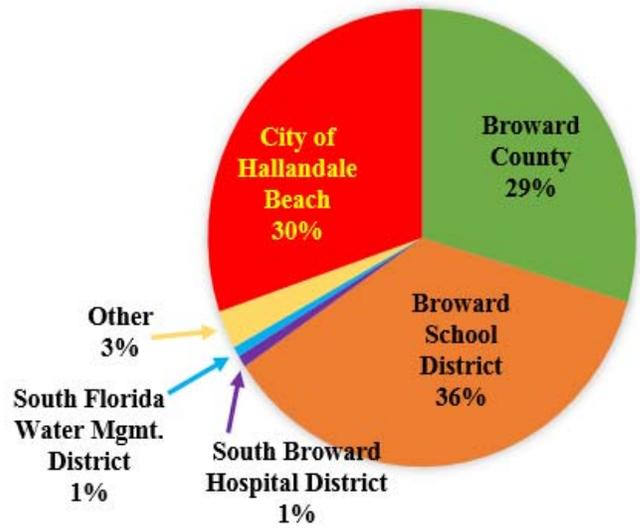


The median property owner with taxable value of \$180,000 (less \$50,000 exemption), who is homesteaded with a Save Our Homes cap of 3.0%, will pay \$753.97 (including the debt service portion) to the City this year, fall of 2016.

Where Does My Total Tax Bill Go (FY 2017)?

Based on \$130,000 Taxable Value	
Broward School District	\$897.82
Broward County	\$736.97
City of Hallandale Beach	\$753.97
Other	\$67.63
So. Florida Water Mgmt. District	\$42.99
South Broward Hospital District	\$21.00
Total Ad Valorem Tax Bill	\$2,520.38

City of Hallandale Beach based on 5.7998 millage rate and the other municipalities are based on their 2016 final millage rates, including the debt service millage rate if applicable.

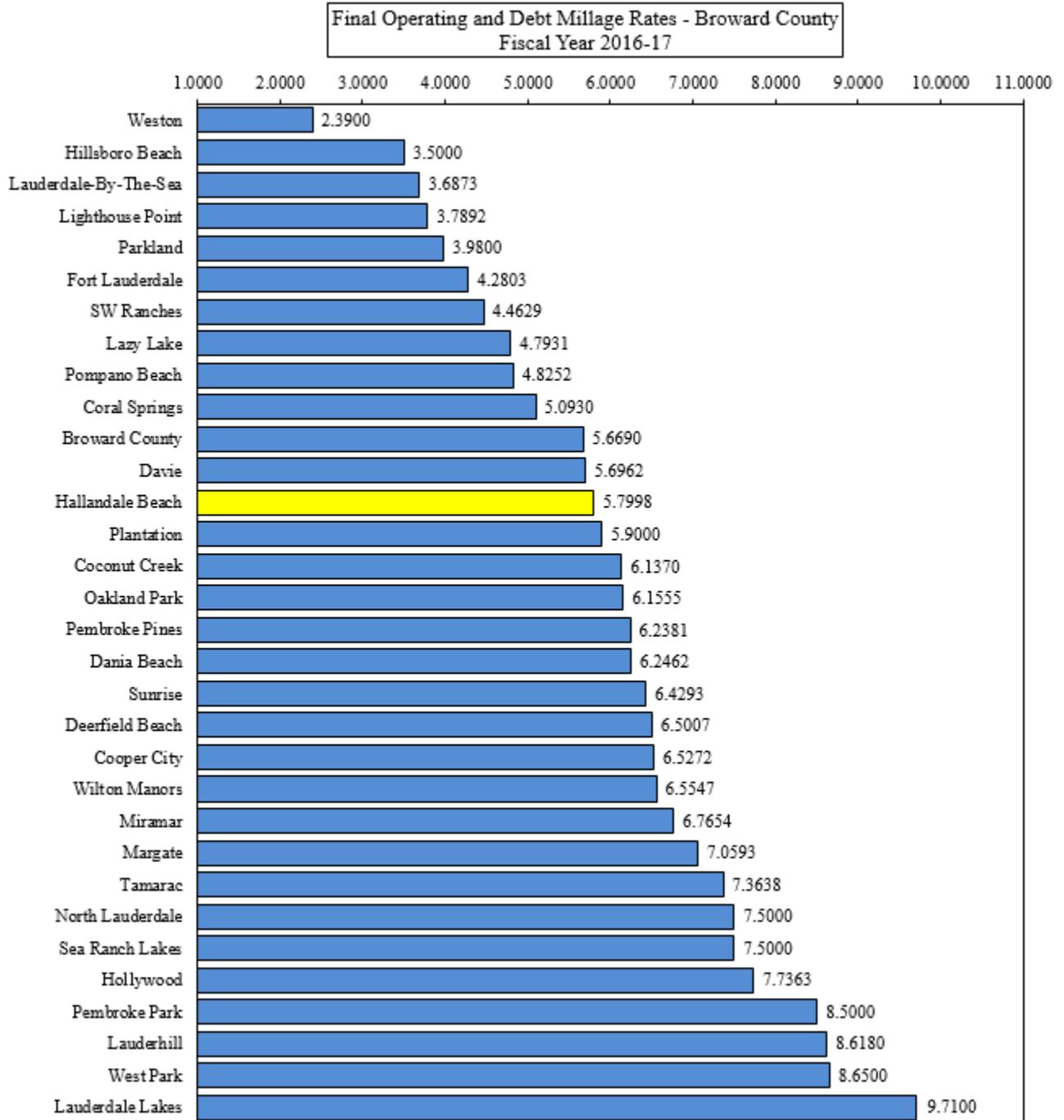


Where Does My City Tax Dollar Go?



	Police	\$.35
	Fire	\$.22
	Admin. (Commission, City Manager, City Attorney, Finance City Clerk, Human Resources, IT, Procurement, Office of Capital Improvement)	\$.13
	Parks and Recreation	\$.08
	Development Services	\$.06
	Public Works	\$.03
	Human Services	\$.03
	Other (non-departmental, administrative charges, transfers to other funds)	\$.10

The following chart provides a comparison of Hallandale Beach's millage rate to other cities in Broward County.

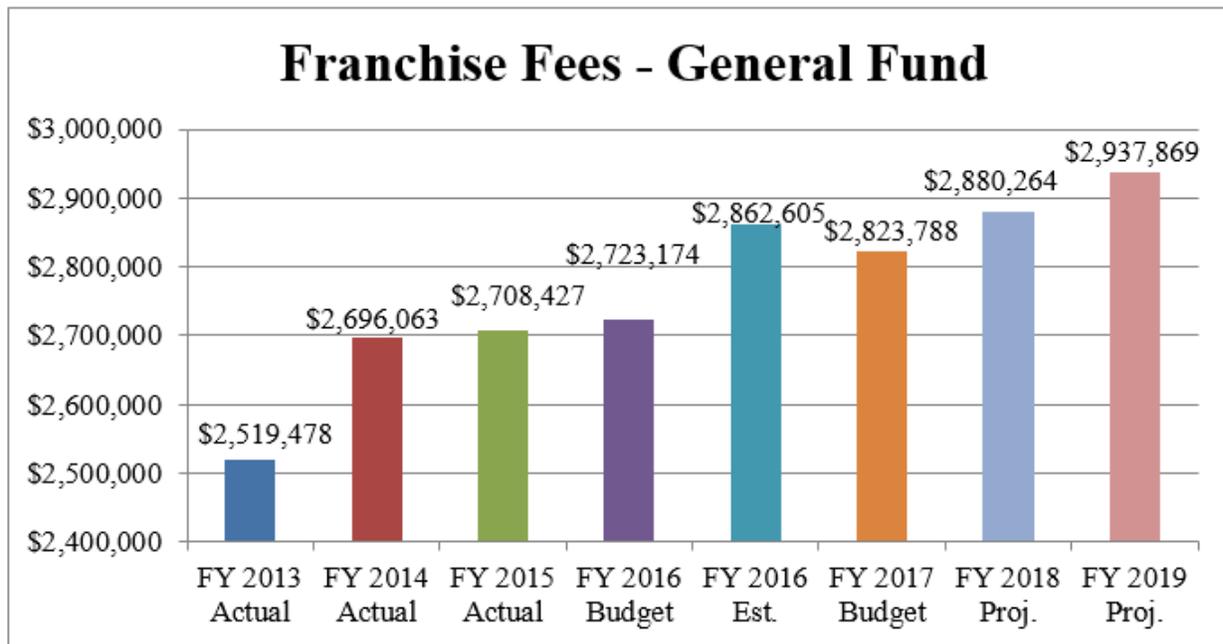


Revenue Trends

Franchise Fees

The City grants authorization to companies to provide electric, gas, towing and bus shelter services within the City limits in exchange for a franchise fee that is derived from customer charges. The companies pass these fees directly onto the consumers. Franchise fees provide revenue to the General Fund for ongoing operations. The franchise fee rate for electric is 5.9% and payments are affected by changes in both the base rate and the fuel charge. The gas franchise fee paid to the City is based on 6% of the company’s gross revenue less specific adjustments. Other franchise fees are set dollar amounts pursuant to contractual agreements. This revenue has been conservatively budgeted.

Projection Methodology: The main factor considered in projecting this revenue is the historical trend utilizing a 3-year average growth rate of 2.0% for both the FY 18 and FY 19 projections; which takes into account a reduction in fuel costs related to electric as a result of FPL’s ongoing investments in highly efficient power generation.

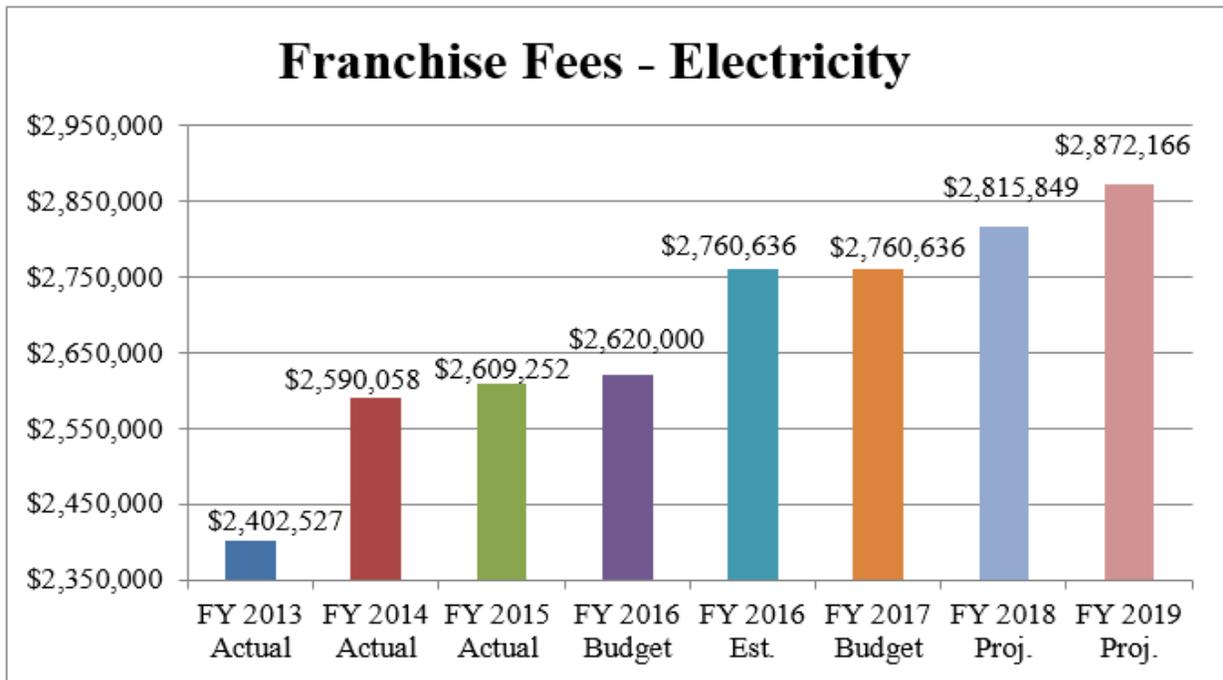


Franchise Fees – Electricity

The City grants authorization to Florida Power & Light (FPL) to provide electric service within the City limits in exchange for a franchise fee that is derived from customer charges. FPL passes this fee of 5.9% onto the consumer by adding it directly to the monthly electric bill. The franchise fee payment is affected by both base rate and fuel charge changes made by FPL.

Projection Methodology: The main factor considered in projecting this revenue is the historical trend, utilizing a 3-year average growth rate of 2.0% for both the FY 18 and FY 19 projections;

which takes into account a reduction in fuel costs as a result of FPL’s ongoing investments in highly efficient power generation.

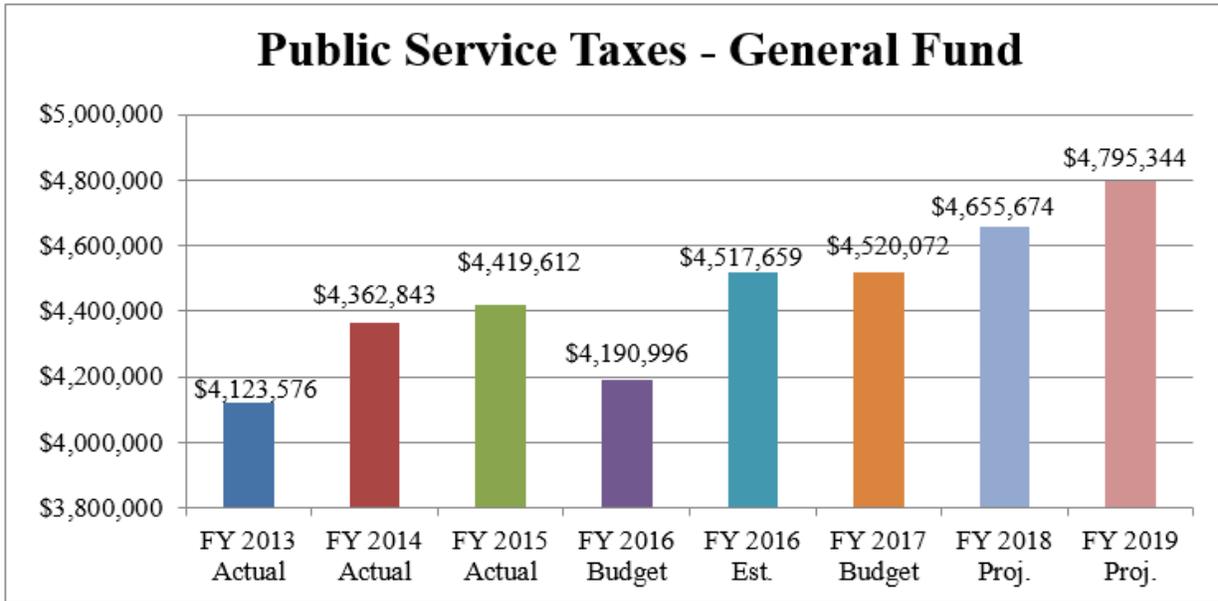


Public Service Taxes

The City levies a 10% public service tax on consumers for the purchase of electricity, metered natural gas, liquefied petroleum gas either metered or bottled, manufactured gas either metered or bottled, and water services within the City. The payments are made by the utility end users to the service provider and then remitted to the City. The electric public service tax payment is only affected by base rate changes, not fuel charge changes by Florida Power & Light (FPL). These taxes provide revenue to the General Fund for ongoing operations with the largest portion coming from the electric public service tax.

Projection Methodology: The main factor considered in projecting this revenue is the historical trend, utilizing a 3-year average growth rate of 3.0% for both the FY 18 and FY 19 projections.

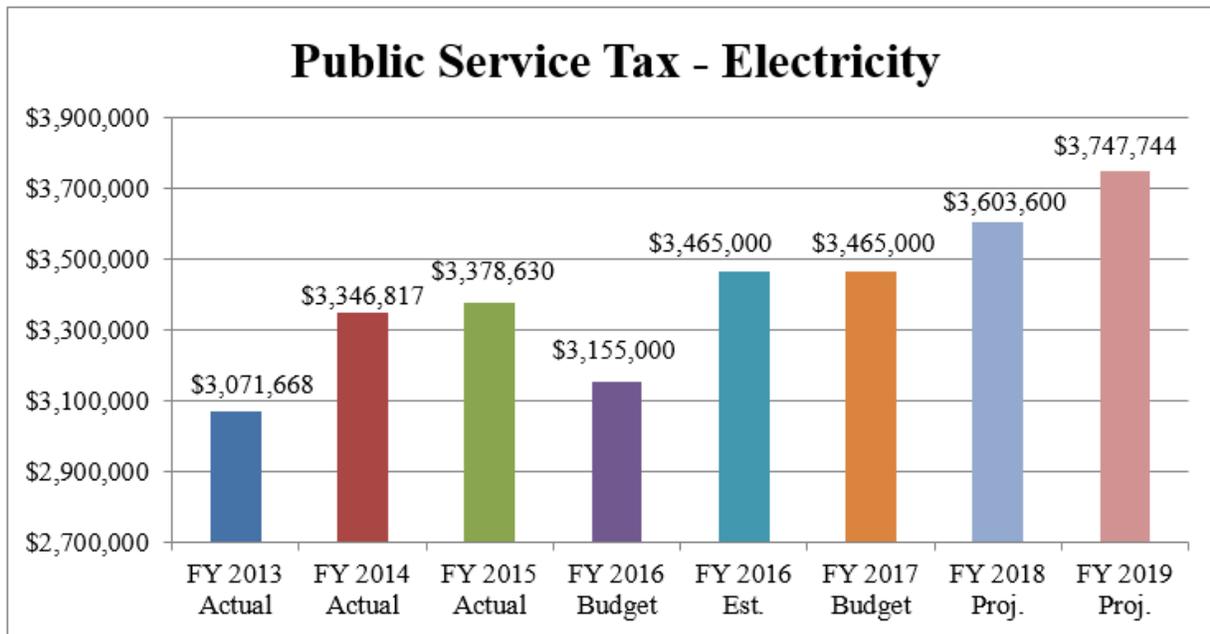




Public Service Tax – Electricity

The City levies a 10% public service tax on the total electric utility payments made within the City, through FPL. The electric public service tax payment is only affected by base rate changes, not fuel charge changes by FPL; as fuel charges are exempt from public service taxes. This tax provides revenue to the General Fund for ongoing operations and is the largest portion of the public service taxes.

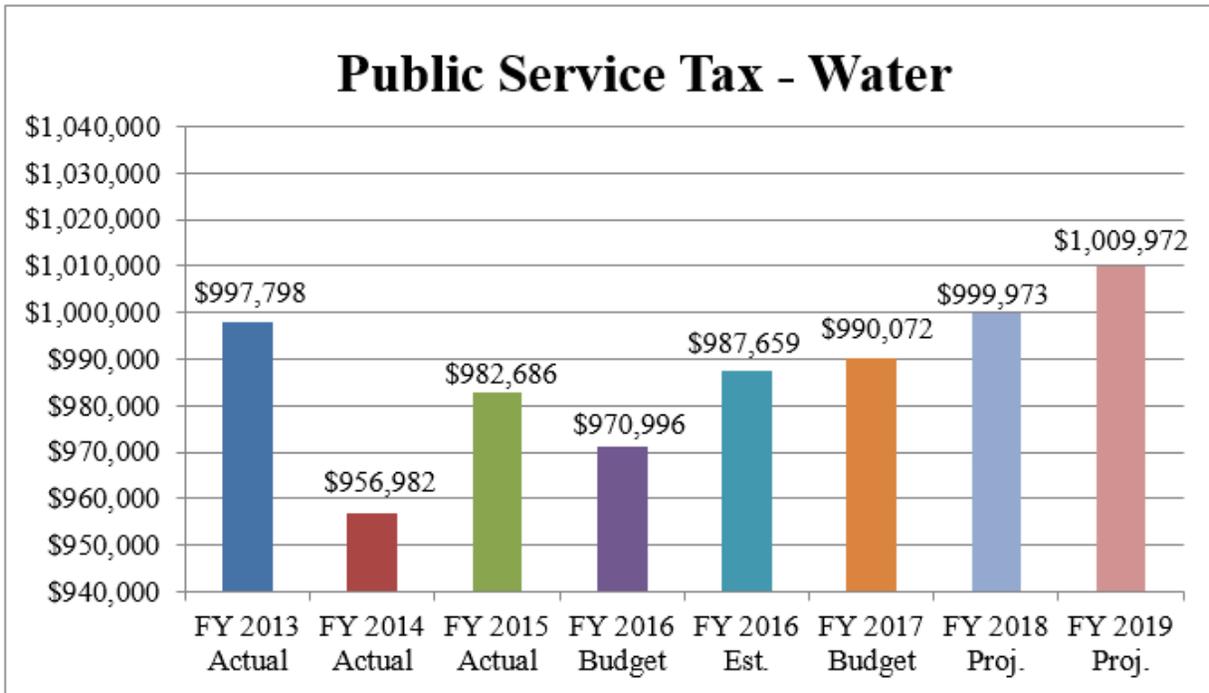
Projection Methodology: The main factor considered in projecting this revenue is the historical trend, utilizing a 3-year average growth rate of 4.0% for both the FY 18 and FY 19 projections.



Public Service Tax – Water

The City levies a 10% public service tax on the total amount of water usage the City charges to its customers on a monthly basis. This tax provides revenue to the General Fund for ongoing operations.

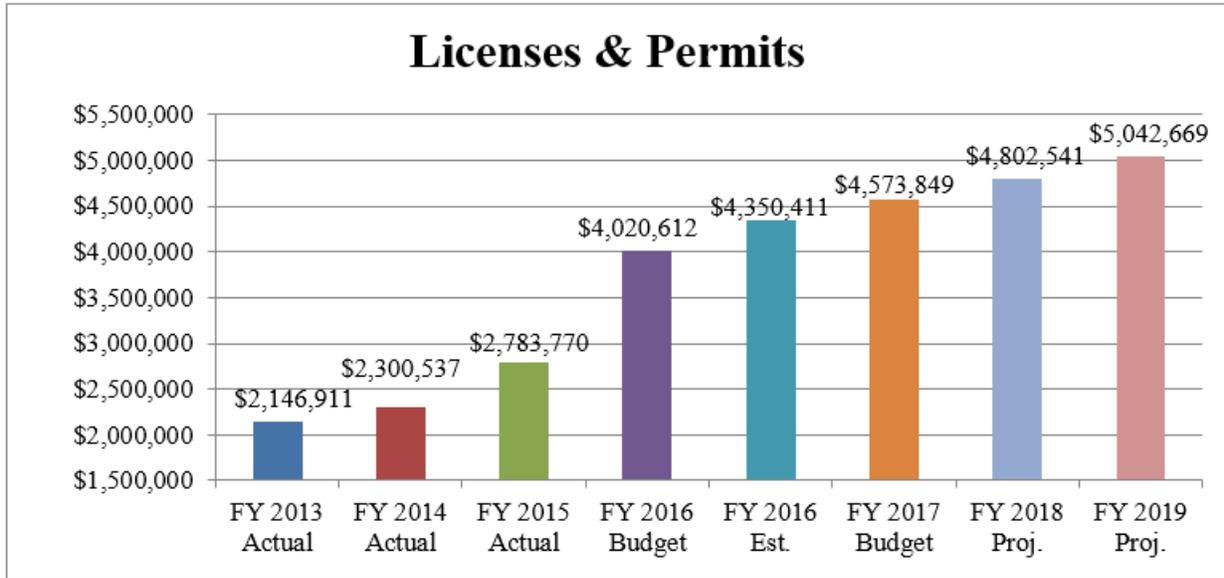
Projection Methodology: The main factor considered in projecting this revenue is the historical trend, which represents a slight increase from year to year, with the exception of FY 14 actual. The FY 18 and FY 19 projections include a conservative growth rate of 1.0% for new construction.



Licenses and Permits

The majority of this revenue is from building permits which are charges for permit and inspection services related to new construction, additions, alterations and repairs to existing structures; as well as for demolitions. Building permits are issued to any individual or business performing construction work within City limits. Building permit fees are established by ordinance and vary by type of permit. Permits are issued for building, electrical, plumbing, mechanical, roofing and gas inspections. Also included in this category are Business Tax Receipts, which are fees charged to all businesses, occupations and professions operating in the City. These license fees vary based on the type of business operated.

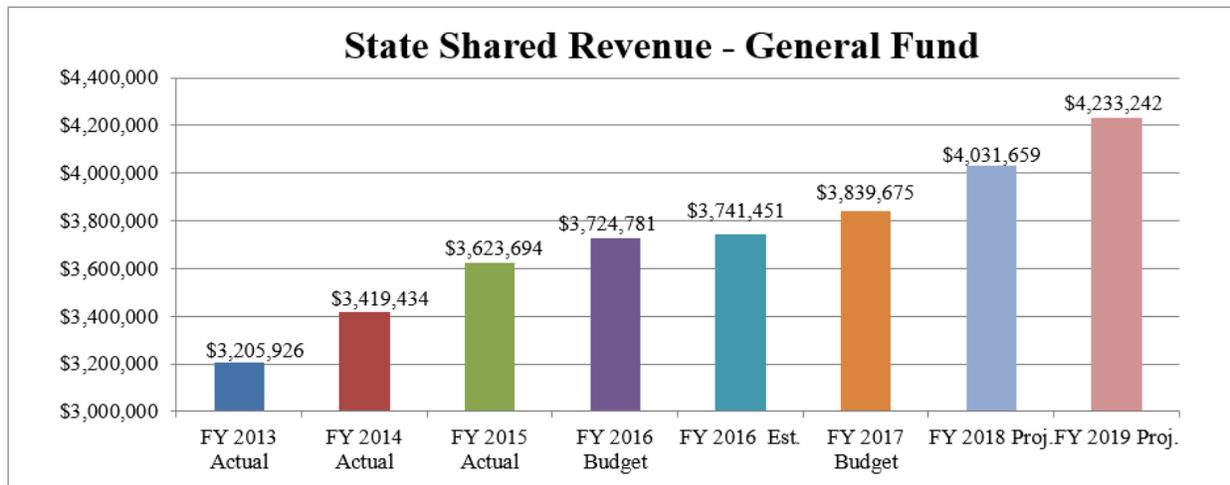
Projection Methodology: The main factor considered in projecting this revenue is the historical trend. Since there are variations in growth the past few years, the FY 18 and FY 19 projections include a conservative growth rate of 5.0% for new construction.



State Shared Revenue – General Fund (Intergovernmental Revenue)

The City receives revenue distributions from the State of Florida that are shared with local governments. These revenue sources include the City’s portion of the state half-cent sales tax, sales and use tax collections from the Revenue Sharing Trust Fund for Municipalities, alcoholic beverage license taxes, cardroom penny ante poker taxes, mobile home license taxes and motor fuel taxes.

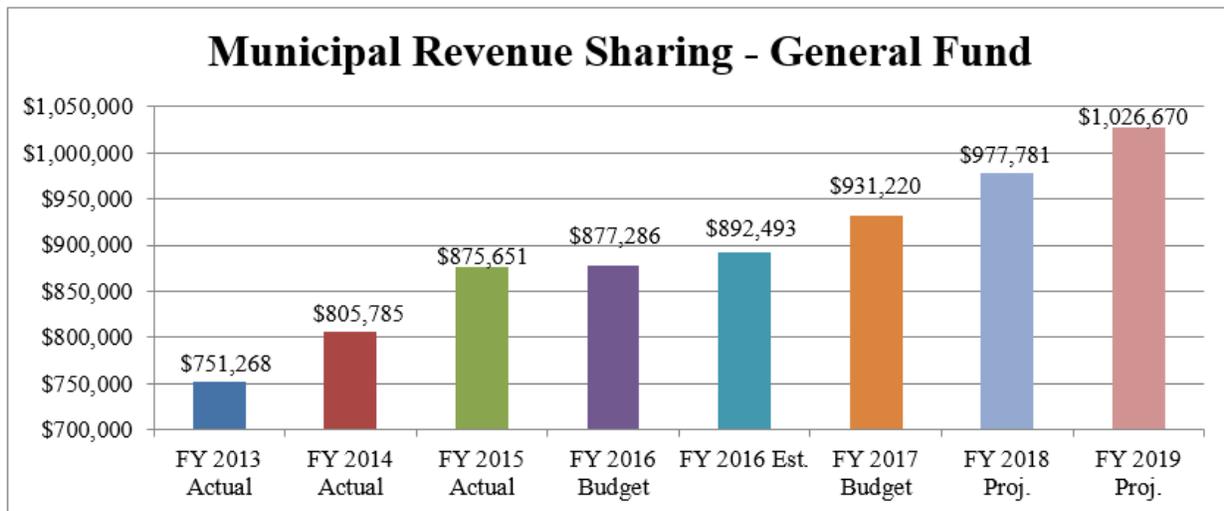
Projection Methodology: This revenue projection is based on the historical trend, utilizing a 3-year average growth rate of 5.0% for both the FY 18 and FY 19 projections, and information from the Florida Department of Revenue.



Municipal Revenue Sharing – General Fund (Intergovernmental Revenue)

The Florida Revenue Sharing Act of 1972 established a Revenue Sharing Trust Fund for Municipalities whereby a portion of the sales and use tax revenue collected by the State is returned to eligible counties and local municipalities. In order to be eligible to participate in the revenue sharing, a municipality must meet strict eligibility requirements.

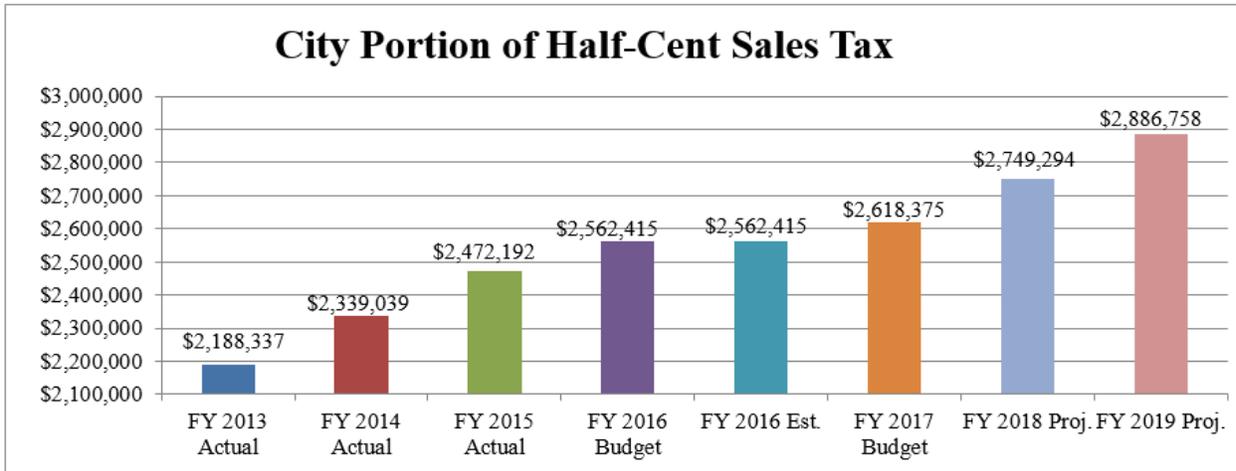
Projection Methodology: This revenue projection is based on the historical trend, utilizing a 3-year average growth rate of 5.0% for both the FY 18 and FY 19 projections, and information from the Florida Department of Revenue.



City Portion of Half-Cent Sales Tax- General Fund (Intergovernmental Revenue)

Authorized in 1982, the Local Government Half-Cent Sales Tax Program generates the largest amount of revenue for local governments from state revenue sources. The revenue is distributed to counties and municipalities based on a population driven allocation formula and strict eligibility requirements must be met. The Program’s primary purpose is to provide relief from ad valorem and utility taxes in addition to providing counties and municipalities with revenues for local programs.

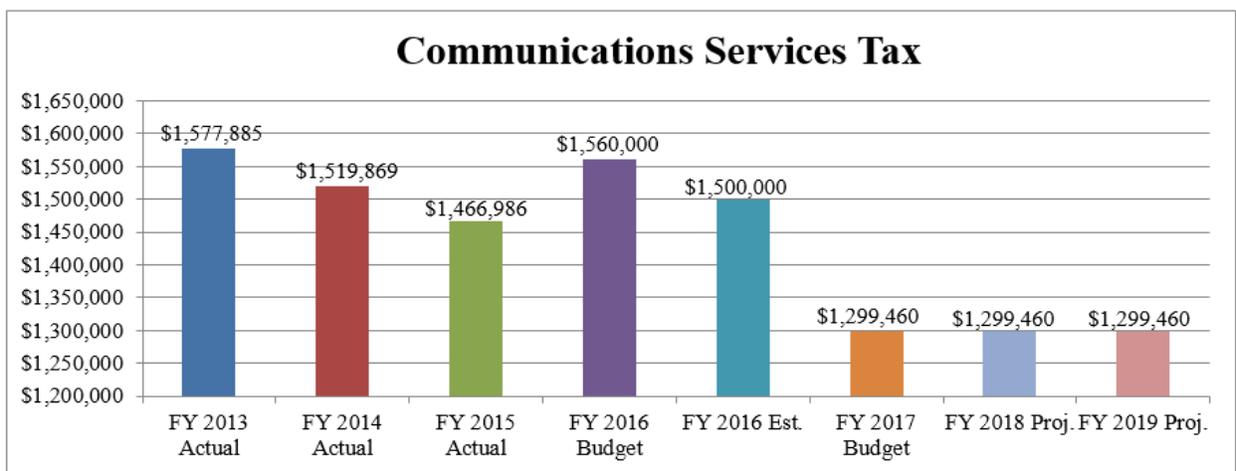
Projection Methodology: This revenue projection is based on the historical trend, utilizing a 3-year average growth rate of 5.0% for both the FY 18 and FY 19 projections, and information from the Florida Department of Revenue.



Communications Service Tax

The Communications Service Tax applies to telecommunications, cable, direct-to-home satellite, video and related services. The tax is imposed on retail sales of communications services which originate and terminate in the state and are billed to the City’s residents. The Florida Department of Revenue is responsible for the administration of this tax which is comprised of two parts, the Florida communications service tax and the local communications service tax. The local communications service tax for the City of Hallandale Beach is 5.22%. These taxes provide revenue to the General Fund for ongoing operations.

Projection Methodology: The main factors considered in projecting this revenue are the historical trend, which represents a decrease from year to year; and information obtained from the State’s Office of Economic & Demographic Research. Therefore, the FY 18 and FY 19 projections assume no growth from the FY 2017 budget.



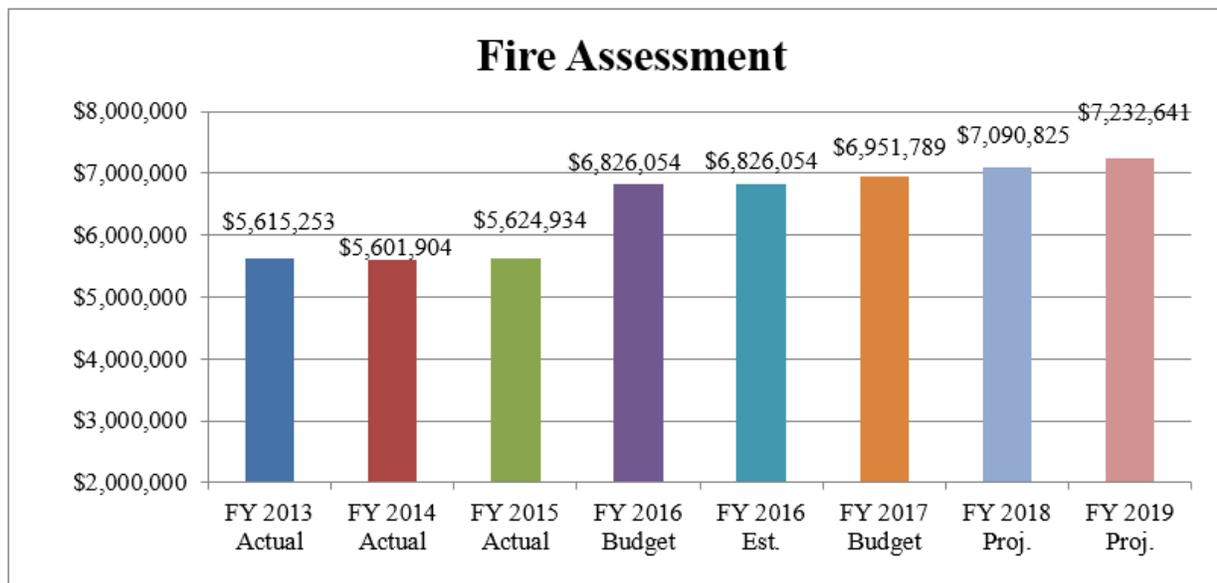
Fire Assessment

The revenue generated from the Fire Assessment Fee (a non-ad valorem tax), which is charged annually, funds a portion of the cost of providing fire protection services to properties within the

City that derive a special benefit from the availability of these services. Property types are assigned based on their designation by the Broward County Property Appraiser’s Office and the fee is apportioned according to the number of calls dispatched to that property type in comparison to other property types. No costs for Emergency Medical Services (EMS) and Ocean Rescue are funded by this assessment.

In FY 16, a rate study was conducted by an outside consultant to determine the assessable costs, the methodology for apportionment and the rates by classification to recover the costs. The adopted fire assessment rates recover eighty-five (85%) of the total fire protection service costs budgeted. The remaining 15% of these costs are funded by General Fund revenues.

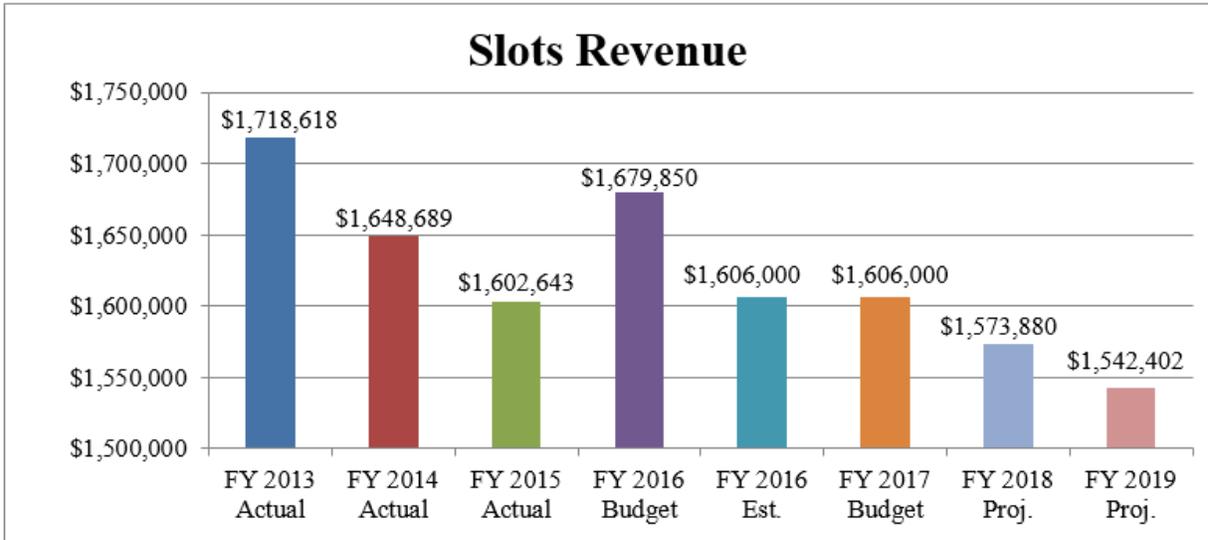
Projection Methodology: The projected revenue is based on the ad valorem tax roll of property types, assuming growth of 2.0% for both FY 18 and FY 19, with the largest proportion consisting of residential property at a rate of \$198.00 per unit. The projected years assume no rate change.



Slots Revenue

A Gross Slots Revenue percentage is imposed on the City’s pari-mutuel facilities (Gulfstream and Mardi Gras) based on an Agreement executed between each pari-mutuel facility and Broward County. The Agreement requires the pari-mutuels to pay the County 1.5%, who will distribute the City’s portion of 1.7% of Gross Slot Revenue until the Gross Slot Revenue from slot machines reaches \$250,000,000 on an annual basis. Once the pari-mutuels’ Gross Slot Revenue exceeds \$250,000,000 in any fiscal year, the payments shall increase to 2.5% of such revenues.

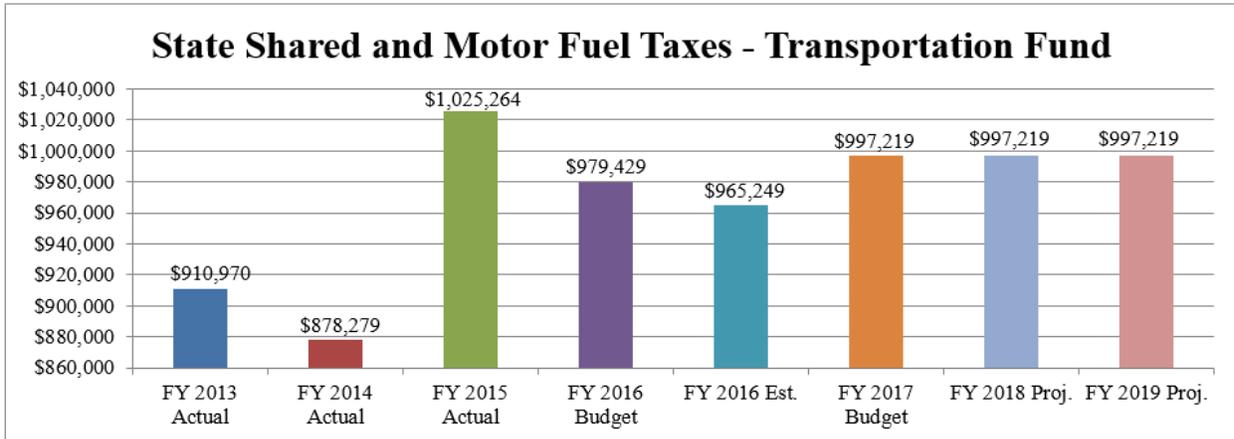
Projection Methodology: Based on the historical trend of this revenue decreasing from year-to-year, a 3-year average reduction of 2.0% was utilized for both the FY 18 and FY 19 projections.



State Shared and Motor Fuel Taxes - Transportation Fund (Intergovernmental Revenue)

A portion of this revenue is from the Municipal Fuel Tax portion of the Revenue Sharing Trust Fund for Municipalities, which consists of the one-cent municipal fuel tax on motor fuel. These funds must be used for transportation-related expenditures. In addition, Broward County levies a total of 12 cents of local option fuel taxes on fuel sold within the County of which 10 cents is shared with the cities through inter-local agreements. The 10 cents is comprised of 6 cents (referred to as the “original” local option fuel tax) and 4 cents of the 5 cents (referred to the “additional” local option fuel tax). The local option fuel tax of 6 cents is applicable to every net gallon of motor and diesel fuel sold within the County. The local option fuel tax of 4 cents is applicable to every net gallon of motor fuel sold within the County, diesel fuel is exempt from this tax. The distribution of these local option fuel taxes to each municipality is in direct proportion to the City’s population compared to the population of the County. Revenue received by the City from the local option fuel taxes must be used for transportation expenditures. In addition to the local option fuel taxes, the County levies a “Ninth-Cent” fuel tax of 1 cent on every net gallon of motor and diesel fuel sold within Broward County. No revenue from this tax is received by the City.

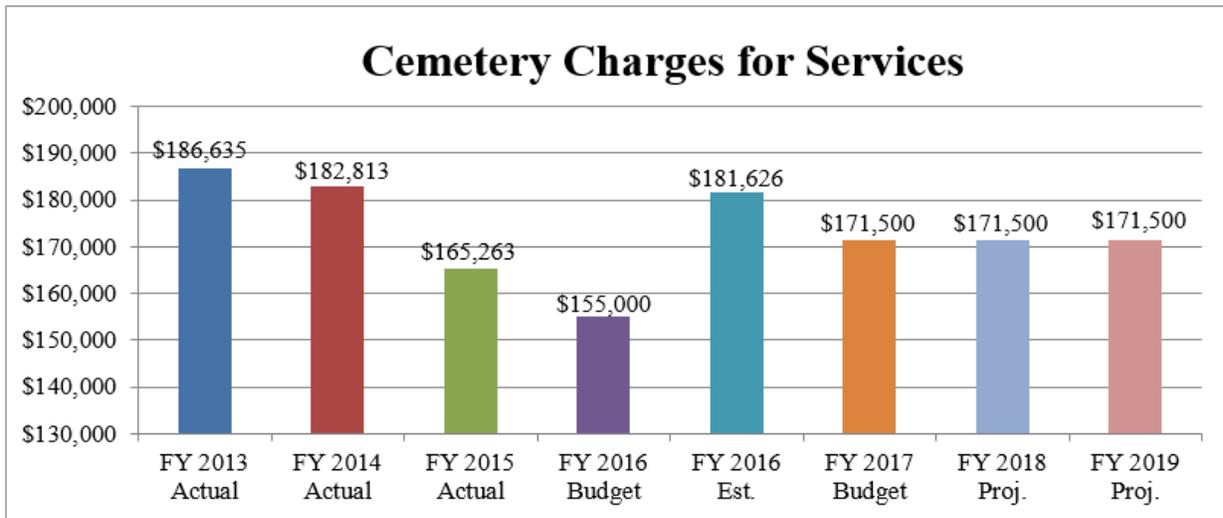
Projection Methodology: This revenue projection is based on information from the Florida Department of Revenue, which anticipates a slight increase in revenue for the FY 17 budget. To be conservative, the FY 18 and FY 19 projections will remain consistent with the FY 17 budgeted revenues.



Cemetery Charges for Services

Cemetery revenues are generated from various fees to recover costs related to the operation and maintenance of the Hallandale Beach cemetery, which is owned by the City. Fees include burial permits, purchase of burial space (both residential and nonresidential), interment fees, and sales of vaults, niches and markers.

Projection Methodology: Based on the historical trend of this revenue decreasing from year-to-year, with the exception of an anticipated increase in the FY 16 estimate, the FY 18 and FY 19 projections will remain consistent with the FY 17 budget which anticipates a slight reduction.

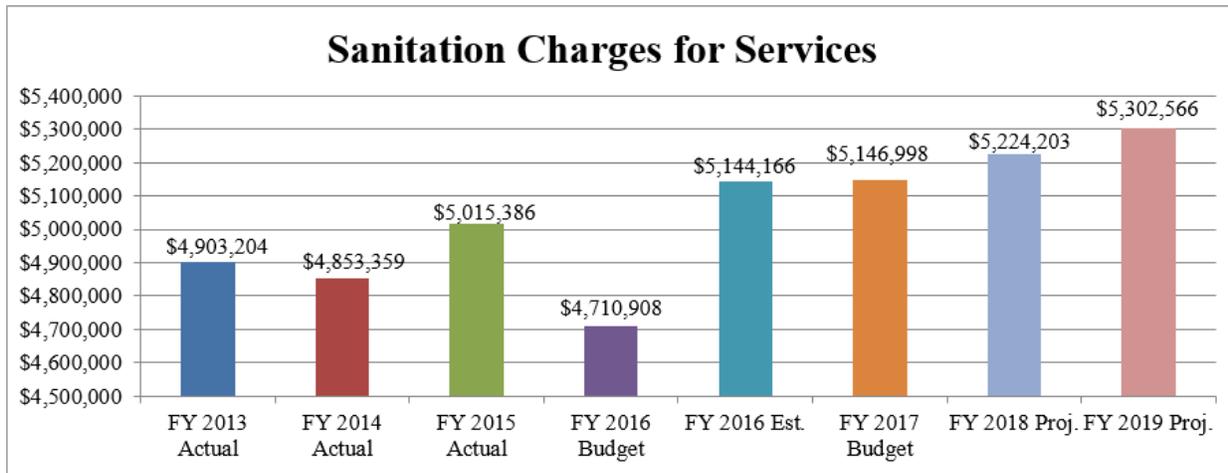


Sanitation Charges for Services

The City provides timely sanitation services to the residents and businesses of Hallandale Beach. Sanitation revenues are generated by different user fees established for residential, multi-family and commercial garbage and recyclable collection and disposal services. Residential accounts are billed \$20.87 monthly and defined as dwellings with four or less units. The rates vary for the other type of users. Sanitation revenues also include a late payment penalty charge of 10% of the current

unpaid balance, charges for bulk trash and yard waste collection services; as well as dumpster rentals, which range from one to forty cubic yards.

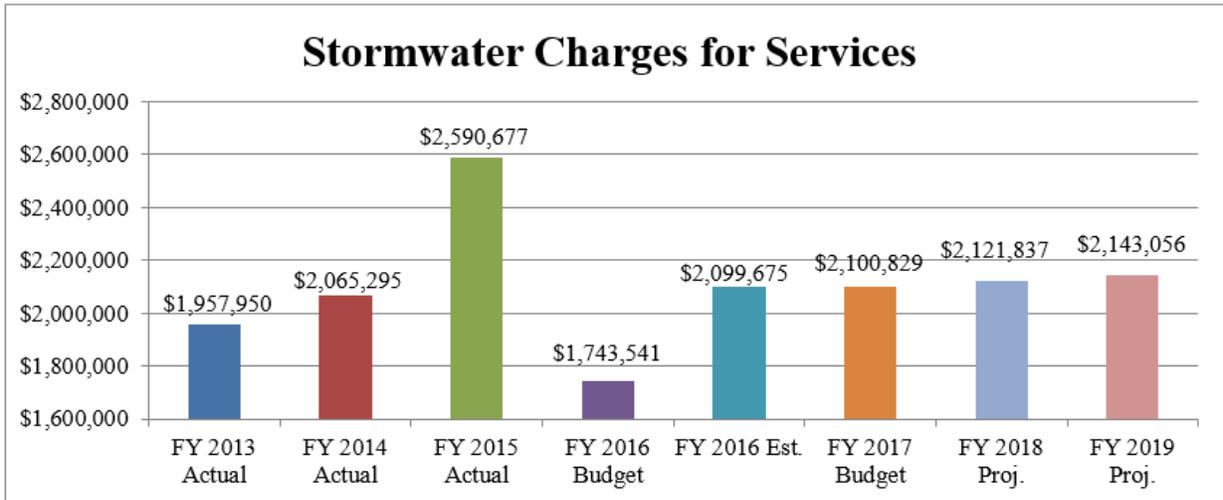
Projection Methodology: Based on the historical trend of this revenue increasing slightly from FY 2014 actual to FY 17 budget, a 3-year average growth rate of 1.5% was utilized for both the FY 18 and FY 19 projections.



Stormwater Charges for Services

The City is responsible for the cleaning, installation and maintenance of the City’s stormwater drainage system to alleviate flooding; as well as for the maintenance of numerous pump stations. Revenues are generated through monthly stormwater drainage user fees based on an equivalent residential unit (ERU). Residential properties, (classified as one ERU) are charged a rate of \$40.20 annually or \$3.35 monthly. Properties other than residential are billed by their calculated equivalent number of ERU’s. Stormwater fees also include a late payment penalty charge of 10% of the current unpaid balance.

Projection Methodology: Based on the historical trend of this revenue increasing slightly from year-to-year, with the exception of the increase in FY 15 actual, an anticipated growth rate of 1.0% was utilized for both the FY 18 and FY 19 projections.



Water and Sewer (Utility) Charges for Services

The primary source of revenue generated in the Utility Fund are the water and sewer user charges levied on all the City’s utility customers. These revenues are used to fund the operating and maintenance costs of the utility, debt service requirements and capital improvement projects. Water revenues are generated from monthly user charges for the sale of potable water to customers connected to the City’s water distribution system. The fee schedule for water includes a monthly base charge of \$19.00, regardless of whether the service is turned on or off. Sewer charges are billed to customers connected to the City’s sewer system. The fee schedule for sewer includes a monthly base charge of \$17.00. Water consumption is used as the basis for sewer billings. Both the water and sewer rates are based on a tiered rate structure intended to encourage water conservation. There are no increases in these user fees for FY 17. Other water and sewer revenues include tap installation charges for water customers for the initial connection to the City’s water system, service charges collected from water customers for connection and disconnection from the City’s water distribution system, tampering fees, water and sewer late payment penalty charges of

10% of the current unpaid balance and fire line rental and inspection fees. There were increases in the tap installation charges for the FY 17 budget.

Water Rates

Usage Level	FY 15-16 Rates	FY 16-17 Rates
0-2,000	\$1.03	\$1.03
2,001-5,000	\$1.10	\$1.10
5,001-10,000	\$1.43	\$1.43
10,001-25,000	\$2.25	\$2.25
25,001 and over	\$2.45	\$2.45
Base Charge	\$19.00	\$19.00

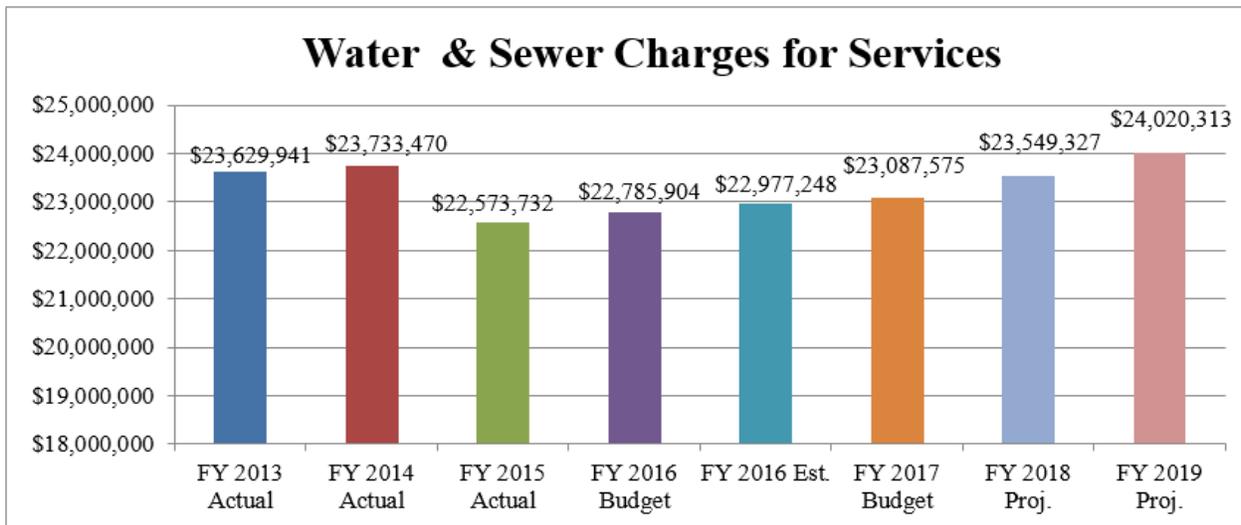


Sewer Rates

Usage Level	FY 15-16 Rates	FY 16-17 Rates
0-2,000	\$3.48	\$3.48
2,001-5,000	\$3.60	\$3.60
5,001-10,000	\$3.75	\$3.75
10,001-25,000	\$4.16	\$4.16
25,001 and over	\$4.39	\$4.39
Base Charge	\$17.00	\$17.00



Projection Methodology: Projected growth of 2.0% for both the FY 18 and FY 19 projections, based on a slight increase anticipated in the FY 16 estimated and FY 17 budgeted revenues.



Expenditures

The FY 17 Budget for all City Funds totals \$140.7 million or \$4.3 million (-3.0%) below the prior year’s budget. The total of \$140.7 million includes an FY 17 Operating Budget of \$118.2 million which represents a 9.0% increase over the prior year’s budget. The net decrease in the total budget is primarily attributable to the \$26.8 million decrease in the Capital Funds consisting of \$15.4 million for OB Johnson Park and the Hepburn Center, \$9.2 million for the Main Fire Station, and \$375,000 for Municipal Complex improvements which were in the FY 16 budget. This decrease was offset by an increase of \$12.4 million for the new Parks projects covered by the General Obligation (GO) Bond, an increase of \$3.7 million in debt service primarily related to the issuance of the GO Bond in June 2016 and an increase of \$5.8 million in the General Fund primarily due to new positions, Cost of Living Adjustment (COLA), an 14.9% increase in health insurance premium costs and \$1.8 million for cameras/monitoring program for public safety throughout the City.

Fund Highlights

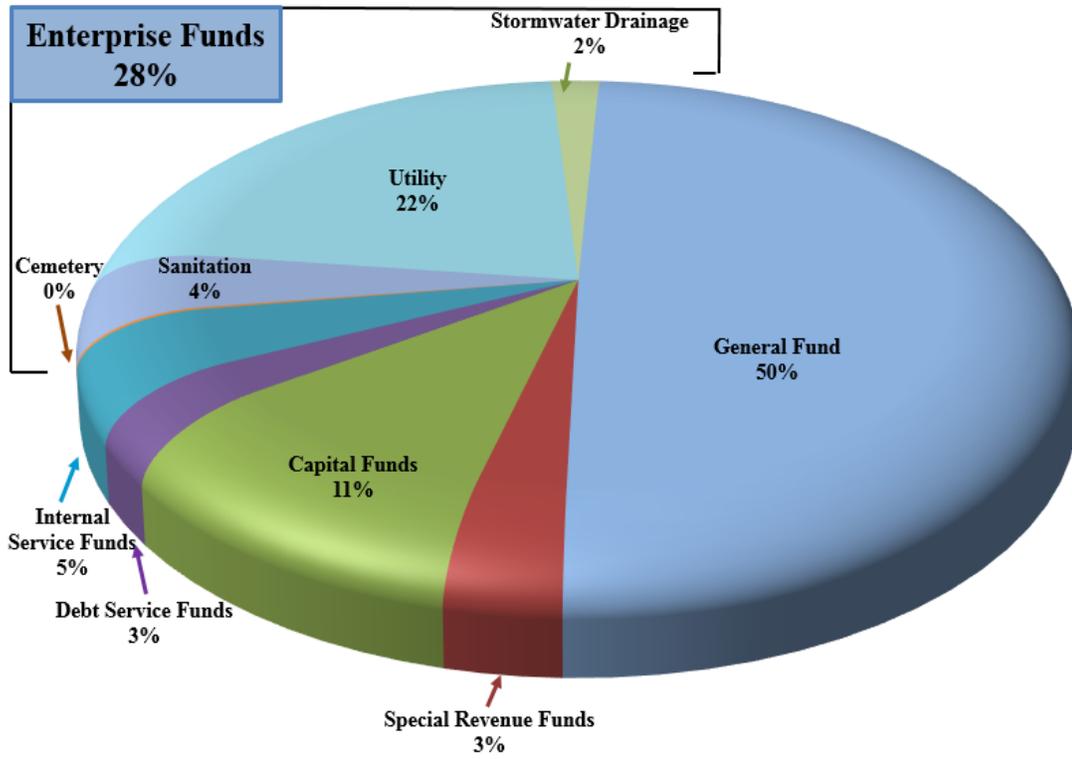
The City establishes a budget for 23 separate funds which can be segregated into six major fund types; consisting of the General Fund, Special Revenue Funds, Debt Service Funds, Capital Funds, Enterprise Funds and Internal Service Funds. Below is a brief synopsis of the six major fund types.

The following chart illustrates the major funds and their groupings, the various expenditure increases and decreases, and several of the most notable items that affect the overall budget.

BUDGET SUMMARY – ALL FUNDS

	FY 15-16 Adopted Budget	FY 16-17 Recommended	Amount Change	% Change
GENERAL FUND:				
General Fund	\$63,154,587	\$68,516,988	\$5,362,401	8.5%
Fire Assessment	901,965	1,313,737	411,772	45.7%
General Fund	\$64,056,552	\$69,830,725	\$5,774,173	9.0%
SPECIAL REVENUE FUNDS:				
Police Training Fund	\$35,000	\$25,000	(\$10,000)	-28.6%
Police Outside Services	1,163,815	1,168,640	4,825	0.4%
Police Equitable Sharing	398,931	376,371	(22,560)	-5.7%
Three Islands	428,714	497,625	68,911	16.1%
Golden Isles	473,219	305,651	(167,568)	-35.4%
Transportation	1,754,274	2,226,877	472,603	26.9%
Law Enforcement Trust	224,498	306,188	81,690	36.4%
TOTAL SPECIAL REVENUE FUNDS	\$4,478,451	\$4,906,352	\$427,901	9.6%
DEBT SERVICE FUNDS:				
Debt Service Fund GO Bonds	\$0	\$3,023,618	\$3,023,618	NA
Debt Service Capital Fund	0	685,484	685,484	NA
TOTAL DEBT SERVICE FUND	\$0	\$3,709,102	\$3,709,102	NA
CAPITAL FUNDS:				
Parks GO Bond	\$3,483,841	\$15,930,593	\$12,446,752	357.3%
Capital Projects	26,959,261	204,292	(26,754,969)	-99.2%
TOTAL CAPITAL FUNDS	\$30,443,102	\$16,134,885	(\$14,308,217)	-47.0%
ENTERPRISE FUNDS:				
Sanitation	\$6,198,471	\$6,078,438	(\$120,033)	-1.9%
Cemetery	221,081	215,698	(5,383)	-2.4%
Stormwater	3,120,024	2,670,096	(449,928)	-14.4%
Marina	56,606	0	(56,606)	-100.0%
Utility	30,344,201	29,178,052	(1,166,149)	-3.8%
Utility Impact Fee	0	1,637,773	1,637,773	NA
TOTAL ENTERPRISE FUNDS	\$39,940,384	\$39,780,057	(\$160,327)	-0.4%
INTERNAL SERVICE FUNDS:				
Fleet Services	\$3,521,964	\$3,883,448	\$361,484	10.3%
Other Post Employment Benefits	712,690	200,909	(511,781)	-71.8%
General Liability Self-Insurance	892,367	1,121,591	229,224	25.7%
Workers' Compensation	989,734	1,166,231	176,497	17.8%
TOTAL INTERNAL SERVICE FUNDS	\$6,116,755	\$6,372,179	\$255,424	4.2%
TOTAL ALL FUNDS:	\$145,035,244	\$140,733,299	(\$4,301,944)	-3.0%
<i>Less:</i>				
Capital Funds	(\$30,443,102)	(\$16,134,885)	\$14,308,217	-47.0%
Internal Service Funds	(6,116,755)	(6,372,179)	(255,424)	4.2%
Net Total All Funds	\$108,475,387	\$118,226,236	\$9,750,849	9.0%

FY 17 BUDGET SUMMARY – ALL FUNDS



The largest fund is the **General Fund**, which provides \$69.8 million in funding towards the majority of services available to City residents such as police, fire, parks/recreation, human services and all administrative services. In FY 17 the General Fund increased \$5.8 million or 9.0% from the previous year. The largest increases are coming from personnel costs and capital purchases/improvements. Effective with the FY 17 budget, the Marina operations will now be recorded in the General Fund. The Marina Fund, which was an Enterprise Fund, was not self-supporting; with an anticipated deficit in Fund Balance to be covered by a transfer from the General Fund.

The next group of funds, the **Special Revenue Funds**, total \$4.9 million and include Police Training, Police Outside Services, Transportation, Golden Isles Safe Neighborhood District, Three Islands Safe Neighborhood District, Law Enforcement Trust, and Police Equitable Sharing Fund. The funds under the Special Revenue Funds increased by \$427,901 or 9.6% from FY 16.

The **Debt Service Funds** totaling \$3.7 million are for the payment of debt service for the Parks General Obligation (GO) Bond issued June 2016 and for the Capital Improvement Refunding and Revenue Bonds, Series 2016.

The **Capital Funds** are used to budget capital projects, totaling \$16.1 million and include the Parks General Obligation (GO) Bond Fund and Capital Projects Fund. The majority of the capital projects are for the construction and renovation of City parks as designated in the Parks Master Plan.

The **Enterprise Funds**, total \$39.8 million, which is a decrease of \$160,327 or -0.4%. These funds are supported by revenues based on specific services or commodities provided to consumers. These funds include Utility (includes Utility Impact Fee), Sanitation, Stormwater, and Cemetery.

Finally, the **Internal Services Funds** discussed herein include General Liability Self Insurance, Workers' Compensation, Other Post-Employment Benefits (OPEB) and Fleet Services. These funds provide services to other departments within the City. These funds totaling \$6.4 million, increased by \$255,424 or 4.2%. Each of these funds are discussed within this document to provide the reader a comprehensive understanding of all the funding sources and uses of available monies.

Major Cost Drivers

Some of the major cost drivers (both positive and negative) to the FY 17 Budget include the following:

- Annual required contribution (ARC) for Police/Fire, General Employees, and Professional Management pension plans reduced by approximately \$619K.
- Citywide salary increase of \$1.6M or 5.0% is primarily due to step increases and cost of living adjustments (COLA).
- Health insurance (includes all employees existing and new) – 14.0% increase (approx. \$800K)
- Capital Improvement Program (CIP) and capital equipment purchases funding decreased by \$8.1M, from \$36.4M in FY 16 to \$28.3M in FY 17, primarily due to OB Johnson and Hepburn Center construction, and the new Fire Station.
- Project completions and contract negotiations.

Personnel Highlights

Personnel costs experienced a \$2.7M increase from the prior year. This includes salaries, taxes, pension, insurance, and workers' compensation.



The Citywide salaries increased \$1.6M due to the following:

- ✓ COLA's budgeted for FY 17 for all full-time employees are at 2.5%.
- ✓ Staffing changes are as follows:
 - *Police Department*
 - ✓ Reclassification of a Captain to an Internal Affairs Sergeant
 - *Development Services* – To improve the efficiency of the operations and to assist at new reception desk in City Hall.
 - ✓ Adding an Administrative Office Assistant I
 - *Finance* - Reorganization to improve the efficiency of the operations

- ✓ Reclassification of Customer Service Representative to a full-time Fiscal Clerk I
- ✓ Adding one part-time Fiscal Clerk I
- *Human Services* - To staff position that was previously federally funded.
 - ✓ Adding one part-time Food Service Aide
- *Parks and Recreation* - To improve the efficiency, marketing and production of special events offered by the City
 - ✓ Adding one part-time Special Event Aide
- *Public Works – Water Production* – To assure 100% compliance with the State of Florida and the Department of Environmental Protection (DEP) guidelines.
 - ✓ Adding a Water Plant Chief Operator



The retirement contributions for all funds are \$14,227,251, a decrease of \$307,471, or 2.1% below the prior year's budget.

Based on the most recent actuarial valuation for the General Employees Retirement Plan, the City's budgeted annual required contribution (ARC) for FY 17 will decrease from \$3,331,672 to \$2,799,601 or a 16.0% decrease. This represents approximately a 41.1% employer contribution as a percentage of covered payrolls.

Based on the most recent actuarial valuation for the Police Officers and Firefighters Retirement Plan, the City's budgeted annual required contribution (ARC) for FY 17 will increase from \$7,854,940 to \$7,889,834. This represents approximately a 55.3% employer contribution as a percentage of covered payrolls.

Based on the most recent actuarial valuation prepared for the Defined Benefit Professional/Management Employees Retirement Plan, the City's budgeted ARC for FY 17 will decrease from \$691,355 to \$569,324 or a 17.7% decrease. This represents approximately a 47.45% employer contribution as a percentage of covered payrolls.

It should be noted that the Defined Benefit Pension Program is no longer available to new Professional/Management, Unrepresented and General Employees. However, these employees are now given the option to participate in the City's retirement 401(a) plan. The total budgeted for the 401(a) plan is \$1,070,558.

Additionally, in 2014, the City implemented a 401(a) Defined Contribution match program whereby the City contributes up to a 3% salary match on a bi-weekly basis into a 401(a) Defined Contribution account of all full-time employees. The City contributes a match of 1%, 2%, or 3% based on the employee selection. The total budgeted for the 401(a) match is \$917,521.

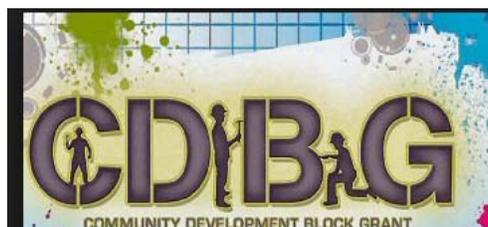
Funding for the insurance category (health, dental, vision, life, and disability) increased \$543,309, or 8.9% from \$6,086,606 to \$6,629,915.

Highlights – Capital Improvement Projects

The City of Hallandale Beach is dedicated to improving the City's infrastructure and services. This dedication to the future of our great City is reflected in the Capital Improvement Program. The Capital Improvement Program enables a process whereby projects are evaluated and prioritized. The approved projects reflect the City's best effort to enhance the quality of life for our citizens and our community. Items contained within the Capital Improvement Program are defined as physical assets, constructed or purchased, with a useful life of at least 10 years, and a total minimum cost of \$20,000.

A total of \$22,297,889 is budgeted in FY 17 for capital improvement projects. This total includes funding from various sources including City funding sources (e.g. General Fund, Enterprise Funds), General Obligation (GO) Bonds, Developer Agreements, and the Hallandale Beach Community Redevelopment Agency (CRA). A summary of the FY 17 projects is provided below (please see the Capital Improvement Section of this publication for additional details on projects within the Capital Improvement Program):

- *Southwest/Southeast Drainage Improvements (\$200K City; \$7.344 Million FEMA Grant)* – This project is for drainage improvements in the Southwest and Southeast quadrants of the City, consisting of flood control gates, drainage pump stations, injection wells and storm drainage pipes. The FEMA grant is \$9.793 million of which 75% is the Federal share for \$7.344 million and 25% is the City share for \$2.448 million. This ongoing project will extend over the next several years.
- *Public Works – New Administration/Maintenance Building Master Plan (\$100K)* This funding is for a Master Plan and Feasibility Study to build a centralized facility building for Public Works operational units.
- *Foster Road Lift Station Backup Generator (\$135K)* – This project provides a backup generator as an alternate source of power to keep the lift station running in the event of a power failure.
- *Municipal Complex Improvements (\$100K)* - This project supports the update and design of various spaces within City Hall. This funding is for the replacement of the first floor air handling unit and the replacement of secondary pumps and variable frequency drives.
- *42nd Year Community Development Block Grant (CDBG) (\$50K City; \$TBD Grant)* - Projects planned under the 42nd CDBG include various drainage projects, improvements to swales, sidewalk construction, ADA ramp improvements and landscape improvements.



- *Northeast 14th Avenue Enhanced Landscaping (\$275K City; \$394K CRA)* - This project will be completed in FY 17. At completion, the project will result in street landscaping along Northeast 14th Avenue and includes landscaping for related stormwater pump stations and bulb-outs.
- *Water Distribution Upgrade (\$150K)* - This ongoing upgrade program enhances the City's water distribution system by increasing water flow and fire protection capabilities. This program involves replacement/rehabilitation of undersized or aging water lines and the replacement of malfunctioning isolation valves.
- *Hibiscus and Sunset Drive Water Main Interconnect (\$25K)* – This project is for the interconnection of the 6-inch water main on Hibiscus Drive with the 16-inch transmission line on Sunset Drive correcting deficiencies in fire hydrant fire flow in this area.
- *Foster Road Water Main Upgrades (\$100K)* – This project is for the replacement of existing water mains with larger diameter pipes to address fire flow deficiencies at selected fire hydrants serving Hallandale High School.
- *Water Treatment Plant Infrastructure Assessment (\$46K)* - These funds are for an assessment study of the water treatment plant above ground facilities. The report will provide recommendations and identify needed capital repairs and/or improvements of the water treatment plant infrastructure.
- *High Service Pumps and Transfer Pumps (\$1.350M)* – This project consists of the replacement of existing high service pumps and transfer pumps for the water treatment plant that are at or beyond the end of their service life. Replacement of these pumps will enable the City to meet critical parameters such as peak-hour flow capacity and adequate water pressure (when required) for fire flows, and to meet the projected growth related to new development.
- *Parks General Obligation (GO) Bond Projects (\$15.93M GO Bond)* – This funding is for the City's Parks construction and renovation efforts under the GO Bond as identified in the Parks Master Plan. The funds allocated in FY 17 will enable construction/renovation related to Bluesten Park, Golden Isles Tennis Center and Park, Ingalls Park, Sunset Park, Sunrise Park, Historic Village and Chavez Lake Park.
- *AIA Bridge Improvements (\$200K DA)* - This funding is for bridge improvements to include the painting of the bridge, a mural on the north bound east side of bridge to match the south bound and up lighting under the bridge.
- *Water Plant Filtration System Rehabilitation (\$1.316M)* - This funding is for the rehabilitation of ten filters. The filter media, filter underdrains and surface water mechanisms will be replaced as they are at the end of their useful life.

- *Landscaping Lighting on Layne Boulevard (\$50K)* - This funding is for landscaping up lighting (LED floodlights on palm trees) on Layne Boulevard from East Hallandale Beach Boulevard to Egret Drive for improved pedestrian safety.
- *Wal-Mart Swale Area Improvement (\$100K)* - This project consists of landscaping improvements on the FDOT stormwater retention pond (swale area) in front of Wal-Mart on East Hallandale Beach Boulevard.
- *Cameras/Monitoring Program (\$1.777M)* - This project is for the acquisition and deployment of police body cameras, security cameras at City parks, and digital entry access systems at various City facilities.



Financial Policies

Guidelines

The budget process and format shall be outcome-based and focused on goals, objectives and performance indicators. The budget will provide adequate funding for maintenance and replacement of capital plan and equipment.

Basis of Budgeting

The budgets of general government type funds (General Fund, Special Revenue Funds and Capital Funds) are prepared on a modified accrual basis for accounting and budgeting purposes. Under this method, revenues are recognized only when they become measurable and available to finance expenditures of the fiscal period. Available means collectible within the current period, or soon enough thereafter, to pay current liabilities.

Expenditures are recognized when the fund liability is incurred except for un-matured interest on general long term debt which is recognized when due, and the noncurrent portion of accrued vacation and sick leave which is recorded in a general long term debt group. At year-end, open encumbrance balances lapse. However, encumbrances related to Capital Projects are generally re-appropriated as part of the following year's budget.

The Enterprise Funds (Utility, Utility Impact Fee, Sanitation, Stormwater and Cemetery Funds) on the other hand, are budgeted on a full accrual basis. Not only are expenditures recognized when a commitment is made (such as through a purchase order), but revenues are also recognized when they are obligated to the City (for example, water user fees are recognized as revenue when bills are produced or service is provided).

The City also utilizes Internal Service Funds (Workers' Compensation, General Liability Self-Insurance, Other Post-Employment Benefits and Fleet Services Funds), which are budgeted on a full accrual basis.

The differences between the budget basis and the full accrual basis of accounting include: (1) budgeting the full amount of capital expenditures as expense rather than depreciating them, (2) not budgeting interest earnings on restricted funds and impact fees, and (3) presenting debt service expense net of restricted investment proceeds.

Basis of Accounting

Basis of accounting refers to the time when revenues and expenditures or expenses are recognized in the accounts, and relates to the timing of the measurements made, regardless of the measurement focus applied. All governmental funds are accounted for by using the modified accrual basis of accounting. Their revenues are recognized in the period in which they become susceptible to

accrual, i.e., when they become both measurable and available as expendable financial resources to pay liabilities of the current period. Ad Valorem taxes and charges for services are susceptible to accrual when collected in the current year, or within 60 days subsequent to year-end, provided the amounts received pertain to liabilities through the end of the fiscal year.

Intergovernmental revenues, franchise fees and utility service taxes are recorded in accordance with their legal or contractual requirements as earned. Interest is recorded when earned. Licenses and permits, charges for services, fines and forfeitures, and other revenues applicable to the current period are recorded as revenue when received in cash because they are generally not measurable until actually received. License and permit revenue collected in advance for periods of which they relate are recorded as deferred revenue.

Expenditures are generally recognized under the accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include principal and interest on general long-term debt, which are recognized when due where funds are not specifically reserved for such purpose.

The reporting practices for the Proprietary Fund Types closely parallel comparable commercial financial reporting. Both recognize revenue when earned and expenses when incurred (the accrual basis) including depreciation on its exhaustible fixed assets. Earned, but unbilled service receivables are accrued as revenue in the Enterprise Fund.

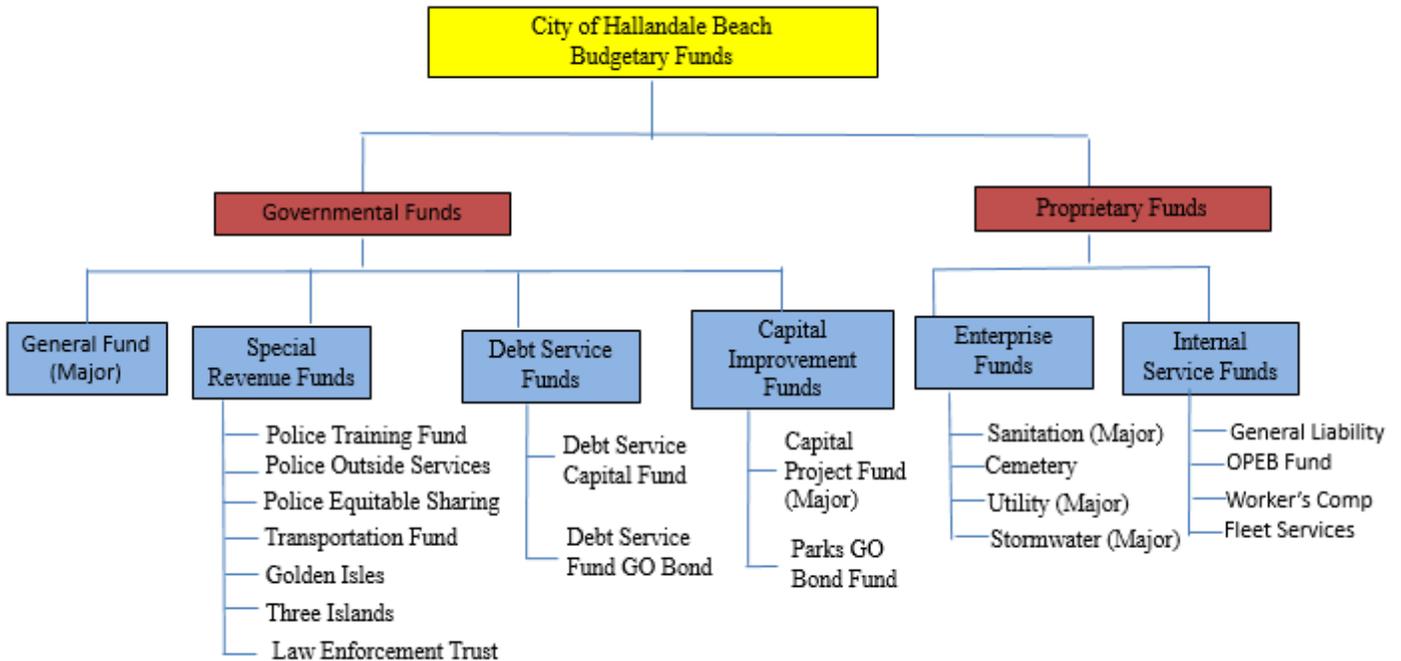
The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of "Generally Accepted Accounting Principles" (GAAP). In most cases, this conforms to the way the City prepares its budget. There are two exceptions: the treatment of depreciation expense and compensated absences. Depreciation expense is not budgeted but instead the budget reflects the full purchase cost of capital improvements. The CAFR shows depreciation expense for Enterprise Funds as required by GAAP.

Compensated absences are included in salary projections in the budget whereas the CAFR reflects both sick and vacation as accrued liabilities as required by GAAP. The CAFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

The hierarchy for reporting and budgetary control is as follows:

1. Fund
2. Department
3. Division
4. Function
5. Object Code

Fund Structure



Governmental Fund Types

- The *General Fund (001)* is the City’s primary operating fund. It accounts for all financial resources of the City, except those required to be accounted for in another fund. Resources are derived primarily from taxes, franchise and utility taxes, charges for services, and intergovernmental revenues. Expenditures are incurred to provide general government, public safety, public works, and community services.
- *Special Revenue Funds* account for revenue sources that are legally restricted to expenditures of specific purposes (excluding expendable trusts and major capital projects). Included in the budget are the following special revenue funds:
 - Police Training Fund (103)
 - Police Outside Services Fund (104)
 - Police Equitable Sharing Fund (110)
 - Transportation Fund (160)
 - Golden Isles Safe Neighborhood District Fund (121)

- Three Islands Safe Neighborhood District Fund (120)
- Law Enforcement Trust Fund (165)
- *Debt Service Funds* are used to account for the accumulation of resources for, and the payment of general long-term debt principal and interest, and related costs. Included in the budget are the following funds:
 - Debt Service Capital Fund (248)
 - Debt Service GO Bonds Fund (202)
- *Capital Improvement Funds* are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds and trust funds. Included in the budget are the following funds:
 - Capital Projects Fund (348)
 - Parks General Obligation Bond Capital Fund (302)

Business Fund Types - Proprietary Funds

- The *Enterprise Fund* is used to account for operations that are financed and operated in a manner similar to a commercial enterprise, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or where the governing body has decided that periodic determination of the revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. Included in the budget are the following funds:
 - Sanitation Fund (410)
 - Cemetery Fund (420)
 - Utility Fund (490)
 - Utility Impact Fee Fund (491)
 - Stormwater Drainage Fund (440)
- The *Internal Service Funds* are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis. Included in the budget are the following funds:

- General Liability Self-Insurance Fund (570)
- Other Post-Employment Benefits Fund (555)
- Workers' Compensation Fund (575)
- Fleet Services Fund (530)

Accounting and Budgetary Control

In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable but not absolute assurance regarding: (1) safeguarding of assets against loss from unauthorized use or disposition and (2) reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes: (1) the cost of control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management. All internal control evaluations occur within the above framework.

Annual budgets are adopted on a basis consistent with accounting principles generally accepted in the United States. The City maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Commission. Activities of the General Fund, certain Special Revenue Funds, Enterprise Funds and Capital Improvement Funds are included in the annual appropriated budget. The City also maintains a five-year Capital Improvement Program that is updated annually. Proposed projects are prioritized and available funds are allocated accordingly. The level of budgetary control, i.e., the level at which expenditures cannot legally exceed the appropriated amount, is established at the category level within a fund. Encumbrance accounting (under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded as a reservation of budget) is used to further enhance budgetary control. Unencumbered appropriations lapse at year-end. However, encumbrances related to Capital Projects are generally re-appropriated as part of the following year's budget. Budget-to-actual comparisons demonstrate how the actual expenses/expenditures compare to both the original and final revised budgets.

Balance Operating Budget

The City Commission encourages commitment to a balanced budget based on reasonable expectations of revenue and expenditure variances. Adopted budgets can only be altered to the degree that the City Manager's authority is granted by the City Commission. In any fund in which expenditures/expenses shall exceed revenues, operating reserves shall be used to meet the shortfalls. The FY 17 budget was balanced primarily by conservative expenditure forecasts. Budget transfers are as follows: up to \$2,500 needs Department Director and Finance Director approval; \$2,501 to \$5,000 needs Department Director, Finance Director, and Deputy/Assistant City Manager

approvals; and \$5,001 to \$50,000 needs Department Director, Finance Director, Deputy/Assistant City Manager and City Manager. Budget transfers in excess of the City Manager's limits must be approved by the City Commission through an ordinance or resolution.

Fund Balance Policies

Through the budget adoption process staff shall produce a schedule of all fund surpluses and deficits, with projections of reserve requirements and a plan for the use of any excess surplus for the current year and future years in accordance with the Government Finance Officers Association (GFOA) recommended levels.

General Fund – In the General Fund, there will be a reservation of fund balance of no less than 16.6% of regular General Fund operating expenditures. For the purposes of this calculation, the current fiscal year budget shall be the budget as originally adopted by ordinance in September. This reserve shall be in addition to all other reserves or designations of fund balance, including but not limited to reservations for uncollected receivables and reservations of funds which have expenditure authority limited to specific purposes, i.e. proceeds from the sale or conversion of judicially forfeited properties.

Special Revenue Funds – By definition, Special Revenue Funds are created to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specified purposes. As such, no specific reservation of fund balance is created by virtue of enactment of this ordinance; rather the amount of any reservation of fund balance shall be governed by the legal authority underlying the creation of the individual fund.

Enterprise Funds – The City has created a total of five Enterprise Funds to account for the following services: cemetery, sanitation, utility, utility impact fee and stormwater management. In the Enterprise Funds, there will be a reservation of retained earnings of no less than one to two months of regular operating expenditures for each fund.

For the purposes of this calculation, the current fiscal year budget shall be the total budget as originally adopted by ordinance in September. This budget shall be prepared on the modified accrual basis of accounting, and therefore includes such items as capital outlay and operating transfers out. This reserve shall be in addition to all other reservations of retained earnings, including but not limited to amounts reserved for debt service and/or amounts reserved for renewal and replacement of long lived assets.

Internal Service Funds – The City has created four Internal Service Funds to account for post-retirement health insurance subsidy, costs of insuring the City in the areas of general and auto liability, costs of providing Workers' Compensation insurance coverage to employees of the City, and Fleet Services. In the Internal Service Funds, a reservation of retained earnings is guaranteed in an amount necessary to ensure that unreserved retained earnings in the fund as of the end of each

fiscal year is greater than or equal to zero

Revenue Policies

The City will try to maintain a diversified and stable revenue system to shelter from unforeseeable short-run fluctuations in any one-revenue source.

The City will estimate its annual revenues by an objective, analytical process, wherever practical. The City will project revenues for the next year and will update this projection annually. Each existing and potential revenue source will be reexamined annually.

Each year, the City will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases.

The City Commission provides authority for the use of unpredictable or one-time revenues, such that these revenues are not relied upon for ongoing expenditures. The City conservatively projects such unpredictable revenues such as building permits for new construction based on certainty of receipt.

The City Commission identifies the manner in which fees and charges are set and the extent to which they cover the cost of the service provided. This is accomplished in revenue meetings held between the City Manager and Department Directors, in which all fees are reviewed and the level of cost recovery is determined and submitted to the City Commission for approval. Costs which are not recovered are documented and fully disclosed to the City Commission in the budget workshop sessions held with public participation.

Debt Management Policies

The City's primary objective in debt management is to keep the level of indebtedness within available resources and debt limitations established by state law. In this regard, the City continues to act very conservatively and tries not to obligate current resources. In November of 2014, the citizens voted for a \$58.5 million General Obligation Bond to improve and construct additional parks around the City.

The City has a general obligation legal debt limitation not to exceed 10% of total assessed valuation of the taxable property within the City boundaries. The current calculated general obligation debt limit is \$511,534,977.

The City issued General Obligation (GO) Bonds, Series 2016 on June 21, 2016 in the amount of \$57,500,000. The GO Bonds were issued for the purpose of funding the costs of construction, expansion, renovation and improvements of City-wide parks and recreation facilities in accordance with the City's Parks Master Plan. The bonds bear interest at rates ranging from 3.00-5.00% and are to be repaid from ad valorem revenue. Interest is to be paid semi-annually on January 1 and July 1 of each year; and principal is paid annually with the first principal payment due July 1, 2017 and each July 1 thereafter until the maturity date of July 1, 2046.



BUDGET IN BRIEF

The Revenue Bonds, Series 2007A were issued for the purpose of financing the acquisition of park land. The bonds were refunded in FY 16 and are now known as “Capital Improvement Refunding Revenue Bonds, Series 2016” with an issuance date of June 29, 2016. The bonds are not General Obligation Bonds of the City, bear interest at rates ranging from 4.00-5.00% and are to be repaid solely from non-ad valorem revenue. Principal is payable annually on October 1 with the first payment due October 1, 2018 and interest is to be paid semi-annually on April 1 and October 1 of each year. The bonds mature on October 1, 2027.

Capital Improvement Refunding Revenue Bonds, Series 2016 were issued on June 29, 2016 in the amount of \$8,270,000 for the construction of the Main Fire Station. The bonds are not General Obligation Bonds; bear interest at rates ranging from 2.00-5.00% and are to be repaid solely from non-ad valorem revenue. Principal is payable annually on October 1 with the first payment due October 1, 2017 and interest is to be paid semi-annually on April 1 and October 1 of each year. The bonds mature on October 1, 2035.

City of Hallandale Beach Debt Service Requirements

Year Ending September 30,	Governmental Activities							
	Refunding of Series 2007A* Series 2016		Fire Station Series 2016		Revenue Note Series 2015		General Obligations Series 2016	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2017	-	457,273	-	228,210	1,255,000	386,240	1,010,000	2,003,618
2018	-	655,850	285,000	320,188	1,290,000	352,104	1,015,000	2,064,756
2019	1,065,000	629,225	300,000	305,563	1,325,000	317,016	1,065,000	2,014,006
2020	1,120,000	574,600	315,000	290,188	1,360,000	280,976	1,120,000	1,960,756
2021-2025	6,505,000	1,952,125	1,815,000	1,193,438	7,375,000	829,600	6,485,000	8,906,781
2026-2030	4,760,000	323,125	2,290,000	720,706	1,595,000	43,384	8,275,000	7,115,281
2031-2046	-	-	3,265,000	342,725	-	-	38,530,000	10,714,219
	\$13,450,000	\$4,592,198	\$ 8,270,000	\$3,401,016	\$14,200,000	\$2,209,320	\$57,500,000	\$34,779,418

*Principal and Interest for the Unrefunded Amount for the 2007A - FY 2017, \$1,190,625 and FY 2018, \$1,189,000

**City of Hallandale Beach
Debt Service Requirements**

Year Ending September 30,	Business Type Activities (Enterprise Funds)			
	Revenue Note Series 2012		Revenue Bonds Series 2014A	
	Principal	Interest	Principal	Interest
2017	305,000	26,063	495,000	104,794
2018	310,000	21,450	505,000	93,544
2019	310,000	16,800	520,000	82,013
2020	315,000	12,113	530,000	70,200
2021-2025	650,000	9,825	2,855,000	163,631
2026-2030	-	-	-	-
2031-2046	-	-	-	-
	\$ 1,890,000	\$ 86,251	\$ 4,905,000	\$ 514,181

Contingency Planning

The City Commission provides an annual appropriation in operating budgets for emergency, natural disasters, or other unexpected events. These funds provide the City Manager a starting point for making immediate decisions which improve the City’s ability to take timely action in the event of unexpected events. Use of Contingency Funds must be approved by the City Commission. Additionally, disaster planning and implementation drills are held annually with all departments to ensure a quick response in the event of a disaster.

Capital Assets Policies

Capital or fixed assets are physical property owned by the City and used in its operations with a unit cost greater than, or equal to \$1,000 and an economic life greater than one year. Capital assets include land and land improvements, easements, buildings and improvements, vehicles, machinery and equipment, works of art and historical treasures, computer equipment, and infrastructure. Costs of normal maintenance and repairs are not added to the value of capital assets.

- Capital asset additions – capital assets must be budgeted in capital account categories. When a capital asset is received by the receiving department, the Capital Asset accountant will make arrangements to tag the asset within 30 days of receipt by the receiving Department.
- Capital asset disposals – a capital asset maintenance form must be completed by the department that is disposing the asset. If the asset is to be auctioned, then the asset is turned over to the Procurement Department.
- Capital asset physical count – annually, the Finance Department shall distribute an asset register to various departments for conducting the capital asset physical count. Each department shall be responsible for conducting the physical inventory count and verifying the assets of the City. The Finance Department will audit the department inventory by performing random test counts. Any discrepancy in the physical count must be properly documented.

Interim Financial Reporting

The City Commission and individual departments will be provided with interim budget reports comparing actual versus budgeted revenue and expense activity on a quarterly basis. The City shall establish and maintain a standard of accounting practices.

Investment Policies

Some of the guidelines of the City's Investment policy include:

- Compliance with all applicable Florida Statutes and regulations guiding investment policies of local governments and the current City of Hallandale Beach Investment Policy.
- Investment of funds to achieve safety, liquidity and yield as investments objectives in the specified priority order.
- Performance of cash flow analyses of all funds on a regular basis. Assure scheduling of disbursements, collections and deposits to provide cash availability as well as minimal idle funds.
- Specification of a list of authorized investments and portfolio composition as authorized by the City Commission approved Investment Policy.
- Use of performance benchmarks for short-term and long-term portfolios.
- Reports will be submitted and presented to the City Commission on a quarterly basis detailing investment earnings compared to financial benchmarks, and cash balances.

Renewal and Replacement Reserves

Through the budget adoption process, the City has been maintaining a 7.5% Renewal and Replacement reserve for the Utility Fund. The reserve is calculated based on 7.5% of the previous year's revenue generated from operations. These funds, with City Manager, and staff and consulting engineering recommendations, and City Commission approval, are used for the repair or replacement of water and sewer facilities. The Commission has authorized the continuation of this reserve methodology to facilitate future funding of capital projects. For the current year, the City did not fund the Utility R&R due to sufficient balances in that reserve account.

Equipment Reserves

Since 1996, the City Commission has adopted the establishment of an Equipment Reserve for the replacement of fire service, water, stormwater, sewer and sanitation equipment. This methodology levels the funding requirement over a multi-year period, thus avoiding the scenario of funding large capital equipment purchases out of operating funds in one fiscal year.

Throughout the years, the City has developed sophisticated equipment replacement schedules and various replacement accounts have been established providing funding mechanisms and availability



BUDGET IN BRIEF

of monies budgeted at a generally consistent level each year. The Equipment Reserve is calculated based either on a replacement schedule or on a percentage of revenue generated.

Cost Allocation Plan

The Cost Allocation Plan is a philosophy in which costs are allocated to the appropriate fund that is benefited by a service or department's activity. The FY 17 budget was predicated on the June 2016 Cost Allocation Plan. Staff utilizes three methodologies to allocate cost to various funds. The Direct Cost Method is the most accurate and charges the actual costs to departments based on work orders, purchase orders, projects or some other documentation. The Percentage Method is the next preferred methodology whereby costs are allocated based on specific workload indicators and the associated percentage for the benefiting fund. The Time Study Method is only utilized when the other methods are impractical. This method requires a monitoring of individuals' time and/or departmental activity for a period of six to eight weeks and the results are then projected for the remainder of the year. The following chart details the specific administrative charge approved and includes other operating transfers.

CITY OF HALLANDALE BEACH
SCHEDULE OF ADMINISTRATIVE CHARGES AND INTERFUND TRANSFERS
ADOPTED BUDGET FY 2016-17

		REVENUES										
		General	Gen Liab. Self Ins.	Debt Service Capital	Capital Projects	Utility Utility	Utility Impact Fee	Transp.	Sanitation	Storm Water	CRA	Total
		001	570	248	348	490	491	160	410	440	130	
S P E R U T I D N E P E X E F I	General			217,849	100,000				140,000		4,351,771	\$4,809,620
	Police Outside Svcs	68,500										\$68,500
	Transportation	187,432										\$187,432
	Sanitation	559,506	55,000			143,187						\$757,693
	Cemetery	23,874				12,070						\$35,944
	Utility-Water	1,658,540	150,000				464,436	737,400	13,824	10,052		\$3,034,252
	Stormwater	202,152	55,000			406,837		474				\$664,463
	Utility-Sewer	1,652,506					578,753	874	61,860	11,489		\$2,305,482
	Golden Isles	16,052										\$16,052
	Three Islands	44,265										\$44,265
	CRA	272,395		347,528		59,037						\$678,960
	Fleet	65,463										\$65,463
	General Liability	24,809										\$24,809
	Workers' Comp	2,588	755,143									\$757,731
Fire Assessment			120,107								\$120,107	
		\$4,778,082	\$1,015,143	\$685,484	\$100,000	\$621,131	\$1,043,189	\$738,748	\$215,684	\$21,541	\$4,351,771	\$13,570,773

City of Hallandale Beach Strategic Plan



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 4

Hallandale Beach Strategy



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Table of Contents

The Hallandale Beach Strategy represents the City's Operational Plan for FY17-FY19. The Operational Plan serves as an update to the City's FY14-FY16 Strategic Plan, which was adopted by the City Commission June 2013 and is now complete, and contains the strategies, key initiatives, and expected outcomes on which the City will focus its resources and efforts for the next three fiscal years.

- I. City Manager's Message
- II. Strategic Planning Process
- III. Mission
- IV. Strategic Priorities:
 - a. Safety
 - b. Quality
 - c. Vibrant Appeal
- V. Implementation

City Manager's Message

Dear Mayor and City Commission:

I am pleased to present to the City Commission the attached City of Hallandale Beach's Strategy for Fiscal Years 2017 – 2019. The Hallandale Beach Strategy is the City's Operational Plan and serves as an update to the City's FY14-FY16 Strategic Plan, which was adopted by the City Commission June 2013 and is now complete. The Hallandale Beach Strategy was presented to, and adopted by the City Commission June 13, 2016, via Resolution No. 2016-83.

The Hallandale Beach Strategy is a collaboration of the City Commission, City Staff, and the Community to create a shared mission and vision for the City of Hallandale Beach to follow.

The foundation of the Hallandale Beach Strategy is built on the following Strategic Priorities:

-  Safety
-  Quality
-  Vibrant Appeal

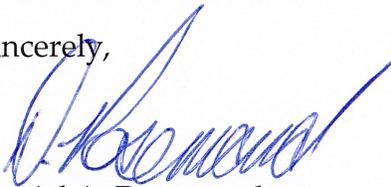
These priorities are the collaborative result of the Citizens and Business Satisfaction Surveys, City Commission visioning and direction, and City of Hallandale Beach staff, to establish a shared vision and clear direction for the City to follow. The Hallandale Beach Strategy offers direction and focus on issues that are critically important to improving the quality of life for our residents. The Strategy sets priorities, establishes strategies, and most importantly, includes performance measures to monitor and measure progress. The Hallandale Beach Strategy will require the City Commission and staff to consider the City's Operational Plan when developing policies, delivering City services and considering requests for resources.

Below is a critical path on how we will move from planning to action while ensuring alignment of the City's policies, budget, department, and staff work plans:

- ✚ *Create an annual Operational Plan with specific action oriented goals, work activities and performance measures for every City department and employee aligned with the strategic plan;*
- ✚ *Focus City Commission policy initiatives and discussion on the Strategic Priorities;*
- ✚ *Link Senior Management Team employee Evaluations with their respective departments Organizational Goals;*
- ✚ *Monitor the Strategic Priority Performance Measure to hold ourselves accountable for making measureable progress in achieving strategic commitments;*
- ✚ *Communicate monthly to the City Commission and public through the departmental monthly activity reports, posted in the City's website – Transparency Portal.*

I look forward to the challenges that lie ahead, and the commitment to excellence and laser focus that it will take to address these strategic priorities over the next three fiscal years. I believe that this strategic approach will greatly improve our ability as an organization to complete the tasks at hand.

Sincerely,



Daniel A. Rosemond
City Manager

Hallandale Beach Strategy

In January of 2013, the City Commission meet and established the nine priorities identified in the City of Hallandale Beach FY14-FY16 Strategic Plan:

- 🚧 Cohesive Visual Appeal
- 🚧 Civil & Respectful Government
- 🚧 Create Local Jobs
- 🚧 Economic Development
- 🚧 Improve City Infrastructures
- 🚧 Improve Safety, Security &
- 🚧 Comfort of Residents
- 🚧 Operational Excellence
- 🚧 Quality of Life
- 🚧 Vibrant Destination

For the last three years, the City's operations and budgets have been guided by the above priorities and their related initiatives. As the subject Strategic Plan is a three-year operational plan for the City, City Administration, in preparation for the FY17 Budget, engaged triSect, LLC to help facilitate the development and adoption of the FY17-19 Strategic Plan. Pursuant to their engagement, triSect conducted individual interviews with the City Commission, distributed surveys and interviewed Senior Management Team members to assess participants' familiarity with the City's Strategic Plan, and to receive suggestions for its update.

Two common themes arose from the interviews and survey results:

- 🚧 Majority of respondents were either not familiar with, or were not involved with the development of the City's Strategic Priorities and, therefore, had a difficult time finding the nexus of the Priorities with the daily operations; and,
- 🚧 Too many Priorities are in place, thus making it difficult to align them with the daily operations.

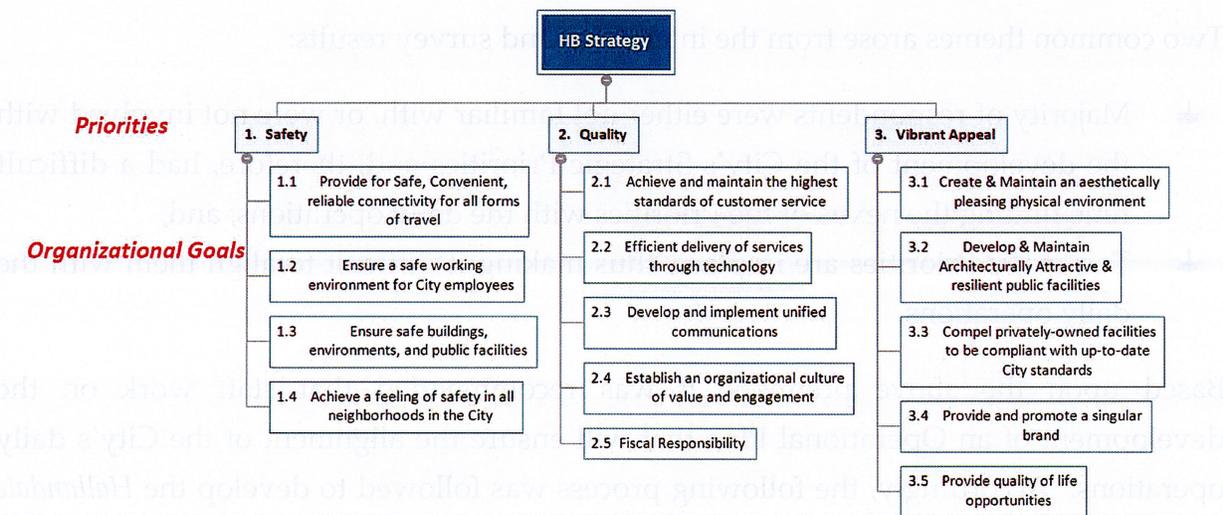
Based upon the above premises, it was recommended that staff work on the development of an Operational Plan that will ensure the alignment of the City's daily operations. Accordingly, the following process was followed to develop the *Hallandale Beach Strategy*:

Senior Management Team’s annual retreat: held March 9, 2016 -> in a collaborative effort, the Team reviewed the nine Strategic Priorities and condensed them into the following *Priorities*:

-  Safety;
-  Quality; and
-  Vibrant Appeal

Once the *Priorities* were identified, the Team developed a preliminary list of the *Organizational Goals* which will serve as the guide for the City’s daily operations and, consequently, as a budgeting tool for staff and the City Commission. Following the March 9 meeting, the Team continued to work with their staff and refined the *Organizational Goals*, resulting in the *Hallandale Beach Strategy*.

Equipped with clearly defined *Priorities* and *Organizational Goals*, as depicted below in the *Hallandale Beach Strategy*, the Senior Team has been collaborating with their respective departmental staff to develop their own Departmental Operational Plans. At this point in time, the departments continue to work on their respective Operational Plans, and will present to the City Commission for adoption during adoption of the FY17 Budget. Once adopted by the City Commission, progress on the Operational Plans will be reported on a monthly, quarterly or annual basis, depending on the *Organizational Goal*. These reports will be placed within the City’s transparency portal.



“The City of Hallandale Beach is dedicated to enhancing the quality of life in our community in a fiscally responsible manner by providing superior services that meet the needs of our community as well as plan for their future needs through continued communication.”

Safety

Organizational Goals

1. Provide for safe, convenient, reliable connectivity for all forms of travel.
2. Ensure safe working environment for City employees.
3. Ensure safe buildings, environments and public facilities.
4. Achieve a feeling of safety in all neighborhoods in the City.

Quality

Organizational Goals

1. Achieve and Maintain the Highest Standards of Customer Service.
2. Efficient Delivery of Services through Technology.
3. Develop and Implement Unified Communications.
4. Establish an Organizational Culture of Value and Engagement.
5. Fiscal Responsibility.

Vibrant Appeal

Organizational Goals

1. Create and maintain an aesthetically pleasing physical environment.
2. Develop and maintain architecturally attractive and resilient public facilities.
3. Compel privately-owned facilities to be compliant with up-to-date City standards.

Implementation

Implementation of the Hallandale Beach Strategy requires action to ensure its success. The City Manager and the Senior Management Team are developing an FY 17 Operational Plan that includes specific actions to accompany each Strategy and Organizational Goal.

Operational Plan

A streamlined Operational Plan to implement the Hallandale Beach Strategy will be developed each year, and will be presented to the City Commission as a part of the budget review process. In recognition of the fact that while staff must forge ahead to implement the new initiatives set by the city Commission, each department must still complete their day-to-day services to the Community. As such, each department will also define and measure the performance of each of their services to the Community. This ensures that the City will maintain a high level of service, while making strides towards implementing the FY 17-19 Strategy.

Finally, the Operational Plan will be communicated to all employees, community groups, stakeholders, and City partners to ensure its success.

Public Accountability

The public will be able to measure the City's performance and track results through the regular reporting:

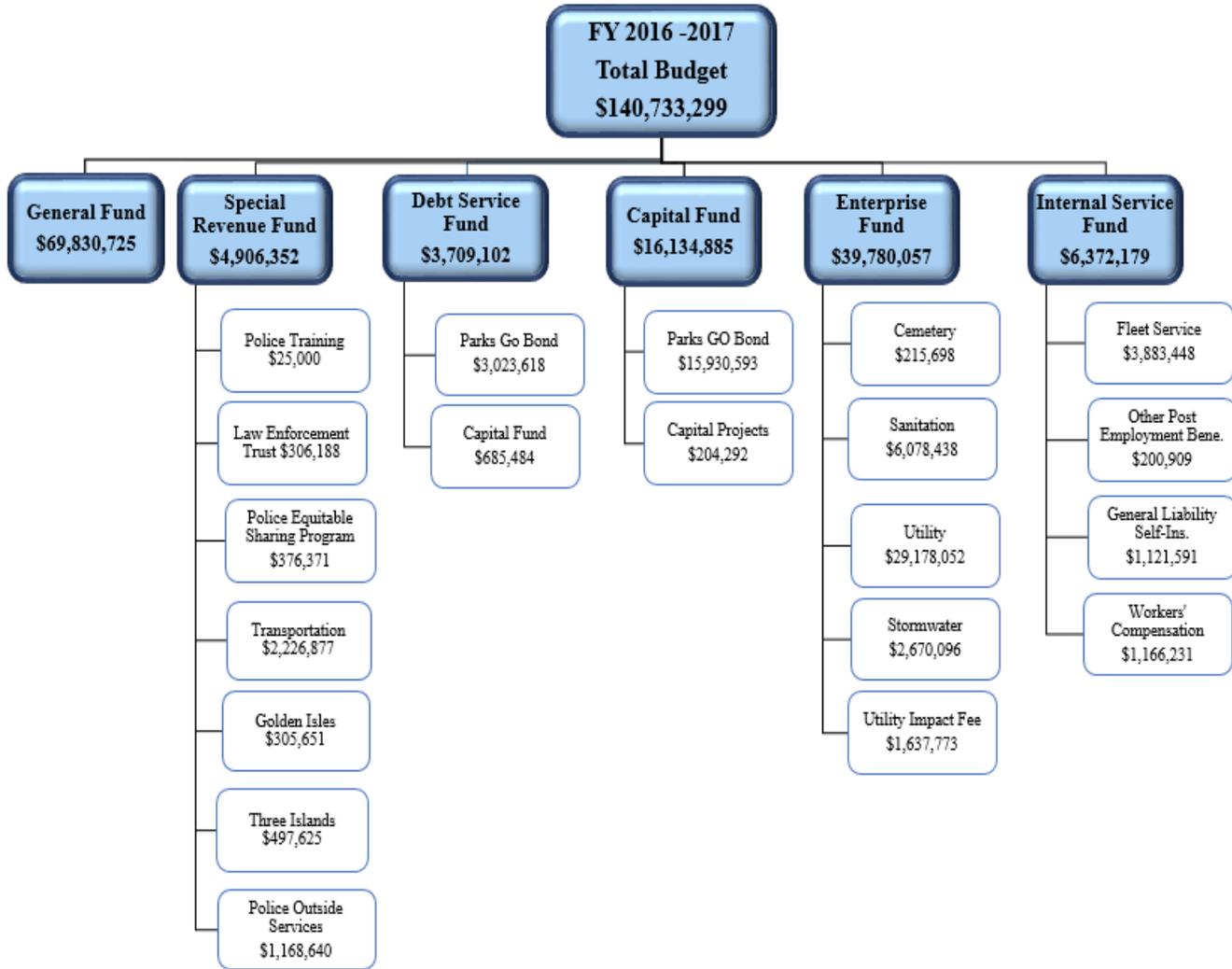
-  Monthly Progress Reports placed in the City's web-Transparency Portal
-  Quarterly Reports to the City Commission
-  Annual Report to the City Commission
-  Annual Budget Awareness Town Hall Meetings
-  Bi-annual Citizens and Business Satisfaction Surveys

City of Hallandale Beach Fund Summaries



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 5





FUND SUMMARIES

Change in Fund Balance

<u>Fund</u>	<u>FY 16</u>			
	<u>Estimated Revenues</u>	<u>Estimated Expenditures</u>	<u>Excess (Deficiency) of Revenues over Expenditures</u>	<u>9/30/2016 Projected Fund Balance</u>
001 General Fund	\$ 62,938,394	\$ 64,929,510	\$ (1,991,116)	\$ 18,194,022
103 Police Training Fund	7,270	17,000	(9,730)	46,245
104 Police Outside Services Fund	1,168,815	1,168,640	175	176,860
110 Police Equitable Sharing Fund	28,451	284,220	(255,769)	373,089
120 Three Islands District	353,808	455,179	(101,371)	385,201
121 Golden Isles District	273,496	640,050	(366,554)	62,302
160 Transportation Fund	1,283,639	2,193,639	(910,000)	(563,578)
165 Law Enforcement Trust Fund	162,564	189,498	(26,934)	304,295
410 Sanitation Fund	5,422,846	6,007,076	(584,230)	1,233,347
420 Cemetery Fund(Inc. Perpetual)	183,366	223,212	(39,846)	295,061
430 Water Fund*				
440 Stormwater Drainage	2,109,395	3,611,450	(1,502,055)	2,550,449
450 Sewer Fund*				
460 Marina Fund	60,055	38,992	21,063	(10,402)
490 Utility Fund*	24,548,186	40,747,139	(16,198,953)	11,381,190
530 Fleet Maintenance	3,455,659	3,393,847	61,812	2,248,371
555 OPEB Fund	105,652	105,652	-	-
570 General Liability Self Ins. Trust	264,460	1,018,822	(754,362)	117,329
575 Workers Comp. Self Insurance	<u>1,011,354</u>	<u>790,321</u>	<u>221,033</u>	<u>1,183,943</u>

<u>Fund</u>	<u>FY 17</u>				
	<u>Budgeted Revenues</u>	<u>Budgeted Expenditures</u>	<u>Excess (Deficiency) of Revenues over Expenditures</u>	<u>9/30/2017 Projected Fund Balance</u>	<u>% Change</u>
001 General Fund	\$ 63,781,575	\$ 69,844,613	\$ (6,063,038)	\$ 12,130,984	-9.9%
103 Police Training Fund	7,262	25,000	(17,738)	28,507	-17.4%
104 Police Outside Services Fund	1,168,640	1,168,640	-	176,860	0.1%
110 Police Equitable Sharing Fund	3,318	376,371	(373,053)	36	-40.7%
120 Three Islands District	391,042	497,625	(106,583)	278,618	-20.8%
121 Golden Isles District	305,651	211,944	93,707	156,009	-85.5%
160 Transportation Fund	2,157,747	2,226,877	(69,130)	(632,708)	-262.7%
165 Law Enforcement Trust Fund	1,921	306,188	(304,267)	28	-8.1%
410 Sanitation Fund	5,424,729	6,078,438	(653,709)	579,638	-32.1%
420 Cemetery Fund(Inc. Perpetual)	173,071	215,698	(42,627)	252,434	-11.9%
430 Water Fund*					
440 Stormwater Drainage	2,110,258	2,670,096	(559,838)	1,990,611	-37.1%
450 Sewer Fund*					
460 Marina Fund	-	-	-	(10,402)	-66.9%
490 Utility Fund*	23,470,759	30,505,677	(7,034,918)	4,346,272	0.0%
530 Fleet Maintenance	3,497,099	3,883,448	(386,349)	1,862,022	2.8%
555 OPEB Fund	200,909	200,909	-	-	0.0%
570 General Liability Self Ins. Trust	1,026,667	1,121,591	(94,924)	22,405	-86.5%
575 Workers Comp. Self Insurance	<u>1,043,159</u>	<u>1,166,231</u>	<u>(123,072)</u>	<u>1,060,871</u>	<u>23.0%</u>
Total All Funds	\$ 104,763,807	\$ 120,499,346	\$ (15,735,539)	\$ 22,242,185	-37.1%

* The Water and Sewer Funds were combined into one fund, which is now the Utility Fund.

General Fund Three - Year Forecast Summary

The General Fund Three-Year Forecast is an integral part of planning the City's fiscal position for the next few years. The plan includes projected revenues, expenditures and the surplus/deficit at the end of the planned years. The plan is a tool to illustrate the revenue and expenditure trends. It is an important tool used to look at the long range picture of the City's fiscal health. It also prepares us on the level of risk we might be facing over the next few years as current revenue growth does not keep pace with growth in operational costs.

The plan is the framework to help us identify the deficits that might await us if we were to take no action. It also helps us to quantify our financial outlook so we can plan and prepare for future challenges. This model should help us determine the potential impact of decision making in the future, as we focus on long-term solutions rather than short-term ones. This financial outlook provides an opportunity to both avoid future budget problems and maintain financial stability.

The General Fund is forecasting minimal revenue growth and shows the need to hold the line on expenditures in order to maintain adequate working capital over the next three years. The adopted millage rate for FY 16 was 5.1918. The City adopted the same millage rate for FY 17. The financial plan indicates a level millage rate, but a five percent increase in property values for FY 18 and FY 19, which might be conservative based on the last few years' increases.

In summary, the chart includes growth rate assumptions based on trends and contractual obligations. By looking at the chart there are several conclusions that could be drawn from the General Fund forecast for the next three years.

- The City will be dealing with the rising operating costs of doing business in a growing economy.
- The need to eliminate the forecasting budget gaps in FY 18 and FY 19, by generating additional revenues through revenue enhancements and/or reductions of the overall expenditures.
- The need to balance the General Fund without the use of reserves, in order to ensure sustainability in future years.

The following Chart outlines a forecast for the General Fund revenues and expenditures for FY 17 through FY19. These projections are based on very conservative assumptions and do not reflect the potential recommendations from the City Manager's Office or the decisions/actions of the City Commission.



FUND SUMMARIES

GENERAL FUND (in \$ Millions)

	FY 13-14 Actual	FY 14-15 Budget	% Change	FY 14-15 Actual	% Change	FY 15-16 Budget	% Change	FY 16-17 Projection	% Change	FY 17-18 Projection	% Change	FY 18-19 Projection	% Change
Revenues													
Ad Valorem Tax	\$21.30	\$21.39	0.5%	\$21.18	-1.0%	\$23.32	10.1%	\$25.82	10.7%	\$27.11	5.0%	\$28.47	5.0%
Utility (Public) Service Tax	\$4.36	\$4.02	-7.8%	\$4.42	9.9%	\$4.19	-5.2%	\$4.52	7.9%	\$4.66	3.0%	\$4.80	3.0%
Franchise Taxes	\$4.22	\$2.72	-35.4%	\$4.18	53.3%	\$4.28	2.6%	\$4.12	-3.7%	\$4.21	2.0%	\$4.29	2.0%
Intergovernmental	3.38	5.68	67.9%	3.62	-36.2%	3.72	2.8%	\$3.84	3.1%	4.03	5.0%	4.23	5.0%
Licenses And Permits	2.51	3.05	21.6%	2.78	-8.6%	4.02	44.4%	\$4.57	13.8%	4.80	5.0%	5.04	5.0%
Fines & Forfeitures	0.71	0.51	-28.2%	0.51	-0.2%	0.47	-7.0%	\$0.51	8.4%	0.50	-2.6%	0.50	0.0%
Fire Assessments	5.60	5.62	0.3%	5.63	0.2%	6.83	21.3%	\$6.95	1.8%	7.09	2.0%	7.23	2.0%
Charges For Services	7.63	12.52	63.9%	10.48	-16.2%	13.13	25.3%	\$10.37	-21.1%	10.88	5.0%	11.43	5.0%
Other Revenues	2.87	2.35	-17.9%	2.35	0.0%	2.61	10.8%	\$2.61	0.0%	2.61	0.0%	2.61	0.0%
Subtotal	52.58	58.23	10.8%	55.69	-4.4%	63.36	13.8%	\$63.17	-0.3%	65.75	4.1%	68.45	4.1%
Transfers In	0.06	0.59	842.0%	5.39	816.2%	0.70	-87.1%	0.61	-12.0%	0.90	46.3%	0.90	0.0%
Total Revenues	\$52.64	\$58.82	11.7%	\$61.08	3.8%	\$64.06	4.9%	\$63.79	-0.4%	\$66.64	4.5%	\$69.35	4.1%
Expenses													
Salaries And Benefits	\$44.07	\$46.25	4.9%	\$44.08	-4.7%	\$48.43	9.9%	\$50.99	5.3%	\$52.93	3.8%	\$54.86	3.7%
Operating Costs	7.14	8.53	19.5%	7.64	-10.3%	8.77	14.8%	9.86	12.4%	10.15	3.0%	10.46	3.0%
Capital	2.02	0.21	-89.4%	4.21	1866.1%	1.28	-69.6%	3.22	151.2%	1.30	-59.6%	1.30	0.0%
Other	0.67	0.74	9.9%	0.50	-32.5%	0.78	56.6%	0.65	-17.2%	0.80	23.7%	0.80	0.0%
Subtotal	53.90	55.72	3.4%	56.44	1.3%	59.27	5.0%	64.71	9.2%	65.18	0.7%	67.42	3.4%
Interfund Transfer	3.57	4.64	30.1%	4.11	-11.5%	4.79	16.7%	5.12	6.8%	5.42	5.9%	5.69	5.0%
Total Expenses	\$57.47	\$60.36	5.0%	\$60.54	0.3%	\$64.06	5.8%	\$69.83	9.0%	\$70.60	1.1%	\$73.11	3.6%
Surplus/Deficit	(\$4.83)	(\$1.54)		\$0.54		\$0.00		(\$6.04)		(\$3.96)		(\$3.76)	

General Fund

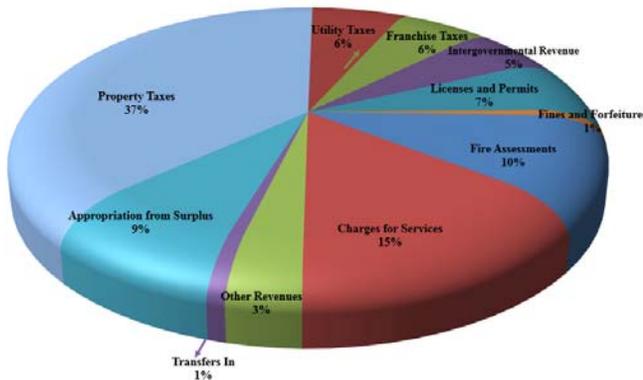
Budget Overview

The General Fund is a governmental fund, which provides for hundreds of services and programs as well as administrative functions for operating municipal government. Services include public safety functions such as police, fire and code compliance services. Additionally, the General Fund provides cultural, recreational and numerous and diverse social services programs. Administrative support includes property and land development, records management, personnel, finance functions, computer operations, procurement and legal services.

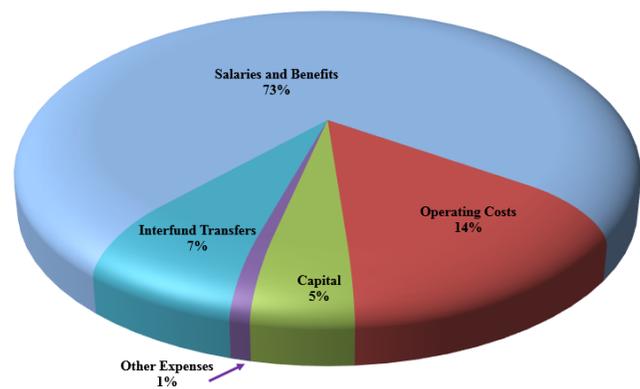
The FY 17 General Fund Budget of \$69,830,725 increased by \$5,774,173 or 9.0%. The following table and corresponding chart provide the budgetary changes, and major revenue and expense categories utilized to balance the \$69.8 million General Fund Budget.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
General Fund					
Revenues					
Property Taxes	\$21,178,375	\$23,316,945	\$25,819,241	\$2,502,296	10.7%
Utility Taxes	\$4,419,612	\$4,190,996	\$4,520,072	\$329,076	7.9%
Franchise Taxes	\$4,175,413	\$4,283,174	\$4,123,248	(\$159,926)	-3.7%
Intergovernmental Revenue	\$3,623,694	\$3,724,781	\$3,839,675	\$114,894	3.1%
Licenses and Permits	\$2,783,770	\$4,020,612	\$4,573,849	\$553,237	13.8%
Fines and Forfeitures	\$509,231	\$473,500	\$513,500	\$40,000	8.4%
Fire Assessments	\$5,625,278	\$6,826,054	\$6,951,789	\$125,735	1.8%
Charges for Services	\$10,482,935	\$13,132,103	\$10,366,544	(\$2,765,559)	-21.1%
Other Revenues	\$2,892,304	\$2,607,772	\$2,464,740	(\$143,032)	-5.5%
Subtotal	\$55,690,613	\$62,575,937	\$63,172,658	\$596,721	1.0%
Transfers In	\$5,391,639	\$697,321	613,500.00	(\$83,821)	-12.0%
Appropriation from Surplus	\$0	\$783,294	6,044,567.00	\$5,261,273	671.7%
Total Revenues	\$61,082,251	\$64,056,552	\$69,830,725	\$5,774,173	9.0%
Expenses					
Personnel	\$44,081,974	\$48,433,220	\$50,992,831	\$2,559,611	5.3%
Operating	\$7,644,525	\$8,772,519	\$9,858,884	\$1,086,365	12.4%
Capital	\$4,210,565	\$1,279,815	\$3,215,361	\$1,935,546	151.2%
Subtotal	\$55,937,064	\$58,485,554	\$64,067,077	\$5,581,523	9.5%
Other	\$498,477	\$780,684	\$646,770	(\$133,914)	-17.2%
Transfers Out	\$4,106,300	\$4,790,314	\$5,116,878	\$326,564	6.8%
Total Expenses	\$60,541,841	\$64,056,552	\$69,830,725	\$5,774,173	9.0%

FY 17 GENERAL FUND REVENUES



FY 17 GENERAL FUND EXPENDITURES



Revenue Highlights

- *Ad Valorem Taxes (+\$2,502,296)* - The July property values from the Broward County Property Appraiser increased by 11.35% over last year. The budget is based on level millage, which is 5.1918.
- *Utility Service Taxes (+\$329,076)* – Electricity utility taxes increased \$310,000 due to an anticipated increase in FPL’s base rate.
- *Intergovernmental State and County Shared Revenues (+114,894)* – Local Government Half-Cent Sales Tax revenue increased \$55,960 combined with an increase of \$53,934 in the City’s portion of revenue received from the State Revenue Sharing Trust Fund.
- *Licenses and Permits (+\$553,237)* – Anticipated permit activity increase related to major construction projects.
- *Fines and Forfeitures (+40,000)* – Anticipated increase in settlement and collection of code enforcement fines.
- *Fire Assessment Fee (+\$125,735)* – Increase in Fire Assessment revenue due to projected growth within the City, increasing the number of billable units; while rates remained the same as the FY 15-16 budget.
- *Charges for Services (-\$2,765,559)* – The decrease in revenue is primarily due to the reduction in administrative charges to the other funds based on the updated Cost Allocation Plan; (indirect cost charges to other funds based on all the support being provided by the General Fund funded service departments).
- *Appropriation from Surplus (Fund Balance) (+\$5,261,273)* – Re-appropriation of fund balance was needed to balance the fund.

Expenditure Highlights

The major increases/decreases are summarized as follows:

- Personal Services category increased **\$2,559,611** due to COLAs, merit increases, staffing changes and health insurance.
- Operating Costs increased by \$1,086,365 due to anticipated pricing increases associated with an improving economy.
- Capital Improvements/Outlay category increased **\$1,935,546** due to \$1,776,574 for the City's cameras/monitoring project, a \$1,000,000 for rescue truck and fire engine.

Surpluses and Reserves

The FY 17 Budget shows a \$12,130,984 of unassigned total General Fund Balance at the end of the year (this amount is based upon a *projected* FY 15-16 fund balance). This represents approximately 17.4% of the General Fund Budget. The Government Finance Officers Association (GFOA) recommends, at a minimum, that general-purpose governments, regardless of size, maintain an unreserved fund balance in their General Fund of no less than five to 15 percent of regular General Fund operating revenues, or of no less than one to two months of regular General Fund operating expenditures (8-17%). Below is a table of General Fund Reserve Balance history and projections.

Fiscal Year	Taxable Value	Millage Rate	Adopted Budget	Revised Budget	Actual/Plan Use of Reserves or Surplus	Total Fund Balance	Unassigned Fund Balance	Total Fund Balance as a Percentage of Revised Budget
2011/2012	\$3,517,312,795	5.9000	\$51,856,322	\$55,019,608	-\$2,303,789	\$24,227,604	\$15,104,088	44.03%
2012/2013	\$3,627,003,759	5.6833	\$55,040,611	\$58,606,330	\$1,622,065	\$25,849,669	\$18,720,587	44.11%
2013/2014	\$3,869,349,238	5.6833	\$57,790,373	\$63,689,595	-\$4,828,367	\$21,247,382	\$17,391,085	33.36%
2014/2015	\$4,215,525,685	5.1918	\$60,441,737	\$67,333,219	\$540,414	\$21,787,796	\$20,185,718	32.36%
2015/2016	\$4,625,098,138	5.1918	\$64,056,552	\$66,232,168	-\$1,991,116	\$19,796,680	\$18,194,022	30.91%
2016/2017	\$5,126,887,458	5.1918	\$69,830,725		-\$6,063,038	\$13,733,642	\$12,130,984	19.67%

Notes:

(1) Final Budgets from CAFR (FY 12 - 15); Unaudited Final Budget for FY 16; Adopted Budget for FY 17

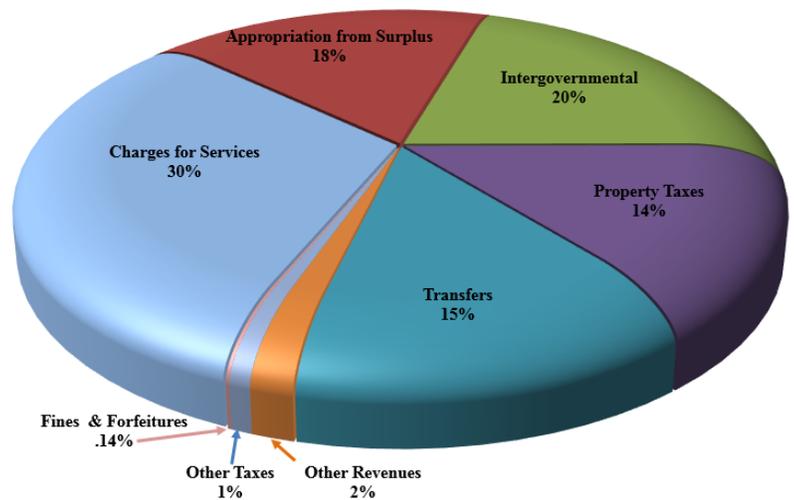
Special Revenue Funds

Budget Overview

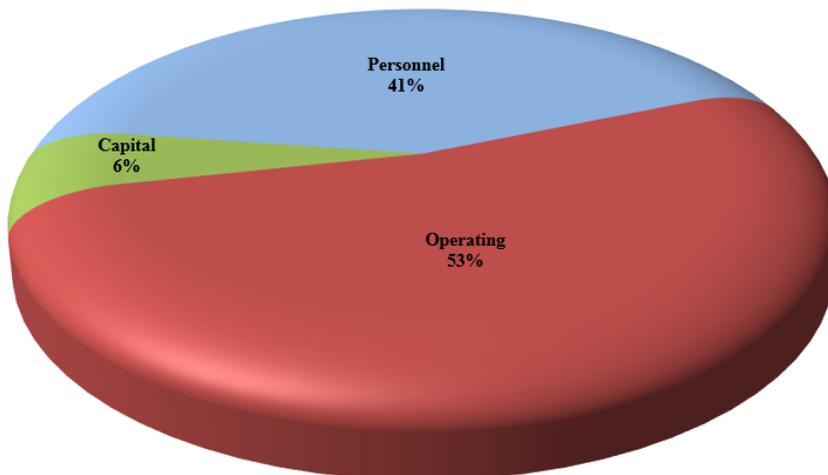
Special Revenue Funds are programs in which revenues are generated for a specific purpose established by the City Commission, or specifically authorized by state or county law. Generally, the Commission is limited in the generation of revenues and alteration of the specific expenditure criteria applicable to these funds. The Special Revenue Funds category includes:

- Golden Isles Safe Neighborhood District
- Three Islands Safe Neighborhood District
- Transportation Fund
- Police Training Fund
- Law Enforcement Trust Fund
- Police Equitable Sharing Fund
- Police Outside Services Fund

FY 17 COMBINED SPECIAL REVENUE FUNDS REVENUES



FY 17 COMBINED SPECIAL REVENUE FUNDS EXPENDITURES



All Special Revenue Fund budgets are individually summarized in the next several pages.

Golden Isles Safe Neighborhood District

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Golden Isles Safe Neighborhood District					
Revenues					
Property Taxes	\$250,165	\$277,891	\$303,905	\$26,014	9.4%
Investment Earnings	\$510	\$1,800	\$1,746	(\$54)	-3.0%
<i>Subtotal</i>	<i>\$250,675</i>	<i>\$279,691</i>	<i>\$305,651</i>	<i>\$25,960</i>	<i>9.3%</i>
Appropriation from Surplus	\$0	\$193,528	\$0	(\$193,528)	-100.0%
Total Revenues	\$250,675	\$473,219	\$305,651	(\$167,568)	-35.4%
Expenses					
Operating	\$194,777	\$215,208	\$305,651	\$90,443	42.0%
Capital	\$0	\$258,011	\$0	(\$258,011)	-100.0%
Total Expenses	\$194,777	\$473,219	\$305,651	(\$167,568)	-35.4%

The Golden Isles Safe Neighborhood District’s primary objective is to provide an additional level of security to residents within the District. The one main entrance to the District has a guardhouse, which is staffed 24 hours a day and has security cameras that record activity near the entrance of the District.

The Golden Isles Revenue Budget decreased \$167,568 or 35.4% due to the no appropriation of fund balance in comparison to last year. The budget is based on level millage of 1.0934. The July property values from the Broward County Property Appraiser increased by 9.73% over last year.

The Golden Isles Expenditure Budget of \$305,651 decreased \$167,568 or 35.4% below the prior year's budget.



Three Islands Safe Neighborhood District

The Three Islands Safe Neighborhood District's primary objective is to provide an additional level of security to residents within the District. The two main entrances to the District each have a guardhouse and security cameras that record activities near the entrances of the District.

The Three Islands Revenue Budget increased \$68,911 or 16.1% based on level millage of .6600, combined with an appropriation of fund balance of \$106,583 to balance the fund. The July property values from the Broward County Property Appraiser increased by 9.09% over last year.

The Three Islands Expenditure Budget of \$497,625 increased \$68,911 or 16.1% above the prior year's budget primarily due to an increase in consultants/professional services for neighborhood improvements.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Three Islands Safe Neighborhood District					
Revenues					
Property Taxes	\$323,728	\$358,037	\$388,336	\$30,299	8.5%
Other Revenues	\$754	\$2,790	\$2,706	(\$84)	-3.0%
Subtotal	\$324,482	\$360,827	\$391,042	\$30,215	8.4%
Appropriation from Surplus	\$0	\$67,887	\$106,583	\$38,696	57.0%
Total Revenues	\$324,482	\$428,714	\$497,625	\$68,911	16.1%
Expenses					
Operating	\$402,361	\$428,714	\$497,625	\$68,911	16.1%
Capital	\$0	\$0	\$0	\$0	n/a
Total Expenses	\$402,361	\$428,714	\$497,625	\$68,911	16.1%

Transportation Fund

The Transportation Fund Budget accounts for the Road & Bridge, Motor Vehicle Fuel, and Minibus Transit funding. The Road & Bridge Division provides street maintenance services such as repairs, cleaning and other roadway construction related services. The Motor Vehicle Fuel Tax Division accounts for the City's portion of the Local Option Gas Tax Revenue, which provides for street lighting as well as road and bridge maintenance. Finally, the Minibus Transit Division, accounts for operation of four buses providing public transportation within Hallandale Beach for free.

The Transportation Fund Expenditure Budget of \$2,226,877 increased \$472,603 or 26.9%, primarily as a result of an increase in operating costs and capital project funding offset by a decrease in personnel costs.

FUND SUMMARIES

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Transportation Fund					
Revenues					
Charges for Services	\$224,534	\$293,253	\$395,144	\$101,891	35%
Intergovernmental Revenue	\$1,025,264	\$979,429	\$997,219	\$17,790	2%
Other Revenues	\$52,556	\$10,800	\$40,371	\$29,571	274%
Subtotal	\$1,302,354	\$1,283,482	\$1,432,734	\$149,252	12%
Transfers	\$77,134	\$165,694	\$725,013	\$559,319	338%
Appropriation from Surplus		\$305,098	\$69,130	(\$235,968)	-77%
Total Revenues	\$1,379,488	\$1,754,274	\$2,226,877	\$472,603	26.9%
Expenses					
Personnel	\$747,449	\$842,465	\$780,795	(\$61,670)	-7%
Operating	\$772,792	\$910,809	\$1,301,082	\$390,273	43%
Capital	\$139,068	\$1,000	\$145,000	\$144,000	14,400%
Total Expenses	\$1,659,309	\$1,754,274	\$2,226,877	\$472,603	26.9%

Police Training Fund

The Police Training Fund accounts for the revenue derived from traffic fine proceeds, which are used for criminal justice and police officer training. For FY 17, a total of \$25,000 is budgeted.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Police Training Fund					
Revenues					
Fines and Forfeitures	\$5,606	\$10,000	\$7,000	(\$3,000)	-30.0%
Other Revenues	\$75	\$270	\$262	(\$8)	-3.0%
Subtotal	\$5,681	\$10,270	\$7,262	(\$3,008)	-29.3%
Appropriation from Surplus	\$0	\$24,730	\$17,738	(\$6,992)	-28.3%
Total Revenues	\$5,681	\$35,000	\$25,000	(\$10,000)	-28.6%
Expenses					
Operating	\$3,421	\$35,000	\$25,000	(\$10,000)	-28.6%
Total Expenses	\$3,421	\$35,000	\$25,000	(\$10,000)	-28.6%

Law Enforcement Trust Fund

FUND SUMMARIES

The Law Enforcement Trust (LET) Fund accounts for the receipt and expenditures of funds related to Police confiscation of cash and/or property that is used in the commission of a crime. State law restricts utilization of these funds to non-operating, non-recurring law enforcement purposes. The law also prohibits the City from budgeting specific revenues until they are received, hence no budgeted revenues are indicated below.

The LET Expenditure Budget of \$306,188 increased \$81,690, or 36.4% due to the increased budgeting of operating supplies, an increase in the contribution to the Police Athletic League (PAL) and funding to purchase Tasers replacements offset by a decrease in training funds.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Law Enforcement Trust Fund					
Revenues					
Fines and Forfeitures	\$132,297	\$0	-	\$0	n/a
Other Revenues	\$506	\$1,980	\$1,921	(\$59)	-3.0%
Subtotal	\$132,803	\$1,980	\$1,921	(\$59)	-3.0%
Appropriation from Surplus	\$0	\$222,518	\$304,267	\$81,749	36.7%
Total Revenues	\$132,803	\$224,498	\$306,188	\$81,690	36.4%
Expenses					
Operating	\$122,272	\$224,498	\$232,788	\$8,290	3.7%
Capital	\$0	\$0	\$73,400	\$73,400	n/a
Other	\$0	\$0	\$0	\$0	n/a
Total Expenses	\$122,272	\$224,498	\$306,188	\$81,690	36.4%

Police Equitable Sharing Fund

For FY 17, the Equitable Sharing Expenditure Budget is \$376,371 and includes: police training programs in the amount of \$40,000; \$40,000 for surveillance platform replacement, Vice Intelligence and Narcotics (V-I-N) Unit investigative expense funds of \$20,000; rental of undercover vehicles of \$46,440; and \$56,000 for a vehicle and M-VAC System.





FUND SUMMARIES

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Police Equitable Sharing Fund					
Revenues					
Fines and Forfeitures	\$83,884	\$0	\$0	\$0	n/a
Other Revenues	\$851	\$3,420	\$3,318	(\$380)	-11.1%
Subtotal	\$84,735	\$3,420	\$3,318	(\$380)	-11.1%
Appropriation from Surplus	\$0	\$395,511	\$373,053	(\$16,650)	-4.2%
Total Revenues	\$84,735	\$398,931	\$376,371	(\$17,030)	-4.3%
Expenses					
Personnel	\$0	\$156,111	\$156,111	\$53,295	34%
Operating	\$133,314	\$146,820	\$164,260	(\$10,525)	-7%
Capital	\$2,676	\$96,000	\$56,000	(\$59,800)	-62%
Total Expenses	\$135,990	\$398,931	\$376,371	(\$17,030)	-4.3%

Police Outside Services Fund

This fund was established to account for revenues received and salaries paid as a result of police personnel performing off-duty services for private business or organizations within Hallandale Beach. Under current procedures, users of these services are billed at hourly rates as negotiated by the Hallandale Beach Police Benevolent Association. The payments received from users are the only source of revenue for this fund. Therefore, no taxpayer dollars are actually budgeted in this fund. In fact, the General Fund receives approximately \$68,500 for the administration of the Police Outside Services Program. The total budget is at \$1,168,640.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Police Outside Services Fund					
Revenues					
Charges for Services	\$1,263,585	\$1,100,000	\$1,100,000	\$0	0.0%
Other Revenues	\$79,895	\$63,815	\$68,640	\$4,825	7.6%
Total Revenues	\$1,343,480	\$1,163,815	\$1,168,640	\$4,825	0.4%
Expenses					
Personnel	\$1,238,346	\$1,100,315	\$1,100,140	(\$175)	0.0%
Subtotal	\$1,238,346	\$1,100,315	\$1,100,140	(\$175)	0.0%
Transfers Out	\$79,849	\$63,500	\$68,500	\$5,000	7.9%
Expenses Total	\$1,318,195	\$1,163,815	\$1,168,640	\$4,825	0.4%

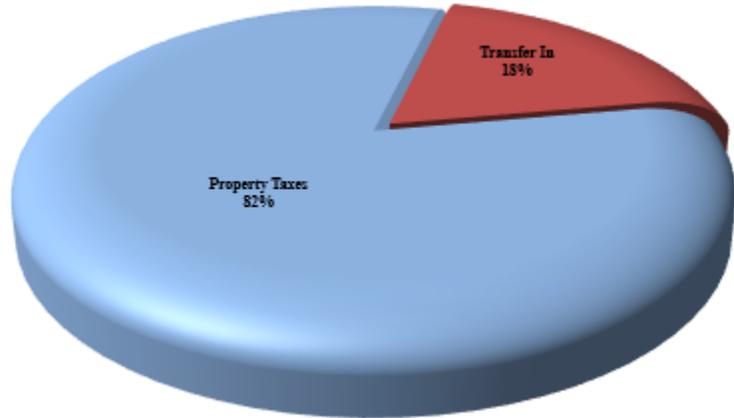
Debt Service Funds

Budget Overview

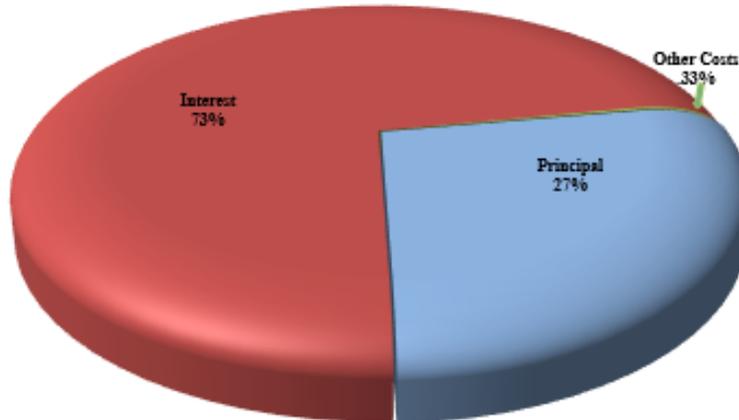
The Debt Service Funds are used to account for the repayment of voter approved general obligation debt, as well as other government borrowing activities for long-term financing. The Debt Service Funds category includes:

- Debt Service Fund GO Bond
- Debt Service Capital Fund

FY 17 DEBT SERVICE FUNDS REVENUES



FY 17 DEBT SERVICE FUNDS EXPENSES



Debt Service Fund GO Bond

The Debt Service Fund was established to account for the repayment of the voter approved General Obligation (GO) Bonds. FY 17 is the first year of debt service payment for the GO Bonds, which was issued in June 2016; the related millage of .6080 mills for the repayment of the debt is also being levied for the first time.



FUND SUMMARIES

The FY 17 budget is \$3,023,618; \$1,010,000 in principal payments, \$2,003,618 in interest and \$10,000 for other debt service related costs.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Debt Service Fund GO Bond					
<u>Revenues</u>					
Property Taxes	\$0	\$0	\$3,023,618	\$3,023,618	n/a
Total Revenues	\$0	\$0	\$3,023,618	\$3,023,618	n/a
<u>Expenses</u>					
Operating	\$0	\$0	\$3,023,618	\$3,023,618	n/a
Total Expenses	\$0	\$0	\$3,023,618	\$3,023,618	n/a

Debt Service Capital Fund

The Debt Service Capital Fund was established to account for the repayment of various debts, including but not limited to the Capital Improvement Refunding Revenue Bonds. The Capital Improvement Refunding Revenue Bonds were issued to refinance the Revenue Bonds, Series 2007A and to finance the Main Fire Station.

The FY 17 budget is \$685,484 for interest payments for the Main Fire Station and the Series 2007A Refunding.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Debt Service Capital Fund					
<u>Revenues</u>					
Transfers In	\$0	\$0	\$685,484	\$685,484	n/a
Total Revenues	\$0	\$0	\$685,484	\$685,484	n/a
<u>Expenses</u>					
Operating	\$0	\$0	\$685,484	\$685,484	n/a
Total Expenses	\$0	\$0	\$685,484	\$685,484	n/a

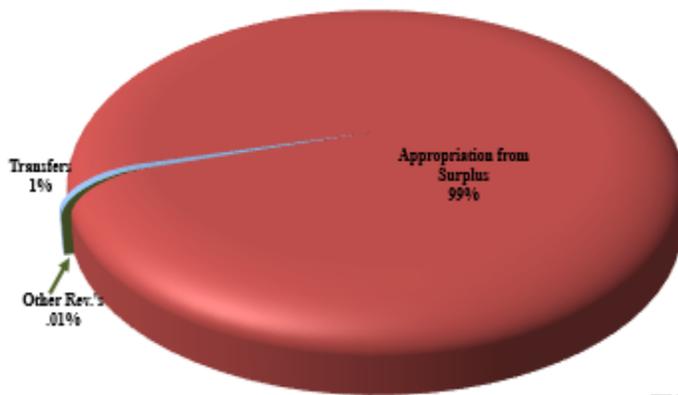
Capital Improvement Funds

Budget Overview

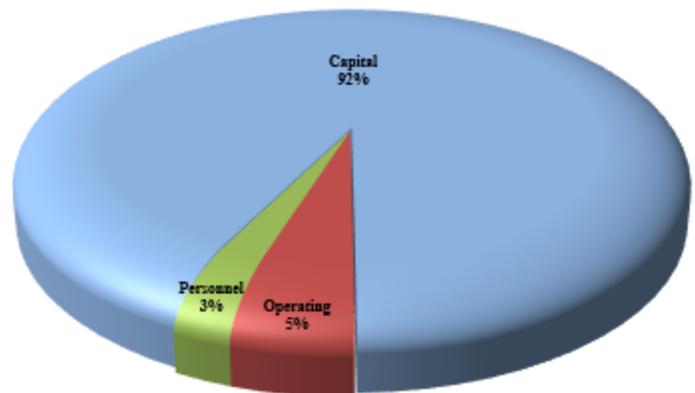
Capital Improvement Funds are established to account for the financial resources to be used for the acquisition and construction of major capital facilities; as well as for the purchase of equipment and the construction of major improvements to City facilities. The Capital Improvement Funds category includes:

- Capital Projects Fund
- Parks General Obligation (GO) Bond Capital Fund

FY 17 CAPITAL IMPROVEMENT FUNDS REVENUES



FY 17 CAPITAL IMPROVEMENT FUNDS EXPENDITURES



Capital Projects Fund

The Capital Projects Fund was established to account for specific Capital Program expenditures. For FY 17, the Capital Projects Fund includes: the Municipal Complex HVAC upgrade and personnel cost for managing the projects. The total budget is \$204,292.

FUND SUMMARIES

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Capital Projects Fund					
Revenues					
Debt Proceeds	\$0	\$9,200,000	\$0	(\$9,200,000)	-100.0%
Other Revenues	\$2,270	\$1,170	\$1,135	(\$35)	-3.0%
Subtotal	\$2,270	\$9,201,170	\$1,135	(\$9,200,035)	-100.0%
Appropriation from Surplus	\$0	\$0	\$103,157	\$103,157	n/a
Transfers	\$2,024,037	\$17,758,091	\$100,000	(\$17,658,091)	-99.4%
Total Revenues	\$2,026,307	\$26,959,261	\$204,292	(\$26,754,969)	-99.2%
Expenses					
Personnel	\$146,769	\$136,533	\$104,292	(\$32,241)	-23.6%
Operating	\$8,883	\$865,714	\$0	(\$865,714)	-100.0%
Capital	\$442,807	\$23,972,753	\$100,000	(\$23,872,753)	-99.6%
Other	\$1,956,983	\$1,984,261	\$0	(\$1,984,261)	-100.0%
Total Expenses	\$2,555,442	\$26,959,261	\$204,292	(\$26,754,969)	-99.2%

Parks General Obligation (GO) Bond Capital Fund

The Parks GO Bond Capital Fund was established in FY 16 for the express purpose of accounting for all monies expended within the GO Bond. The park master plan projects include; Bluesten Park, Golden Isles Tennis Center and Park, Ingalls Park, Sunset Park, Historic Village, Chavez Lake Park, and Sunrise Park - with a total of approximately \$15.9 million planned for expenditure in FY 17. The total planned expenditure under the GO Bond is \$58.5 million.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Parks GO Bond Capital Fund					
Revenues					
Appropriation from Surplus	\$0	\$3,483,841	\$15,930,593	\$12,446,752	357%
Total Revenues	\$0	\$3,483,841	\$15,930,593	\$12,446,752	357%
Expenses					
Personnel	\$0	\$440,521	\$305,244	(\$135,277)	-31%
Operating	\$0	\$1,449,925	\$830,009	(\$619,916)	-43%
Capital	\$0	\$1,593,395	\$14,795,340	\$13,201,945	829%
Total Expenses	\$0	\$3,483,841	\$15,930,593	\$12,446,752	357%

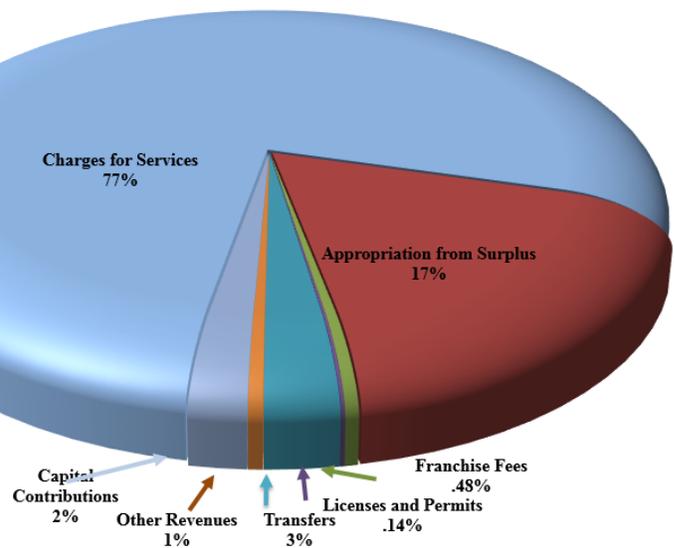
Enterprise Funds

Budget Overview

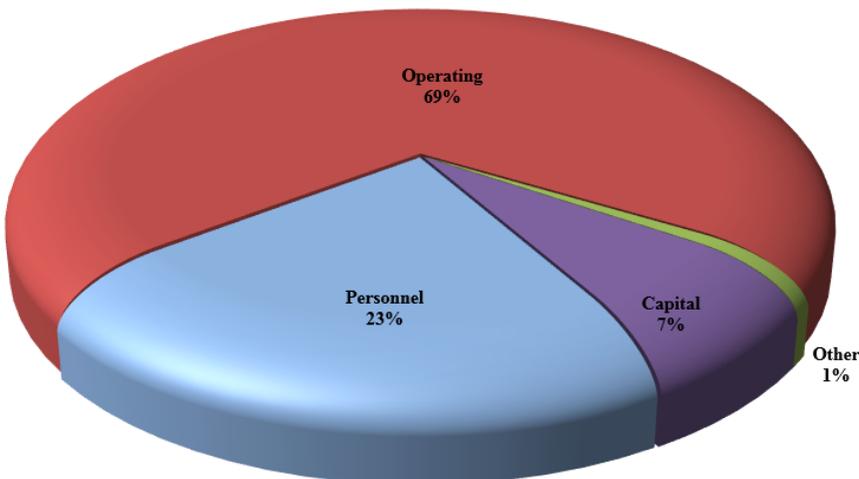
Enterprise Funds are established to provide accountability for expenditures and revenues of various operations and programs that are primarily financed through user fees. Enterprise Funds are an excellent budgetary method to determine the revenue to expenditure ratio, performance level and financial status of specific operations. The Enterprise Funds category includes:

- Cemetery Fund
- Sanitation Fund
- Stormwater Drainage Fund
- Utility & Utility Impact Fee Funds
- Marina Fund

FY 17 COMBINED ENTERPRISE FUNDS REVENUES



FY 17 COMBINED ENTERPRISE FUNDS EXPENDITURES



Adopted budgets for the Enterprise Funds are summarized on the next several pages.

Cemetery Fund

The Cemetery Fund accounts for the improvements and ongoing operation of the municipal cemetery.

The Cemetery Fund Expenditure Budget of \$215,698 decreased \$5,383 primarily due to a decrease in personnel costs partially offset by an increase in administrative charges.



	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Cemetery Fund					
<u>Revenues</u>					
Charges for Services	\$165,263	\$155,000	\$171,500	\$16,500	11%
Other Revenues	\$1,730	\$1,620	\$1,571	(\$49)	-3%
Subtotal	\$166,993	\$156,620	\$173,071	\$16,451	11%
Appropriation from Surplus	\$0	\$64,461	\$42,627	(\$21,834)	-34%
Transfers In	\$461	\$0	\$0	\$0	n/a
Total Revenues	\$167,454	\$221,081	\$215,698	(\$5,383)	-2.4%
<u>Expenses</u>					
Personnel	\$151,630	\$162,835	\$136,102	(\$26,733)	-16%
Operating	\$92,041	\$53,246	\$74,596	\$21,350	40%
Capital	\$11,071	\$5,000	\$5,000	\$0	0%
Total Expenses	\$254,742	\$221,081	\$215,698	(\$5,383)	-2%

Sanitation Fund

The Sanitation Fund provides for the City's solid waste, trash, recycling collection operations and the cleaning of City facilities. There are no changes in the Sanitation rates for FY 17.

FUND SUMMARIES

The Sanitation Fund Expenditure Budget of \$6,078,438 decreased \$120,033 or -1.9% primarily as a result of \$115,209 reduction in the administrative charge to the General Fund based on the updated Cost Allocation Plan and a \$40,374 reduction in the administrative charge to the Fleet Services Fund for the maintenance and replacement of the Sanitation vehicles. These decreases were partially offset by an increase of \$17,644 in personnel costs and an increase of \$16,666 in outside services.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Sanitation Fund					
Revenues					
Charges for Services	\$5,015,386	\$4,713,408	\$5,146,998	\$433,590	9%
Franchise Taxes	\$193,094	\$267,400	\$190,000	(\$77,400)	-29%
Licenses and Permits	\$31,007	\$45,000	\$55,000	\$10,000	22%
Other Revenues	\$57,180	\$31,680	\$32,731	\$1,051	3%
Subtotal	\$5,296,667	\$5,057,488	\$5,424,729	\$367,241	7%
Transfers In	\$8,655	\$0	\$0	\$0	n/a
Appropriation from Surplus	\$0	\$1,140,983	\$653,709	(\$487,274)	-43%
Total Revenues	\$5,305,322	\$6,198,471	\$6,078,438	(\$120,033)	-1.9%
Expenses					
Personnel	\$1,993,854	\$2,352,262	\$2,369,906	\$17,644	1%
Operating	\$4,217,065	\$3,770,209	\$3,633,532	(\$136,677)	-4%
Capital	\$49,700	\$1,000	\$0	(\$1,000)	-100%
Subtotal	\$6,260,619	\$6,123,471	\$6,003,438	(\$120,033)	-2%
Other	\$0	\$25,000	\$25,000	\$0	0%
Tranfers Out	\$75,000	\$50,000	\$50,000	\$0	0%
Total Expenses	\$6,335,619	\$6,198,471	\$6,078,438	(\$120,033)	-1.9%



Stormwater Drainage Fund

The Stormwater Drainage Fund provides for the City's storm water management operations. The City has implemented a community-wide program to improve drainage and mitigate flooding, in addition to improvement of stormwater quality. The stormwater rate of \$40.20 per Equivalent Residential Unit (ERU) per year remains one of the lowest rates within Broward County for those municipalities that charge a stormwater fee. This fee generates \$2,062,000 in revenue.

The Stormwater Drainage Fund Expenditure Budget of \$2,670,096 decreased \$449,928 or -14.4%, primarily as a result of \$750,000 which was in the FY 15-16 budget for the cleaning of large diameter storm drain pipe throughout the City; offset by an increase of \$200,000 in outside services for the SW/SE Drainage Improvement Project, \$47,000 increase in electricity, \$25,000 for replacement of stormwater pump station equipment and \$15,000 for impact fee studies for safety.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Stormwater Fund					
Revenues					
Capital Contributions	\$2,039,522	\$0	\$0	\$0	n/a
Charges for Services	\$2,590,677	\$1,743,541	\$2,100,829	\$357,288	20.5%
Other Revenues	\$19,999	\$9,720	\$9,429	(\$291)	-3.0%
Subtotal	\$4,650,198	\$1,753,261	\$2,110,258	\$356,997	20.4%
Transfers In	\$0	\$0	\$0	\$0	n/a
Appropriation from Surplus	\$0	\$1,366,763	\$559,838	(\$806,925)	-59.0%
Total Revenues	\$4,650,198	\$3,120,024	\$2,670,096	(\$449,928)	-14.4%
Expenses					
Personnel	\$359,332	\$473,330	\$475,451	\$2,121	0.4%
Operating	\$1,627,767	\$1,947,580	\$1,336,951	(\$610,629)	-31.4%
Capital	\$228,372	\$200,000	\$225,000	\$25,000	12.5%
Transfer Out	\$50,000	\$225,000	\$225,000	\$0	0.0%
Other	\$230,383	\$274,114	\$407,694	\$133,580	48.7%
Total Expenses	\$2,495,854	\$3,120,024	\$2,670,096	(\$449,928)	-14.4%

Utility/Utility Impact Fee Funds

The Utility Fund is an Enterprise Fund that accounts for the City's water utility, capital facilities and plant operations; as well as for the operations and maintenance of the City's sewer collection system and capital facilities. Water operations include water production, distribution, and facilities maintenance. Sewer operations include the monitoring, repair and maintenance of wastewater pumping stations as well as sewer line replacement and rehabilitation.

FUND SUMMARIES

Under a Federal Agreement with the U.S. Environmental Protection Agency (USEPA), the City of Hollywood provides treatment and disposal for all sewage in the City of Hallandale Beach and other surrounding communities at the Southern Regional Wastewater Treatment Plant.

The Utility Fund Revenue Budget of \$30,815,825 increased \$471,624 or 1.6% above the prior year. There are no increases in the water or sewer user fees in the FY 17 revenue budget. There are increases in the tap installation charges.

The Utility Fund Expenditure Budget of \$30,815,825 increased \$471,624 or 1.6%, primarily as a result of \$1,316,000 for Water Plant Filtration System Rehabilitation Project, additional \$950,000 to Demolish and Replace the High Service Pumps and Transfer Pumps for the Water Treatment Plant Project, \$100,000 for a Master Plan and Feasibility Study for new Public Works Administration/Maintenance Building, \$100,000 for Foster Road Water Main Upgrades Project, \$135,000 for backup generator for Foster Road lift station, \$945,350 increase in wastewater treatment costs to the City of Hollywood due to an increase from \$2.88 per thousand gallons to \$3.25, increase of \$559,319 in the loan amount from the Utility Fund to the Transportation Fund and an increase of \$179,008 in personnel costs. These increases were offset by a reduction of \$2,954,445 in the administrative charge to the General Fund based on the updated Cost Allocation Plan, and a reduction of \$879,295 in the funding of the equipment reserve.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Utility Fund					
Revenues					
Capital Contributions	\$0	\$1,203,934	\$220,583	(\$983,351)	-81.7%
Charges for Services	\$22,573,732	\$22,827,904	\$23,087,575	\$259,671	1.1%
Other Revenues	\$310,076	\$166,590	\$757,185	\$590,595	354.5%
Subtotal	\$22,883,808	\$24,198,428	\$24,065,343	(\$133,085)	-0.5%
Debt Proceeds	\$5,191		\$0	\$0	n/a
Transfers In	\$22,392		\$1,043,189	\$1,043,189	n/a
Appropriation from Surplus	\$0	\$6,145,773	\$5,707,293	(\$438,480)	-7.1%
Total Revenues	\$22,911,391	\$30,344,201	\$30,815,825	\$471,624	1.6%
Expenses					
Personnel	\$4,875,284	\$6,004,733	\$6,183,741	\$179,008	3.0%
Operating	\$20,459,719	\$22,757,090	\$20,060,463	(\$2,696,627)	-11.8%
Capital	\$692,120	\$923,572	\$2,654,926	\$1,731,354	187.5%
Subtotal	\$26,027,124	\$29,685,395	\$28,899,130	(\$786,265)	-2.6%
Other	\$102,156	\$658,806	\$1,916,695	\$1,257,889	190.9%
Total Expenses	\$26,129,281	\$30,344,201	\$30,815,825	\$471,624	1.6%

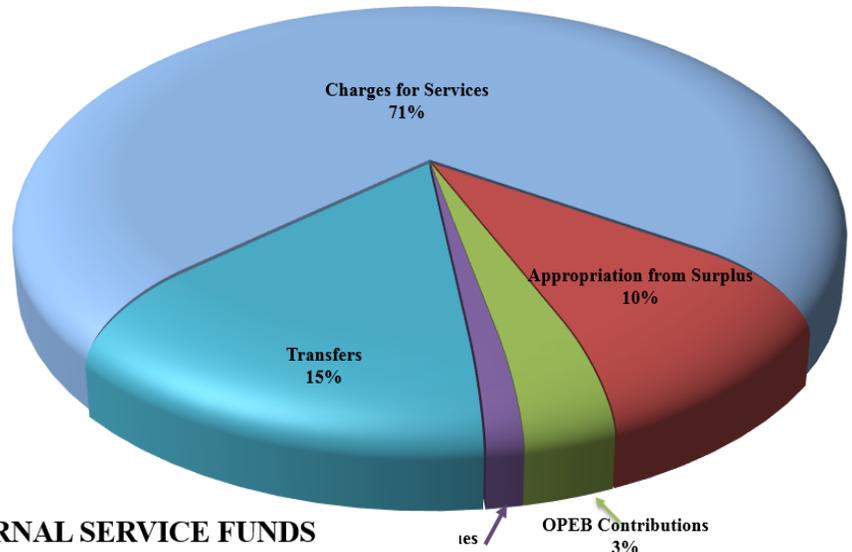
Internal Service Funds

Budget Overview

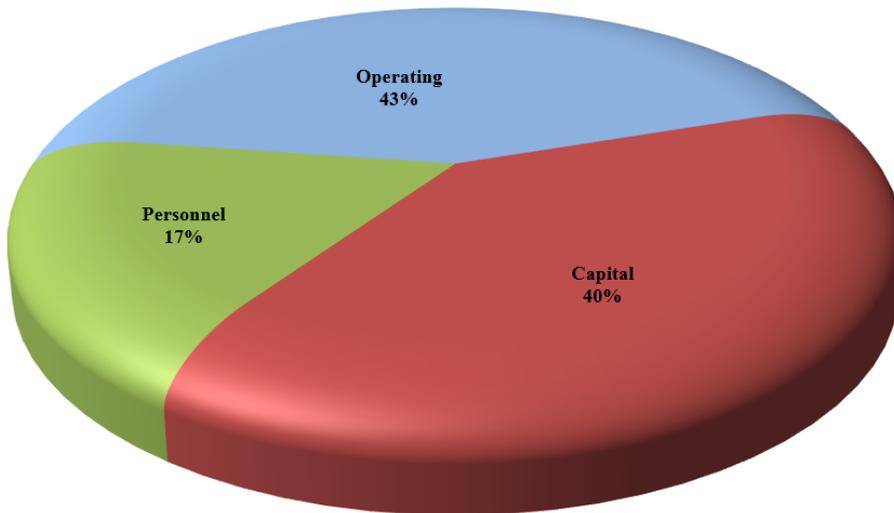
Internal Service Funds are established to finance, administer and account for a department which provides goods and services to other City departments; and charges for these goods and services on a cost-reimbursement basis. The Internal Service Funds category includes:

- Workers' Compensation Fund
- General Liability Self-Insurance Fund
- Fleet Services Fund
- Other Post-Employment Benefits Fund

FY 17 COMBINED INTERNAL SERVICE FUNDS REVENUES



FY 17 COMBINED INTERNAL SERVICE FUNDS EXPENDITURES



Adopted budgets for the Internal Service Funds are summarized on the next few pages.

Workers' Compensation Fund

This Internal Service Fund manages the Self-Insurance Program for payment and administration of the Workers' Compensation claims of the City. The Risk Management Section administers this program by utilizing a third-party administrator for processing and monitoring claims. The payroll system automatically calculates and transfers funds to the Self-Insurance Fund each pay period based on a computation of salaries and associated classification of risk. Savings and costs are accounted for and accumulated in the Workers' Compensation Fund, and the rates are adjusted annually based on actual and projected claims experience.

Funding of the Workers' Compensation Fund through the various funds is budgeted at \$1,038,881.

The Expenditure Budget for the Workers' Compensation Fund is \$1,166,231.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Workers' Compensation Fund					
Revenues					
Charges for Services	\$987,656	\$985,324	\$1,038,881	\$53,557	5.4%
Other Revenues	\$4,631	\$4,410	\$4,278	(\$132)	-3.0%
Subtotal	\$992,287	\$989,734	\$1,043,159	\$53,425	5.4%
Appropriation from Surplus	\$0	\$0	\$123,072	\$123,072	n/a
Total Revenues	\$992,287	\$989,734	\$1,166,231	\$176,497	17.8%
Expenses					
Operating	\$562,805	\$680,913	\$461,088	(\$219,825)	-32.3%
Transfers Out	\$0	\$308,821	\$705,143	\$396,322	128.3%
Total Expenses	\$562,805	\$989,734	\$1,166,231	\$176,497	17.8%

General Liability Self-Insurance Fund

This fund manages all self-insurance liability coverage for the City including payment of general and automobile liability claims. The program accounts for the operation of the Risk Management Section, payment of claims, and costs associated with defending claims against the City. By Commission action, claims for police and fire liability are also covered by this fund. The remainder of insurance premiums for other minor insurance coverage is budgeted in the General Fund.

Revenues for the General Liability Self-Insurance Fund are received from other funds in the form of operating transfers to ensure stability of reserves and to fully cover the projected operating expenditures of the Self-Insurance Program. The total revenues are mainly derived from Transfers from Operating Funds which are budgeted at \$965,143.

FUND SUMMARIES

The Expenditure Budget for the General Liability Self-Insurance Fund is \$1,121,591.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
General Liability - Self Insurance Fund					
Revenues					
Charges for Services	\$50,000	\$50,000	\$50,000	\$0	0.0%
Other Revenues	\$13,375	\$11,880	\$11,524	(\$356)	-3.0%
Subtotal	\$63,375	\$61,880	\$61,524	(\$356)	-0.6%
Appropriation from Surplus	\$0	\$630,487	\$94,924	(\$535,563)	-84.9%
Transfers	\$200,710	\$200,000	\$965,143	\$765,143	382.6%
Total Revenues	\$264,085	\$892,367	\$1,121,591	\$229,224	25.7%
Expenses					
Personnel	\$142,496	\$218,289	\$227,630	\$9,341	4.3%
Operating	\$498,681	\$674,078	\$893,961	\$219,883	32.6%
Total Expenses	\$641,177	\$892,367	\$1,121,591	\$229,224	25.7%

Fleet Services Fund

The Fleet Services Fund is responsible for the maintenance and replacement of all the City's vehicles, with the exception of Fire and Emergency Medical Services apparatus, which will be maintained by an outside contractor. The Fund includes nine (9) full-time staff, a City garage, and necessary equipment, tools, and supplies to service the entire fleet.

Revenues for the Fleet Services Fund, primarily derived through "lease" payments from the various City departments, total \$3.4 million for FY 17 and fully cover the budgeted operating expenditures of the Fleet Services Fund. The Expenditure Budget of \$3,883,448 increased \$361,484 or 10.3% due to approximately \$400,000 in vehicle and equipment purchases.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Fleet Services Fund					
Revenues					
Charges for Services	\$3,983,424	\$3,408,489	\$3,433,301	\$24,812	0.7%
Other Revenues	\$86,253	\$113,475	\$63,798	(\$49,677)	-43.8%
Subtotal	\$4,069,677	\$3,521,964	\$3,497,099	(\$24,865)	-0.7%
Transfers In	\$96,111	\$0	\$0	\$0	n/a
Appropriation from Surplus	\$0	\$0	\$386,349	\$386,349	n/a
Total Revenues	\$4,165,788	\$3,521,964	\$3,883,448	\$361,484	10.3%
Expenses					
Personnel	\$893,956	\$960,710	\$887,340	(\$73,370)	-7.6%
Operating	\$1,549,595	\$429,214	\$460,108	\$30,894	7.2%
Capital	\$2,049,478	\$2,132,040	\$2,536,000	\$403,960	18.9%
Other	\$48,798	\$0	\$0	\$0	n/a
Total Expenses	\$4,541,827	\$3,521,964	\$3,883,448	\$361,484	10.3%

Other Post-Employment Benefits Fund

The Other Post-Employment Benefits Fund accounts for benefits as health insurance (other than pensions) that the City provides to retired employees.

Revenues for the Other Post-Employment Benefits Fund are budgeted at \$200,909, consisting of City contributions of the enterprise funds for Other Post-Employment Retirement Benefits expected to be paid out to retired City employees.

	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Other Post Employment Benefits					
<u>Revenues</u>					
Investment Earnings	\$34,628	\$21,960	\$0	(\$21,960)	-100.0%
OPEB Contributions	\$0	\$690,730	\$200,909	(\$489,821)	-70.9%
Total Revenues	\$34,628	\$712,690	\$200,909	(\$511,781)	-71.8%
<u>Expenses</u>					
Operating	\$218,838	\$712,690	\$200,909	(\$511,781)	-71.8%
Total Expenses	\$218,838	\$712,690	\$200,909	(\$511,781)	-71.8%



City of Hallandale Beach Departmental Summary



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 6



DEPARTMENTAL SUMMARY

City of Hallandale Beach
Operations/Accounting Structure

Department/Division	Operations Accounting Funds													
	General Fund	Utility Fund	Stormwater Fund	Sanitation Fund	Cemetery Fund	Transportation Fund	Fleet Services Fund	Parks G.O. Bond Capital Fund	Capital Projects Fund	Police Grant Funds	Safe Neighborhood District Funds	General Liability Fund	Workers' Comp Fund	OPEB Fund
General Government														
City Commission	√													
City Manager	√													
City Attorney	√													
City Clerk	√													
Procurement	√													
Finance	√													
Innovation Technology	√													
Human Resources	√													
Development Services Admin.	√													
Planning and Zoning	√													
Risk Management													√	√
Fleet Services	√						√							√
Office of Capital Improv.'s								√	√					
Public Safety														
Police	√									√	√			
Fire	√													
Building Inspection	√													
Code Compliance	√													
Physical Environment - Governmental Activities														
Public Works Admin.	√													
Grounds Maintenance	√													
Construction Division	√													
Clean City Services				√										
Physical Environment - Business-type Activities														
Trash and Recycling				√										
Solid Waste Collection				√										
Cemetery Services					√									
Water Administration		√												
Water Production		√												
Water Transmission/Distrib.		√												
Water Utility Billing		√												
Plant Maintenance		√												
Stormwater Management			√											
Sewer Collection		√												
Transportation														
Road & Bridge Tax						√								
Motor Fuel Tax						√								
Minibus Transit System						√								
Culture and Recreation														
Parks & Rec. Administration	√													
Program Operations	√													
Aquatics	√													
Parks Maintenance	√													
Golden Isles Tennis Complex	√													
Marina	√													
Human Services														
Human Services Admin.	√													



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
CITY COMMISSION										
Full Time										
Mayor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Vice Mayor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Commissioner	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Department Total	5.0	5.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%
CITY MANAGER'S OFFICE										
Full Time										
City Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant City Manager	1.0	1.00	1.0	1.00	0.0	0.00	-1.0	-100.00%	-1.00	-100.00%
Deputy City Manager	1.0	1.00	1.0	1.00	2.0	2.00	1.0	100.00%	1.00	100.00%
Deputy City Manager/CRA Director	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Relations Specialist	1.0	1.00	1.0	1.00	0.0	0.00	-1.0	-100.00%	-1.00	-100.00%
Executive Assistant to the City Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant III	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant V	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	8.0	8.00	8.0	8.00	7.0	7.00	-1.0	-12.50%	-1.00	-12.50%
PROCUREMENT DEPARTMENT										
Full Time										
Senior Procurement Specialist	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Procurement Services Clerk	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Procurement Specialist	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Procurement Director	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Contract Coordinator	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	4.0	4.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%
CITY ATTORNEY'S OFFICE										
Full Time										
City Attorney	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant City Attorney	2.0	2.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Deputy City Attorney	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Paralegal	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	4.0	4.00	4.0	4.00	4.0	4.00	0.0	0.00%	0.00	0.00%
FINANCE DEPARTMENT										
Finance										
Full Time										
Chief Financial Officer	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Deputy Finance Director	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Assistant Director of Finance	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Director of Finance	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant V	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Senior Accountant	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Senior Budget Analyst	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Budget Analyst	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Budget Manager	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Accountant III	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Accountant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Accountant I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Accounting Clerk Supervisor	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Accounting Clerk III	2.0	2.00	2.0	2.00	3.0	3.00	1.0	50.00%	1.00	50.00%
Sub-Total	11.0	11.00	13.0	13.00	13.0	13.00	0.0	0.00%	0.00	0.00%



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
Utility Billing										
Full Time										
Associate Controller	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Strategic Planning Coordinator	0.0	0.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Utility Billing Specialist	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Accounting Clerk I	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Fiscal Clerk I	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Customer Relations Representative	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Controller	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Operations Manager-Finance	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Customer Service Manager	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Chief Accountant	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Part Time										
Accounting Clerk I	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Fiscal Clerk I	1.0	0.63	1.0	0.63	2.0	1.26	1.0	100.00%	0.63	100.00%
Sub-Total	9.0	8.63	8.0	7.63	9.0	8.26	1.0	12.50%	0.63	8.26%
Full Time	18.0	18.00	20.0	20.00	20.0	20.00	0.0	0.00%	0.00	0.00%
Part Time	2.0	1.63	1.00	0.63	2.00	1.26	1.0	100.00%	0.63	100.00%
Department Total	20.0	19.63	21.00	20.63	22.00	21.26	1.0	4.76%	0.63	3.05%
INNOVATION TECHNOLOGY DEPARTMENT										
Full Time										
Chief Information Officer	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Program Analyst	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Technical Support Specialist	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Network Administrator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
GIS Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Application Support Analyst	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Relations Specialist	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	6.0	6.00	7.0	7.00	8.0	8.00	1.0	14.29%	1.00	14.29%
HUMAN RESOURCES DEPARTMENT										
Full Time										
Director of Human Resources	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant Human Resources Director	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Human Resources Analyst	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Human Resources Strategic/Operations Associate	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Human Resources Generalist	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant IV	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time										
Personnel Background Investigator	1.0	0.50	1.0	0.50	1.0	0.50	0.0	0.00%	0.00	0.00%
Full Time	5.0	5.00	6.0	6.00	6.0	6.00	0.0	0.00%	0.00	0.00%
Part Time	1.0	0.50	1.0	0.50	1.0	0.50	0.0	0.00%	0.00	0.00%
Department Total	6.0	5.50	7.0	6.50	7.0	6.50	0.0	0.00%	0.00	0.00%
OFFICE OF THE CITY CLERK										
Full Time										
City Clerk	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Deputy City Clerk	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
OFFICE OF CAPITAL IMPROVEMENTS										
Full Time										
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Director Capital Improvements	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Capital Projects Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	3.00	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
POLICE DEPARTMENT										
<i>Police Administration</i>										
Full Time - Sworn Personnel										
Police Major	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Police Captain	1.0	1.00	2.0	2.00	1.0	1.00	(1.0)	-50.00%	(1.00)	-50.00%
Police Sergeant	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Police Officer	14.0	14.00	13.0	13.00	16.0	16.00	3.0	23.08%	3.00	23.08%
Police Recruit	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Full Time - Civilian Personnel										
Accredit./Training Compliance Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Police Training Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Communications/Records Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant III	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Administrative Analyst I	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Court Liaison Officer	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Community Service Aide II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Community Service Aide I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Police Clerk II	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Police Clerk I	8.0	8.00	8.0	8.00	8.0	8.00	0.0	0.00%	0.00	0.00%
Part Time - Sworn Personnel										
Traffic Information Enforcement Officer	1.0	0.47	1.0	0.50	1.0	0.50	0.0	0.00%	0.00	0.00%
Part Time - Civilian Personnel										
Administrative Office Assistant	1.0	0.50	1.0	0.50	1.0	0.50	0.0	0.00%	0.00	0.00%
Police Clerk	1.0	0.50	1.0	0.50	1.0	0.50	0.0	0.00%	0.00	0.00%
Diversion Program Coord	1.0	0.62	1.0	0.50	1.0	0.50	0.0	0.00%	0.00	0.00%
Sub-Total	41.0	39.09	41.0	39.00	42.0	40.00	1.0	2.44%	1.00	2.56%
<i>Office of the Chief</i>										
Full Time - Sworn Personnel										
Police Chief	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant Police Chief	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Police Sergeant	1.0	1.00	1.0	1.00	2.0	2.00	1.0	100.00%	1.00	100.00%
Internal Affairs Captain	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Full Time - Civilian Personnel										
Administrative Office Assistant IV	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Special Projects Coordinator	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
PAL Program Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
PAL Program Assistant Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Athletic Assistant	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time - Sworn Personnel										
Police Officer	0.0	0.00	0.0	0.00	1.0	0.50	1.0	NA	0.50	N/A
Part Time - Civilian Personnel										
Athletic Assistant	2.0	1.13	2.0	1.00	2.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	8.0	7.13	11.0	10.00	13.0	11.50	2.0	18.18%	1.50	15.00%
<i>Uniformed Patrol</i>										
Full Time - Sworn Personnel										
Police Major	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Police Captain	3.0	3.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Police Sergeant	8.0	8.00	8.0	8.00	8.0	8.00	0.0	0.00%	0.00	0.00%
Police Officer	40.0	40.00	39.0	39.00	40.0	40.00	1.0	2.56%	1.00	2.56%
Police Recruit	0.0	0.00	3.0	3.00	0.0	0.00	(3.0)	-100.00%	(3.00)	-100.00%
Full Time- Civilian Personnel										
Community Service Aide I	8.0	8.00	8.0	8.00	8.0	8.00	0.0	0.00%	0.00	0.00%
Administrative Analyst	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Part Time - Sworn Personnel										
Police Officer	0.0	0.00	0.0	0.00	2.0	1.00	2.0	NA	1.00	N/A
Sub-Total	61.0	61.00	61.0	61.00	61.0	60.00	0.0	0.00%	(1.00)	-1.64%



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
<u>Investigative Services</u>										
Full Time - Sworn Personnel										
Police Major	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Police Captain	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Police Sergeant	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Police Officer	18.0	18.00	17.0	17.00	19.0	19.00	2.0	11.76%	2.00	11.76%
Full Time - Civilian Personnel										
Victim Advocate	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Criminal I.D. Technician	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Crime Analyst	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant IV	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Community Service Aide I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	30.0	30.00	29.0	29.00	31.0	31.00	2.0	6.90%	2.00	6.90%
Full Time	134.0	134.00	136.0	136.00	138.0	138.00	2.0	1.47%	2.00	1.47%
Part Time	5.0	2.75	6.0	3.00	9.0	4.50	3.0	50.00%	1.50	50.00%
Department Total	139.0	136.75	142.0	139.00	147.0	142.50	5.0	3.52%	3.50	2.52%
FIRE RESCUE DEPARTMENT										
<u>Fire Administration</u>										
Full Time										
Fire Chief	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Deputy Fire Chief	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Battalion Chief	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Div. Chief of Training/Professional Dev.	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Special Projects Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant IV	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	9.0	9.00	9.0	9.00	9.0	9.00	0.0	0.00%	0.00	0.00%
<u>Fire Suppression</u>										
Full Time										
Fire/Rescue Captain	0.0	0.00	0.0	0.00	6.0	6.00	6.0	NA	6.00	N/A
Fire/Rescue Lieutenant	5.0	5.00	5.0	5.00	0.0	0.00	(5.0)	-100.00%	(5.00)	-100.00%
Firefighter	0.0	0.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Firefighter/Paramedic	22.0	22.00	22.0	22.00	23.0	23.00	1.0	4.55%	1.00	4.55%
Driver Engineer/Paramedic	5.0	5.00	5.0	5.00	4.0	4.00	(1.0)	-20.00%	(1.00)	-20.00%
Sub-Total	32.0	32.00	32.0	32.00	33.0	33.00	1.0	3.13%	1.00	3.13%
<u>Emergency Medical Services</u>										
Full Time										
Division Chief of EMS	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Fire/Rescue Captain	0.0	0.00	0.0	0.00	9.0	9.00	9.0	NA	9.00	N/A
Fire/Rescue Lieutenant	10.0	10.00	10.0	10.00	0.0	0.00	(10.0)	-100.00%	(10.00)	-100.00%
Firefighter/Paramedic	17.0	17.00	16.0	16.00	15.0	15.00	(1.0)	-6.25%	(1.00)	-6.25%
Driver Engineer/Paramedic	6.0	6.00	7.0	7.00	8.0	8.00	1.0	14.29%	1.00	14.29%
Sub-Total	34.0	34.00	34.0	34.00	33.0	33.00	(1.0)	-2.94%	(1.00)	-2.94%
<u>Fire Prevention</u>										
Full Time										
Div. Chief of Fire Prevention/Public Educ.	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Fire Marshal	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Fire Safety Inspector II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Fire Safety Inspector	1.0	1.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Sub-Total	4.0	4.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
<u>Fire Ocean Rescue</u>										
Full Time										
Beach Lifeguard Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Beach Lifeguard	7.0	7.00	7.0	7.00	7.0	7.00	0.0	0.00%	0.00	0.00%
Part Time										
Beach Lifeguard	5.0	3.15	5.0	3.13	5.0	3.13	0.0	0.00%	0.00	0.00%
Sub-Total	13.0	11.15	13.0	11.13	13.0	11.13	0.0	0.00%	0.00	0.00%
<u>Fire Special Programs</u>										
Full Time										
Fire Safety Inspector	1.0	1.0	0.0	0.0	0.0	0.0	0.0	NA	0.00	N/A
Sub-Total	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Full Time	88.0	88.00	88.0	88.00	88.0	88.00	0.0	0.00%	0.00	0.00%
Part Time	5.0	3.15	5.0	3.13	5.0	3.13	0.0	0.00%	0.00	0.00%
Department Total	93.0	91.15	93.0	91.13	93.0	91.13	0.0	0.00%	0.00	0.00%

DEPARTMENT OF PUBLIC WORKS

Administration

Full Time

Operations Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	0.0	0.00	0.0	0.00	2.0	2.00	2.0	NA	2.00	N/A
Sub-Total	1.0	1.00	1.0	1.00	3.0	3.00	2.0	200.00%	2.00	200.00%

Property & Grounds Maintenance

Full Time

Public Services Supervisor	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Public Service Worker III	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Service Worker II	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Public Service Worker I	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%

Part Time

Public Service Worker	4.0	2.52	4.0	2.50	4.0	2.50	0.0	0.00%	0.00	0.00%
Sub-Total	11.0	9.52	11.0	9.50	11.0	9.50	0.0	0.00%	0.00	0.00%

Construction & Maintenance

Full Time

Superintendent	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Construction Foreman	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Carpenter/Mason	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Electrician II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Service Worker III	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Service Worker II	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%

Sub-Total **8.0** **8.00** **8.0** **8.00** **8.0** **8.00** **0.0** **0.00%** **0.00** **0.00%**

Full Time **16.0** **16.00** **16.0** **16.00** **18.0** **18.00** **2.00** **12.50%** **2.00** **12.50%**

Part Time **4.0** **2.52** **4.0** **2.50** **4.0** **2.50** **0.0** **0.00%** **0.00** **0.00%**

Department Total **20.0** **18.52** **20.0** **18.50** **22.0** **20.50** **2.0** **10.00%** **2.00** **10.81%**

DEVELOPMENT SERVICES DEPARTMENT

Administration

Full Time

Director of Development Services	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%

Sub-Total **2.0** **2.00** **2.0** **2.00** **2.0** **2.00** **0.0** **0.00%** **0.00** **0.00%**



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Authorized Position	FTEs	Authorized Position	FTEs	Authorized Position	FTEs	#	%	#	%
<u>Planning & Zoning</u>										
Full Time										
Mobility/Transportation Planner	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant IV	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant I	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Principal Planner	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Planning & Zoning Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Associate Planner	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	5.0	5.00	6.0	6.00	7.0	7.00	1.0	16.67%	1.00	16.67%
<u>Building Inspection</u>										
Full Time										
Building Official	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Chief Building/Housing Inspector	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Chief Plumbing/Housing Inspector	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Chief Electrical/Housing Inspector	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Chief Mechanical Inspector	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Structural Examiner/Inspector	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Building Inspector/Plans Examiner	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Permit Coordinator	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Permit Services Supervisor	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Head Permit Clerk	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Permit Clerk	2.0	2.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Structural Plans Examiner	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Electrical Inspector/Plans Examiner	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	12.0	12.00	13.0	13.00	13.0	13.00	0.0	0.00%	0.00	0.00%
<u>Code Compliance</u>										
Full Time										
Code Compliance Official	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Senior Code Compliance Specialist	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Code Compliance Specialist	4.0	4.00	4.0	4.00	4.0	4.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	7.0	7.00	7.0	7.00	7.0	7.00	0.0	0.00%	0.00	0.00%
Full Time	26.0	26.00	28.0	28.00	29.0	29.00	1.0	3.57%	1.00	3.57%
Department Total	26.0	26.00	28.0	28.00	29.0	29.00	1.0	3.57%	1.00	3.57%
HUMAN SERVICES DEPARTMENT										
<u>Human Services</u>										
Full Time										
Human Services Director	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant Human Services Director	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Program Coordinator	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Senior Services Coordinator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Youth Services Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
HOP Administrator	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
HOP Analyst	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Administrative Analyst I	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Human Services Coordinator	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant I	1.0	1.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Social Worker I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Social Worker II	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Public Service Worker I	0.0	0.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Part Time										
Administrative Office Assistant	1.0	0.63	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Certified Teacher	0.0	0.00	2.0	0.48	2.0	0.48	0.0	0.00%	0.00	0.00%
Teacher Aide	0.0	0.00	2.0	1.00	2.0	1.00	0.0	0.00%	0.00	0.00%
Teacher Assistant	0.0	0.00	4.0	2.00	4.0	2.00	0.0	0.00%	0.00	0.00%
Food Service Aide	0.0	0.00	1.0	0.45	1.0	0.45	0.0	0.00%	0.00	0.67%
Van Driver	2.0	1.26	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Youth Aide (Seasonal)	7.0	1.05	7.0	1.12	7.0	1.12	0.0	0.00%	0.00	0.00%
Sub-Total	21.0	13.94	31.0	19.30	28.0	16.30	(3.0)	-9.68%	-3.00	-15.53%



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
<u>Hallandale Opportunity Project</u>										
HOP Administrator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
HOP Analyst	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Sub-Total	0.0	0.00	0.0	0.00	2.0	2.00	2.0	NA	2.00	N/A
Full Time	11.0	11.00	13.0	13.00	12.0	12.00	(1.0)	-7.69%	(1.00)	-7.69%
Part Time	10.0	2.94	18.0	6.30	18.0	6.30	0.0	0.00%	0.00	0.05%
Department Total	21.0	13.94	31.0	19.30	30.0	18.30	(1.0)	-3.23%	(1.00)	-5.17%

PARKS & RECREATION DEPARTMENT

Administration

Full Time

Director of Parks & Recreation	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant Director of Parks & Recreation	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant V	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Clerk Typist I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	4.0	4.00	4.00	4.00	4.00	4.00	0.0	0.00%	0.00	0.00%

Special Events/CCC

Full Time

Recreation Programmer	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
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Part Time

Recreation Aide	1.0	0.63	1.0	0.63	1.0	0.63	0.0	0.00%	0.00	0.00%
Special Events Aide	0.0	0.00	0.0	0.00	1.0	0.75	1.0	NA	0.75	N/A
Sub-Total	2.0	1.63	2.0	1.63	3.0	2.38	1.0	50.00%	0.75	46.15%

Foster Park

Full Time

Recreation Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Recreation Leader	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%

Part Time

Recreation Aide	7.0	4.55	7.0	4.63	7.0	4.63	0.0	0.00%	0.00	0.00%
Recreation Aide (Seasonal)	2.0	0.32	2.0	0.42	2.0	0.42	0.0	0.00%	0.00	0.00%
Sub-Total	11.0	6.87	11.0	7.05	11.0	7.05	0.0	0.00%	0.00	0.00%

Johnson Park

Full Time

Public Service Worker I	0.0	0.00	1.0	1.00	2.0	2.00	1.0	100.00%	1.00	100.00%
Recreation Leader	0.0	0.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Recreation Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%

Part Time

Recreation Aide	8.0	5.04	10.0	6.25	10.0	6.25	0.0	0.00%	0.00	0.00%
Youth Aide (Seasonal)	2.0	0.32	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Rec Aide (Seasonal)	0.0	0.00	2.0	0.42	2.0	0.42	0.0	0.00%	0.00	0.00%
Sub-Total	11.0	6.36	16.0	10.67	17.0	11.67	1.0	6.25%	1.00	9.37%

Bluesten Park

Full Time

Recreation Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
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Part Time

Recreation Aide	6.0	3.99	6.0	4.13	6.0	4.13	0.0	0.00%	0.00	0.00%
Youth Aide (Seasonal)	3.0	0.48	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Rec Aide (Seasonal)	0.0	0.00	3.0	0.63	3.0	0.63	0.0	0.00%	0.00	0.00%
Sub-Total	10.0	5.47	10.0	5.76	10.0	5.76	0.0	0.00%	0.00	0.00%



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Authorized		Authorized		Authorized		#	%	#	%
	Position	FTEs	Position	FTEs	Position	FTEs				
<u>Aquatics</u>										
Full Time										
Aquatics Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
<u>BF James Pool</u>										
Full Time										
Pool Lifeguard	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Head Lifeguard	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time										
Pool Lifeguard	3.0	1.89	4.0	2.50	4.0	2.50	0.0	0.00%	0.00	0.00%
Pool Lifeguard (Seasonal)	6.0	1.38	6.0	1.14	6.0	1.14	0.0	0.00%	0.00	0.00%
Recreation Aide	2.0	1.26	1.0	0.63	1.0	0.63	0.0	0.00%	0.00	0.00%
<u>Bluesten Pool</u>										
Full Time										
Pool Lifeguard	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Head Lifeguard	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time										
Pool Lifeguard	3.0	1.89	4.0	2.50	4.0	2.50	0.0	0.00%	0.00	0.00%
Pool Lifeguard (Seasonal)	6.0	1.38	6.0	1.14	6.0	1.14	0.0	0.00%	0.00	0.00%
Recreation Aide	2.0	1.26	1.0	0.63	1.0	0.63	0.0	0.00%	0.00	0.00%
Sub-Total	28.0	15.06	28.0	14.54	28.0	14.54	0.0	0.00%	0.00	0.00%
<u>Parks Maintenance</u>										
Full Time										
Public Services Supervisor	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Public Service Worker II	2.0	2.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Public Service Worker I	6.0	6.00	8.0	8.00	8.0	8.00	0.0	0.00%	0.00	0.00%
Park Maintenance Technician	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Park Landscape Maintenance Technician	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time										
Public Service Worker	5.0	3.78	7.0	4.38	7.0	4.38	0.0	0.00%	0.00	0.00%
Recreation Aide	1.0	0.63	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Sub-Total	17.0	15.41	22.0	19.38	22.0	19.38	0.0	0.00%	0.00	0.00%
<u>Parks Facilities Operations</u>										
Full Time										
Area Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Recreation Aide I	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Part Time										
Green Initiative Leader	0.0	0.00	2.0	1.00	2.0	1.00	0.0	0.00%	0.00	0.00%
Youth Green Team Aide	0.0	0.00	12.0	2.28	12.0	2.28	0.0	0.00%	0.00	0.00%
Recreation Aide	5.0	3.15	5.0	3.13	5.0	3.13	0.0	0.00%	0.00	0.00%
Sub-Total	8.0	6.15	22.0	9.41	22.0	9.41	0.0	0.00%	0.00	0.00%
<u>Parks Marina Facility</u>										
Part Time										
Marina Assistant	0.0	0.00	0.0	0.00	2.0	1.25	2.0	NA	1.25	N/A
Sub-Total	0.0	0.0	0.0	0.0	2.0	1.25	2.0	NA	1.25	N/A
Full Time	29.0	29.00	36.0	36.00	37.0	37.00	1.0	2.78%	1.00	2.78%
Part Time	62.0	31.95	79.0	36.43	82.0	38.43	3.0	3.80%	2.00	5.49%
Department Total	91.0	60.95	115.0	72.43	119.0	75.43	4.0	3.48%	3.00	4.14%



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
POLICE EQUITABLE SHARING										
Full Time - Sworn Personnel										
Police Officer	1.0	1.00	1.0	1.00	0.0	0.00	-1.0	-100.00%	(1.00)	-100.00%
Department Total	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
TRANSPORTATION FUND										
Full Time										
Public Services Supervisor	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Heavy Equipment Operator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Service Worker II	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Public Service Worker I	5.0	5.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%
Part Time										
Public Service Worker	1.0	0.63	1.0	0.63	1.0	0.63	0.0	0.00%	0.00	0.00%
Full Time	10.0	10.00	10.0	10.00	10.0	10.00	0.0	0.00%	0.00	0.00%
Part Time	1.0	0.63	1.0	0.63	1.0	0.63	0.0	0.00%	0.00	0.00%
Department Total	11.0	10.63	11.0	10.63	11.0	10.63	0.0	0.00%	0.00	0.00%
SANITATION FUND										
<u>Trash & Recycling</u>										
Full Time										
Heavy Equipment Operator	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Sub-Total	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
<u>Solid Waste Collection</u>										
Full Time										
Assistant Superintendent	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Superintendent	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Heavy Equipment Operator	9.0	9.00	9.0	9.00	9.0	9.00	0.0	0.00%	0.00	0.00%
Refuse Collector	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	2.0	2.00	2.0	2.00	0.0	0.00	(2.0)	-100.00%	(2.00)	-100.00%
Administrative Office Assistant I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time										
Public Service Worker	4.0	2.52	4.0	2.50	4.0	2.50	0.0	0.00%	0.00	0.00%
Sub-Total	21.0	19.52	21.0	19.50	19.0	17.50	(2.0)	-9.52%	(2.00)	-10.26%
<u>Clean City Services</u>										
Full Time										
Public Service Worker II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Service Worker I	2.0	2.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time										
Public Service Worker	2.0	1.26	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Sub-Total	5.0	4.26	4.0	3.25	4.0	3.25	0.0	0.00%	0.00	0.00%
Full Time	23.0	23.00	22.0	22.00	20.0	20.00	(2.0)	-9.09%	(2.00)	-9.09%
Part Time	6.0	3.78	6.0	3.75	6.0	3.75	0.0	0.00%	0.00	0.00%
Department Total	29.0	26.78	28.0	25.75	26.0	23.75	(2.0)	-7.14%	(2.00)	-7.77%



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Authorized		Authorized		Authorized		#	%	#	%
	Position	FTEs	Position	FTEs	Position	FTEs				
CEMETERY FUND										
Full Time										
Heavy Equipment Operator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time										
Public Service Worker	2.0	1.26	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Full Time	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time	2.0	1.26	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Department Total	3.0	2.26	3.0	2.25	3.0	2.25	0.0	0.00%	0.00	0.00%
STORMWATER DRAINAGE FUND										
Full Time										
Engineer I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Heavy Equipment Operator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Service Worker I	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Project Manager	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Agenda Liaison/Green Initiative Coordinator	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	5.0	5.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%
UTILITY FUND										
<u>Water Administration</u>										
Full Time										
Deputy Director of Utilities & Engineering	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Director of PW/Utilities & Engineering	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Utility Engineer	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Engineer I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant V	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Contract & Asset Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Engineering Project Coordinator	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Public Works Inspector	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant Director of Pub Works/Utilities	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant Director of Pub Works/City Engineer	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Projects Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Special Projects Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	10.0	10.00	11.0	11.00	11.0	11.00	0.0	0.00%	0.00	0.00%
<u>Water Production</u>										
Full Time										
Water Plant Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Water Plant Operator IV	5.0	5.00	4.0	4.00	4.0	4.00	0.0	0.00%	0.00	0.00%
Water Plant Operator III	3.0	3.00	3.0	3.00	2.0	2.00	(1.0)	-33.33%	(1.00)	-33.33%
Water Plant Operator II	2.0	2.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Water Plant Operator I	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Water Treatment Plant Operator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Sub-Total	11.0	11.00	11.0	11.00	12.0	12.00	1.0	9.09%	1.00	9.09%



DEPARTMENTAL SUMMARY

Positions	FY 2015		FY 2016		FY 2017		Position Change		FTE Change	
	Authorized Position	FTEs	Authorized Position	FTEs	Authorized Position	FTEs	#	%	#	%
<u>Transmission/Distribution</u>										
Full Time										
Operations Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Services Supervisor	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Meter Repairworker	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Heavy Equipment Operator	4.0	4.00	4.0	4.00	3.0	3.00	(1.0)	-25.00%	-1.00	-25.00%
Customer Service Worker	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	-1.00	-100.00%
Public Service Worker II	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Public Service Worker I	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Part Time										
Public Service Worker	2.0	1.25	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Sub-Total	15.0	14.25	15.0	14.25	14.0	13.25	(1.0)	-6.67%	-1.00	-7.02%
<u>Water Plant Maintenance</u>										
Full Time										
Plant Mechanic I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Plant Mechanic II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Service Worker II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
<u>Sewer Collection</u>										
Full Time										
Electrician I	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Project Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Electrician I/HVAC	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Public Services Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Heavy Equipment Operator	1.0	1.00	1.0	1.00	2.0	2.00	1.0	100.00%	1.00	100.00%
Inflow/Infiltration Mechanic	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Plant Mechanic	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Public Service Worker II	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Public Service Worker I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	12.0	12.00	12.0	12.00	13.0	13.00	1.0	8.33%	1.00	8.33%
Full Time	49.0	49.00	50.0	50.00	51.0	51.00	1.0	2.00%	1.00	2.00%
Part Time	2.0	1.25	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Department Total	51.0	50.25	52.0	51.25	53.0	52.25	1.0	1.92%	1.00	1.95%
MARINA FUND										
Part Time										
Marina Assistant	2.0	1.26	2.0	1.25	0.0	0.00	(2.0)	-100.00%	(1.25)	-100.00%
Department Total	2.0	1.26	2.0	1.25	0.0	0.00	(2.0)	-100.00%	(1.25)	-100.00%
FLEET SERVICES FUND										
Full Time										
Superintendent	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Fleet Administrator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Master Mechanic	2.0	2.00	2.0	2.00	1.0	1.00	(1.0)	-50.00%	(1.00)	-50.00%
Skilled Mechanic	5.0	5.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%
Warehouse Clerk I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	10.0	10.00	10.0	10.00	9.0	9.00	(1.0)	-10.00%	(1.00)	-10.00%
RISK MANAGEMENT FUND										
Full Time										
Risk Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Office Assistant II	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
TOTAL AUTHORIZED POSITIONS:										
FULL TIME	461.0	461.0	479.0	479.0	481.0	481.0	2.0	0.42%	3.00	0.63%
PART TIME	102.0	53.6	127.0	60.6	132.0	63.5	5.0	3.94%	2.88	4.76%
TOTAL AUTHORIZED POSITIONS	563.0	514.62	606.0	539.61	613.0	544.49	7.0	1.16%	5.88	1.09%

Staff Level Changes

The following are descriptions of significant changes in levels of staffing or reorganizations planned for the budget year by department or division:

Finance

- Add Accounting Clerk I P/T
- Reclass Customer Service Rep. to Accounting Clerk I FT

Development Services

- Administrative Office Assistant I

Human Services

- Added Food Service Aide PT

Parks and Recreation

- Added Special Events Aide PT

Police Department

- Reclass Captain to Internal Affairs Sergeant

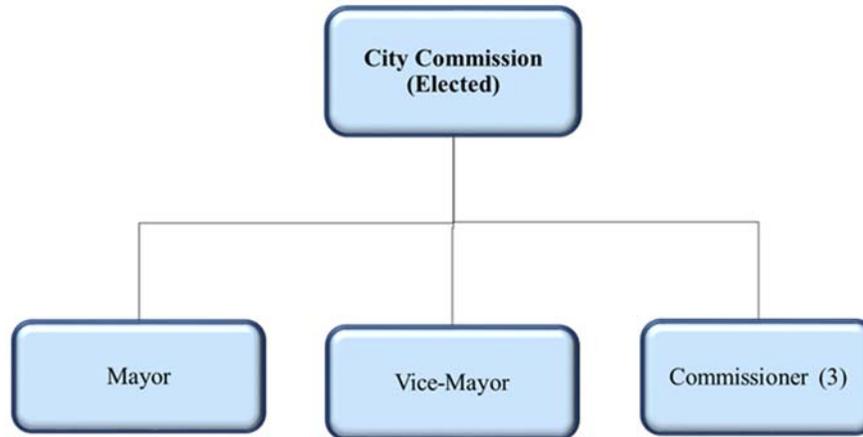
Department of Public Works

- Added Water Plant Chief Operator



City Commission

Organization Chart



Function

The City Commission is the legislative branch of the municipal government, and it is comprised of a Mayor and four Commissioners, each elected at-large, in even-numbered years, to staggered four-year terms. The Mayor and Commissioners elect the Vice-Mayor from their own membership.

The City Commission is responsible for enacting all ordinances and resolutions that establish City policy and ensure performance of all duties and obligations imposed upon the City by law. Also, the City Commission is responsible for adopting the annual budget and hiring the City Manager and City Attorney. The City Commission holds its Regular Commission meetings on the first and third Wednesday of each month. Also, City Commission/City Manager Workshop Special Meetings are held the Monday before the second Regular City Commission meeting of each month.

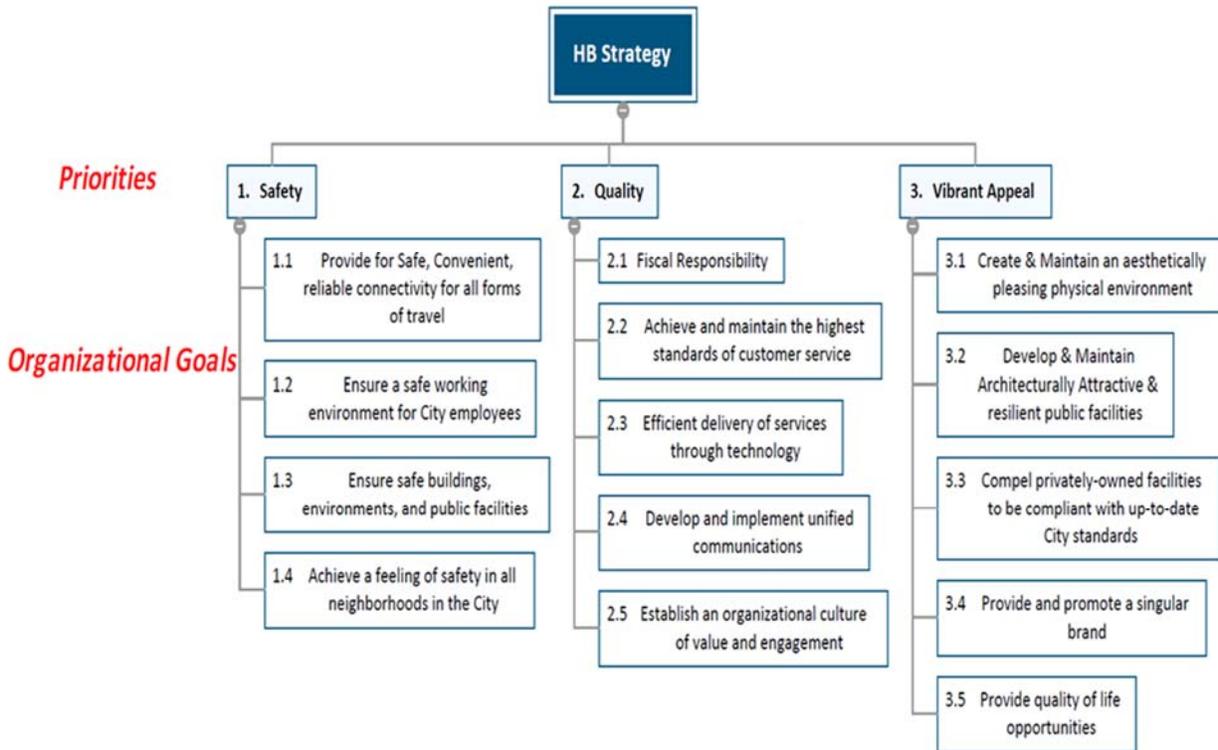
The City’s Mission, as established by the City Commission, is: **“The City of Hallandale Beach is dedicated to enhancing the quality of life in our Community in a fiscally responsible manner by providing superior services that meet the needs of our Community as well as plan for their future needs through continued communication.”**

To that end, in preparation for development of the Budget, the City Commission hosts budget workshops and Budget Awareness Town Hall meetings throughout the Community to receive

valuable input from the residents. Additionally, a public opinion survey of residents and businesses respectively is conducted on an annual basis, each year alternating between the business and resident survey. The information received from the survey results helps the City Commission make important decisions regarding the development of the budget.

In addition to resident and business input, the City Commission has established three Strategic Priorities which also guide staff during the budget process. These priorities are designed to address economic, social and organizational challenges in order to meet the Community’s expectations and build on the Community’s strengths.

Strategic Priorities



Safety

Organizational Goals

1. Provide for safe, convenient, reliable connectivity for all forms of travel.
2. Ensure safe working environment for City employees.
3. Ensure safe buildings, environments and public facilities.
4. Achieve a feeling of safety in all neighborhoods in the City.

Quality

Organizational Goals

1. Achieve and maintain the highest standards of customer service.
2. Efficient delivery of services through technology.
3. Develop and implement unified communications.
4. Establish an organizational culture of value and engagement.
5. Fiscal responsibility.

Vibrant Appeal

Organizational Goals

1. Create and maintain an aesthetically pleasing physical environment.
2. Develop and maintain architecturally attractive and resilient public facilities.
3. Compel privately-owned facilities to be compliant with up-to-date City standards.

The City of Hallandale Beach's Strategy for FY 2017-19 was adopted by the City Commission on June 13, 2016. It represents the City's Operational Plan and serves as an update to the City's FY 2014-16 Strategic Plan. The Hallandale Beach Strategy offers direction and focus on issues that are critically important to improving the quality of life and delivery of services to our residents and business community. It sets priorities, establishes strategies, and includes performance measures to monitor and measure progress over the next three fiscal years. These working documents are based on the on-going assessment of the Community needs through resident and



DEPARTMENTAL SUMMARY

business surveys, Budget Awareness Town Hall Meetings, Public Participation during City Commission Meetings, and the daily interaction of each Commissioner with the Community.

Departmental Goals

The Commission serves as members of the Board of Directors, enacting policies and directives in accordance with State Statute, for the following organizations:

- Hallandale Beach Community Redevelopment Agency
- Golden Isles Safe Neighborhood District
- Three Islands Safe Neighborhood District

Additionally, the City Commission appoints members of City Advisory Boards. The individual Commissioners may also serve on other committees and boards as required by law, rule, or appointment.

- Enact Ordinances and Resolutions establishing public policy and ensuring performance of all duties and obligations imposed upon the City by law.
- Adopt a responsible and responsive Annual Budget, including 5-year Capital Project Plan and 3-year City Strategy Plan.
- Maintaining and enhancing the financial health of the City.
- Responding to resident and business inquiries in a timely manner.
- Hire the City Manager and City Attorney.

Expenditures by Category

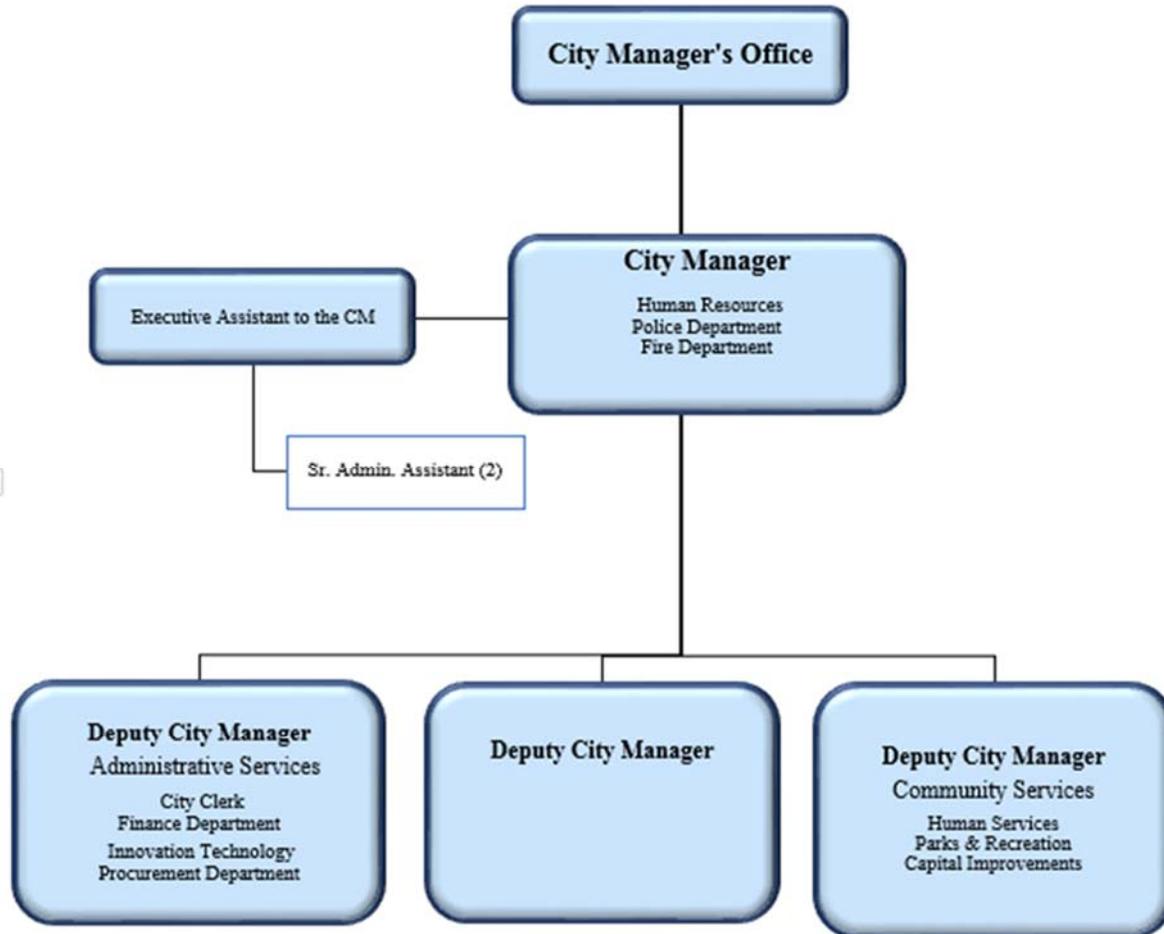
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$326,010	\$237,100	\$317,061	\$79,961	33.7%
Operating	\$73,376	\$154,660	\$177,260	\$22,600	14.6%
Total	\$399,386	\$391,760	\$494,321	\$102,561	26.2%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	5	5	5
Part - Time	0	0	0
Total	5	5	5

City Manager's Office

Organization Chart



Function

The City Manager is the Chief Executive Officer for the entire City, responsible for establishing organizational goals and providing overall administrative and direction for all City departments. The Office of the City Manager coordinates, implements and evaluates all policies, procedures, protocol and programs, in accordance with City codes adopted by the Commission.

The City Manager's Office also responds to general questions, requests and complaints registered by residents. All information from residents is recorded and distributed to the appropriate department for response and resolution. The City Manager is responsible for establishing an annual budget, which includes the City's 5-year Capital Program and its 3-year Citywide Strategic and Business Plan. Furthermore, the City Manager's Office is responsible for the implementation of the Citywide Parks Master Plan and its associated capital projects.

The City Manager serves as the Executive Director of the Hallandale Beach Community Redevelopment Agency (HBCRA), coordinating the day to day operations of the HBCRA and its interactions with other City Departments.

The City Manager’s Office staff consists of the City Manager, three (3) Deputy City Managers, one (1) Executive Assistant/Office Manager, and two (2) Senior Administrative Assistants. The Office quickly resolves problems and overcomes obstacles to advance the success of the City, concentrated in the practical day-to-day hands on to meet deadlines, work within established budgets, create, formulate, communicate and implement strategies and objectives and take action with proactive follow through to ensure success.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Fiscal Responsibility.		●	
Citizens and Business Survey.		●	
Point of Service Customer Satisfaction.		●	
Citizen-Centric Government.		●	
Consolidated Communications Strategy.	●	●	●
Programs and Activities that Establish a Culture of Value and Engagement.	●	●	●
Provide and Promote a Singular Brand.			●

Performance Measures

Strategic Priorities: Safety; Quality; Vibrant Appeal

FY 2017 Goal	Measures
1. Oversee fiscal responsibility of the City by providing efficient and effective management of City funds.	Implementation of annual operations and capital budgets; and completion of annual audit and implementation of recommendations, if any. Annual review of fiscal policies and revisions as needed.
2. Administer the Citizen and Business Satisfaction Surveys bi-annually on alternate years; with the Citizen Survey being conducted in FY 2016-17.	Overall results of survey are measured by level of satisfaction in percentage and compared to baseline data to prioritize City services.
3. Implement a point-of-service customer satisfaction survey City-wide; to manage and improve the services the City provides both internally and externally.	Team members will earn points for each rating they receive; which will result in a customer happiness score providing feedback how to improve the customer service experience.
4. Become a citizen-centric government to improve the interaction between the citizens and the City, improving citizen engagement in City activities and providing transparency	It will be measured by number of applications developed and number of users; regarding social media, by the number of followers
5. Implement a unified communications strategy. The implementation of a City-wide Communications Plan will give the City the ability to effectively communicate a consistent message with the public through various communication channels.	Baselines will be established for the various type of communications. Metrics will be qualitative or quantitative, depending on the type of communication objective. Staff will also measure the rate of customers opting out of the e-mails lists: this will provide a quantitative overview of the City's message relevance.

DEPARTMENTAL SUMMARY

FY 2017 Goal	Measures
6. Implement programs and activities that establish a culture of value and engagement for City employees.	Increase employee engagement by the City Manager holding “lunch bunch” meetings with employees on a quarterly basis and “special breakfast” meetings with senior staff. Also, the City conducts a “voice of the employee” survey to identify employee satisfaction and to identify employees’ needs and opportunities for advancement.
7. Provide and promote a singular brand. Continue promoting the City’s branding image by creating a style guide to maintain consistency across all channels of communication.	Brand perception will be measured by behavioral metrics such as: <ul style="list-style-type: none"> • Awareness: to be measured by Satisfaction Survey: baseline will be 2017 Satisfaction Survey. • Web Traffic: to be measured by number of visits; repeat visits and length of visit to the website • Web Traffic: percent change (New visitors/Total visitors) -> will indicate the comparative increase of first time visitors.

Expenditures by Category

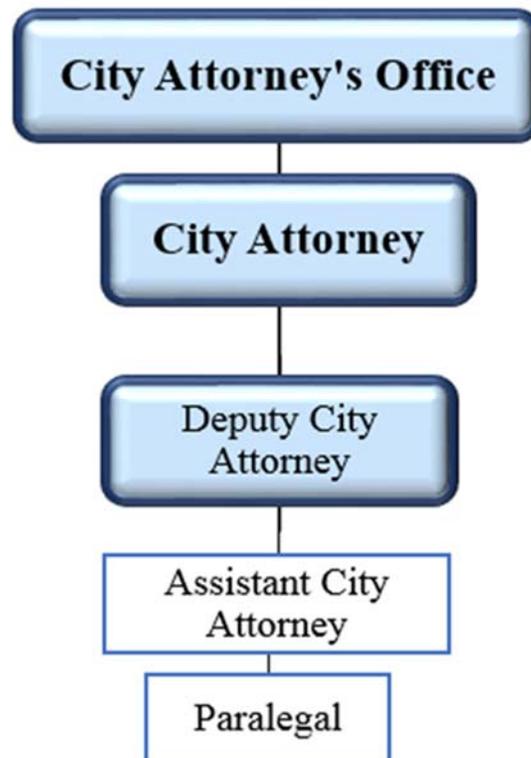
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$1,154,604	\$1,116,186	\$1,122,187	\$6,001	0.5%
Operating	\$67,090	\$81,993	\$118,503	\$36,510	44.5%
Total	\$1,221,694	\$1,198,179	\$1,240,690	\$42,511	3.5%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	8	8	7
Part - Time	0	0	0
Total	8	8	7

City Attorney's Office

Organization Chart



Function

The City Attorney's Office's mission is to function as a **professional law firm** of competent attorneys and support staff operating in an environment that allows for creative solutions to modern day problems. The City Attorney's Office is responsible for all legal prosecutions and defenses for the City. In addition to providing legal representation to the City Commission, City Manager, City Departments, Divisions and Boards, the City Attorney's Office serves to proactively prevent or to mitigate damages and liability to the City. In conclusion, the City Attorney's Office exists to promote and protect the City's legal interest through providing quality services to its clients.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Maintain a Safe Clutter-Free Environment.	●		●
Provide Quality Legal Services to All Clients.		●	
Remain Proficient in the Area of Local Government Law.		●	
Acknowledge the Achievements of the Attorneys to Demonstrate Their Value.		●	

Performance Measures

Strategic Priorities: Safety; Quality; Vibrant Appeal

FY 2017 Goal	Measures
1. Maintain a safe clutter-free environment within the Department; which includes donating books no longer being utilized and shipping boxes to storage every six months until all files older than five years old are stored offsite.	Number of boxes shipped to storage every six months.
2. Providing quality legal services in a timely and efficient manner to meet clients' needs. Annual survey results from clients regarding timeliness, efficiency and usefulness of information provided.	Track all "Internal Service Requests" (ISR) to track response time in a quarterly basis.
3. All attorneys to remain proficient in local government law; and stay current on the latest changes in the law.	Number of attorneys trained in Westlaw and completed at least ten continuing education credits per year.

FY 2017 Goal	Measures
4. Acknowledge the individual attorneys in their achievements; when they accomplished a good result in settling or trying a case, negotiating a contract or drafting a difficult ordinance.	Number of “Tootin” Our Own Horn” acknowledgements obtained by each attorney and recognizing the attorney with the most “Tootin” Our Own Horn” achievements.

Expenditures by Category

Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$601,579	\$622,148	\$640,441	\$18,293	2.9%
Operating	\$144,272	\$269,040	\$297,290	\$28,250	10.5%
Total	\$745,851	\$891,188	\$937,731	\$46,543	5.2%

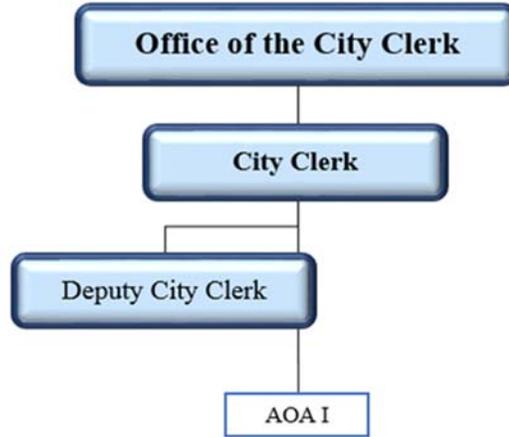
Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	4	4	4
Part - Time	0	0	0
Total	4	4	4



City Clerk's Office

Organization Chart



Function

It is the mission of the City Clerk's Office to serve the public on a daily basis with efficiency, courtesy and a willingness to assist the citizens and employees of the City of Hallandale Beach while preserving, maintaining and providing access to vital public records; and to ensure the City's legislative processes are open and public by providing a link between citizens and government through the dissemination of information.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Update and Educate City Staff on Records Management Policy.	●		
Provide High Level of Customer Service.		●	
Launch the City Clerk Legislative Center.		●	



DEPARTMENTAL SUMMARY

Performance Measures

Strategic Priorities: Safety; Quality

FY 2017 Goal	Measures
1. Munis work is processed daily. Formal solicitations are released within 7 business days from receipt of final approval from the Director/Project Manager.	100% of solicitations released within 7 business days.
2. Quarterly meetings with Directors to discuss delivery of services. Occurs October, January, April and July.	Number of quarterly meetings held.
3. Scanning of all records that have not met the retention schedule by September 1, 2017.	September 1, 2017
4. Daily, weekly, monthly, quarterly and yearly tasks related to maintaining a clutter free environment within the Department which includes no documents, boxes, paper, etc. within each office and Department.	Maintain a clutter free environment.

Expenditures by Category

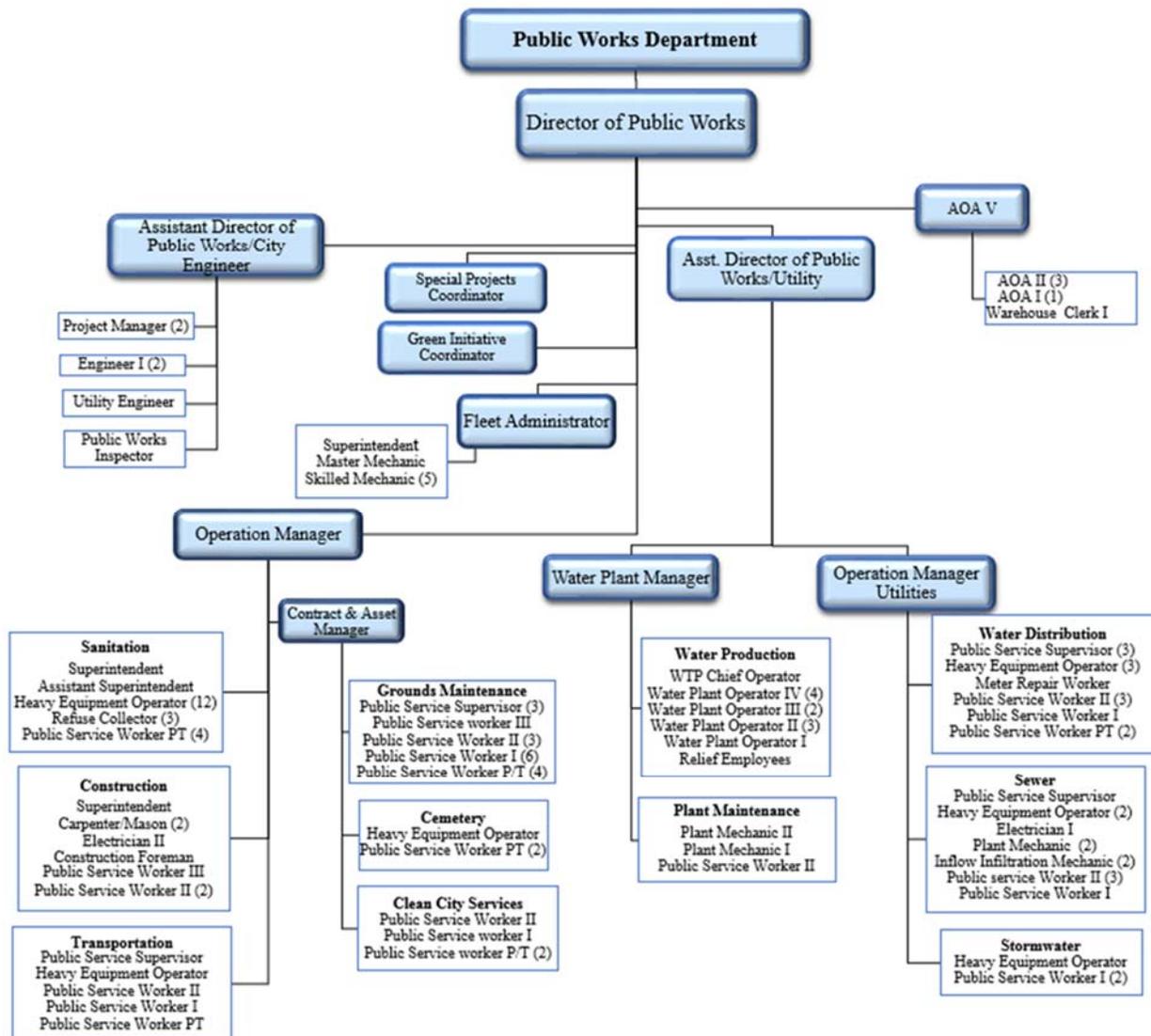
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$259,526	\$298,978	\$302,755	\$3,777	1.3%
Operating	\$110,445	\$71,085	\$78,685	\$7,600	10.7%
Total	\$369,971	\$370,063	\$381,440	\$11,377	3.1%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	3	3	3
Part - Time	0	0	0
Total	3	3	3

Department of Public Works

Organization Chart



Function

The Department of Public Works is committed to the enhancement of our Community by providing superior services and effectively maintaining and improving the City's infrastructure.

The Department of Public Works serves the City of Hallandale Beach through the administration of a wide variety of functions which can be divided into three major categories: Public Works, Utilities and Engineering. Public Works addresses the maintenance of the City's facilities. This includes the maintenance and repair of City buildings and grounds, the maintenance of the City's vehicle fleet, the maintenance of City streets and sidewalks, the operation of the City warehouse, and the maintenance and operation of the municipal cemetery. Public Works also manages the collection of garbage, trash, yard waste, hazardous waste, electronics and recyclables within the City. Utilities addresses the operation and maintenance of the water, wastewater and stormwater utilities, including the production and distribution of potable water, and the maintenance of all water, wastewater and stormwater facilities in the City. Engineering provides oversight and implementation of capital improvement programs and projects. This primarily entails programs and projects related to transportation and utilities. The Department also manages Renewal and Replacement Programs to account for the replacement of sanitation, water, wastewater and stormwater drainage equipment.



Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Increase Community Bus Ridership by 10% From the Previous Year. (Measured by Development Services)	•	•	•
Cross Connection Program - Achieve 50% Compliance in Year 1.	•	•	•
Exercise 25% of City Water Distribution Valves Quarterly.	•	•	
Reduce Inflow/Infiltration (I/I) by 1.7% From the Previous Year.	•	•	
Clean 34% of Storm Drain Structures Yearly.	•	•	
Repair 100% of Identified Sidewalk Problem Areas Yearly.	•	•	
Address a Minimum of 95% of Sanitation Concerns Within 24 Hours.		•	
Address 95% of Illegal Dumping Reported Within 24 Hours.		•	•
Service 90% of On-Demand Pick-Up Within 72 Hours of Request Time.		•	•
Keep Missed Garbage Pick Rate at 5% or Less.		•	
Provide First Response and Plan of Action to 95% of MyHB Requests Within 24 Hours.		•	
Present the Green Initiatives Overview at 100% of New Employee Orientations.		•	
Achieve a 30% Survey Response Rate From City Employees, With Regards to Survey Built in Quarterly Sustainability Newsletter.		•	
Water Conservation – Reduce Water Consumption by 1.5% From the Previous Year.		•	•
Issue a Total of 99 Rebates Through the City’s Broward Water Partnership (BWP) Program.		•	•

New Initiatives

- Provide First Response and Plan of Action to 95% of MyHB Requests Within 24 Hours.
- Present the Green Initiatives Overview at 100% of New Employee Orientations Yearly.
- Achieve a Quarterly Green Initiatives Newsletter Survey Response Rate of 30



DEPARTMENTAL SUMMARY

Performance Measures

Strategic Priority: Quality

Sanitation Services

Goal	FY 2014		FY 2015		FY 2016		FY 2017
	Plan	Actual	Plan	Actual	Plan	Actual	Plan
1. Address a minimum of 95% of Sanitation concerns within 24 hours.	100%	65%	100%	69.1%	100%	95.31%	Minimum 95%
2. Address 95% of illegal dumping reported within 24 hours.	100%	93%	100%	77.7%	100%	95.06%	95%
3. Service 90% of on demand pick-up within 72 hours of scheduled time.	100%	58%	100%	80.9%	100%	96.75%	90%
4. Have a garbage pick-up rate within 95% of account services.	100%	99%	100%	99.9%	100%	99.86%	95%

Public Works Department

Goal	FY 2014		FY 2015		FY 2016		FY 2017
	Plan	Actual	Plan	Actual	Plan	Actual	Plan
1. Provide first response and plan of action to 95% of MyHB requests within 24 hours.	New	New	New	New	New	New	95%

Strategic Priorities: Quality; Vibrant Appeal

Green Initiatives

Goal	FY 2014		FY 2015		FY 2016		FY 2017
	Plan	Actual	Plan	Actual	Plan	Actual	Plan
1. Present the Green Initiatives overview at 100% of new employee orientations yearly.	New	New	New	New	New	New	100%
2. Achieve a quarterly Green Initiatives newsletter survey response rate of 30%.	New	New	New	New	New	New	30%
3. Water conservation – reduce water consumption by 1.5% yearly.	-1.5%	+3%	-1.5%	+4.3%	-1.5%	+1.99%	-1.5%
4. Issue a total of 99 rebates through the City’s Broward Water Partnership (BWP) Program.	99	54	99	91	99	65	99

Strategic Priorities: Safety; Quality

Water Services

Goal	FY 2014		FY 2015		FY 2016		FY 2017
	Plan	Actual	Plan	Actual	Plan	Actual	Plan
1. Cross Connection Program - achieve 50% compliance in year 1.	New	New	New	New	New	New	50%
2. Exercise 25% of the 1,638 valves quarterly.	100% (annual)	135% (annual)	8.3% (monthly)	8% (monthly)	8.3% (monthly)	8.3% (monthly)	25% (quarterly)
3. Reduce I/I by 1.7% from previous year.	-1.7%	-9%	-1.7%	-5.2%	-1.7%	-0.11%	-1.7%

Wastewater Services

Goal	FY 2014		FY 2015		FY 2016		FY 2017
	Plan	Actual	Plan	Actual	Plan	Actual	Plan
1. Clean 34% of the 2,231 storm drains annually.	34%	28%	34%	48%	34%	26%	34%

Street Services

Goal	FY 2014		FY 2015		FY 2016		FY 2017
	Plan	Actual	Plan	Actual	Plan	Actual	Plan
1. Repair 16,000 square feet of sidewalk by year end.	N/A	N/A	16,000	6,915	16,000	11,020	16,000

Expenditures by Category

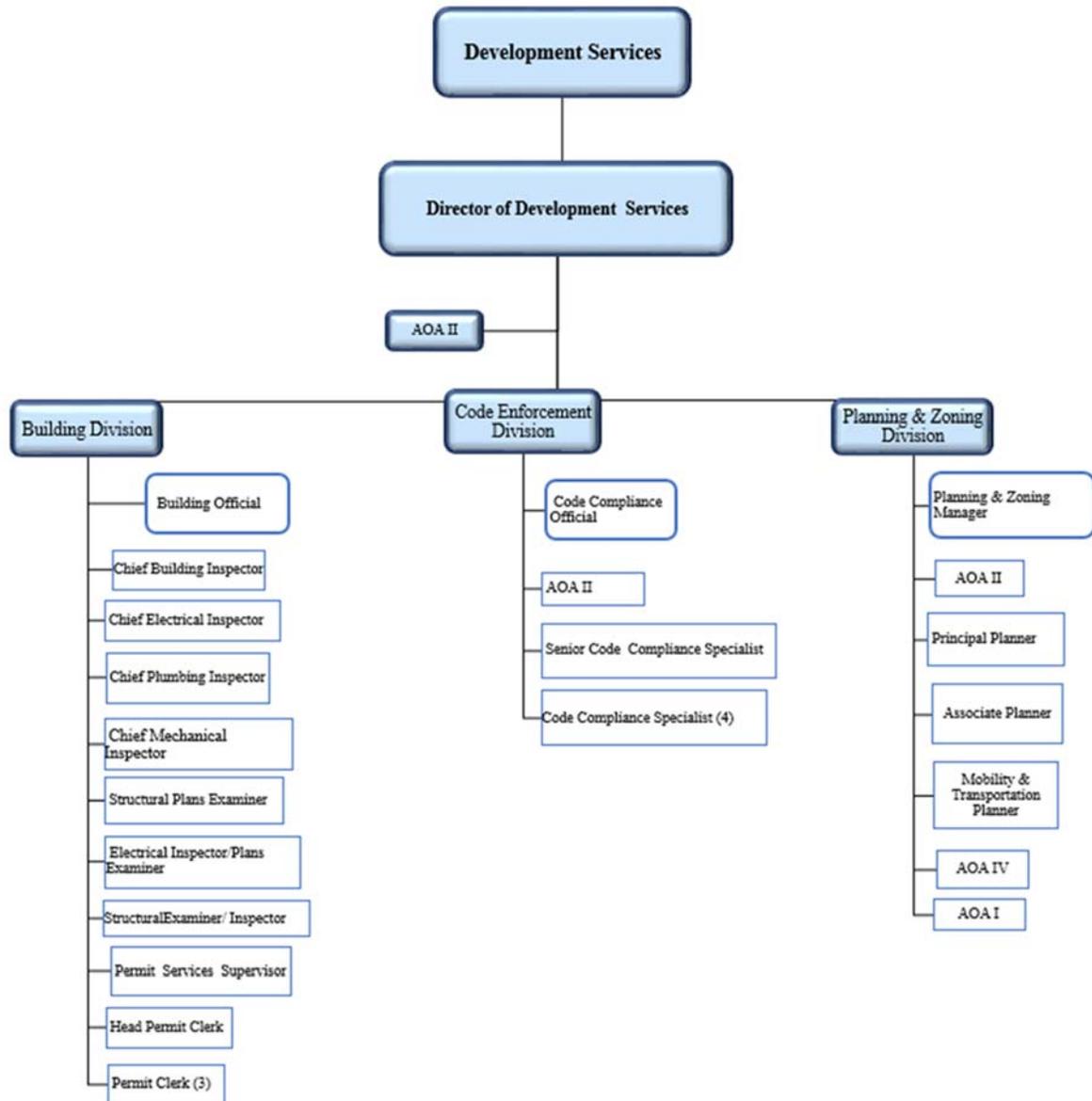
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$9,823,707	\$11,322,052	\$11,279,732	(\$42,320)	-0.4%
Operating	\$29,209,758	\$16,829,089	\$14,293,519	(\$2,535,570)	-15.1%
Capital	\$3,169,809	\$2,993,240	\$5,269,547	\$2,276,307	76.0%
Other-Transfers Out	\$125,000	\$2,737,369	\$3,485,582	\$748,213	27.3%
Other-Non Dept.	\$0	\$11,361,788	\$11,647,024	\$285,236	2.5%
Other	\$228,319	\$932,920	\$949,036	\$16,116	1.7%
Total	\$42,556,593	\$46,176,458	\$46,924,440	\$747,982	1.6%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	114	114	114
Part - Time	15	15	15
Total	129	129	129

Development Services Department

Organization Chart



Function

To positively influence the City’s future, sustain the safety of the City’s buildings and properties, and enhance the City’s quality and appeal by providing services which assure adherence to sound planning principles, require safe building practices, and compel code compliant maintenance.

The Development Services Department directs the orderly growth of the City of Hallandale Beach through coordination of the Planning and Zoning Division, Building Division, Code Compliance Division and Business Tax Receipts (formerly Occupational Licenses) functions. By working with other Departments, citizen’s boards and neighborhood groups, the City can be developed according to the long-range goals adopted by the City Commission, the Comprehensive Plan and safeguard the health and welfare of our community.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Update the Transportation Element of the Comprehensive Plan.	●		
Establish Goals for Sustainability, Adaptation to Climate Change.	●		
Percent Approval Rate for Inspections.	●		
Health and Safety Issue Resolution Timeframe.	●		
Review Cycle Time.	●	●	●
Counter Waiting Time.		●	
Complaint Response Time.		●	
Use of CAP (Citizen Access Portal).		●	
Availability of Development Proposals to the Public.		●	
Update Citywide Design Guidelines.			●
Compliance Rate.			●
Reduce the Number of Long Open Cases.		●	●
Green Initiatives into Land Development Regulations (LDR).			●
Increase Community Bus Ridership by 10% From the Previous Year.	●	●	●
Electronic Plan Review		●	●
Regional Activity Center (RAC) Unit Increase			●

Performance Measures

Strategic Priorities: Safety; Quality; Vibrant Appeal

FY 2017 Goal	Measures
1. Update the Transportation Element of the Comprehensive Plan.	It will be measured by the percentage of completion of the Comprehensive Plan as identified by milestones on a Gantt Chart for the project and whether or not those milestones have been met by their target dates
2. Establish goals for sustainability, adaption to climate change.	It will be measured by the percentage of completion and the identification of milestones and whether or not those milestones have been met by their target dates.
3. Increase the approval rate percentage for inspections to 75%.	It will be measured by taking a quarterly count of the approved inspections in that quarter and dividing it by the total inspection for the quarter.
4. Reduce response time to health and safety issues from 32 day to 17 days.	This will be measured by taking the average days to respond per category and comparing that to a goal for each of those categories.
5. Complete plan reviews in 7 days on average and always within 15 days.	This can be accomplished by counting the number of business days on average, as well as the percentage that are within the 15 days maximum and the 7 day goal.

FY 2017 Goal	Measures
6 80% of Customers waiting time reduced to 15 minutes or less	This will be measured by averaging the waiting estimated time, as well as the actual wait time.
7. Establish & maintain a 24 to 48 hour compliant response time to issues received via the MyHB app.	This is measured by tracking the time and date that the complaint was received and then compare this date to the actual response time.
8. Ensure Citizen Access Portal (CAP) is fully operational. Track and establish a baseline for the percentage of customers utilizing portal with goals to increase this use.	Various metrics will be applied to determine the level of CAP activity: for example, the level of inspections scheduled via CAP versus the percentage of payments made via CAP. The number of contractors registered, etc. This will be measured quarterly and we will continue our education efforts and improvement efforts until a goal is reached in terms of the use of CAP.
9. Ensure community is informed of approved development proposals within 4 days thereafter.	This will be measured by tracking the percentage of completion of the new procedures and ensuring the inputs will be received in the adequate form from the applicants. Once implemented, the tracking will consist of the percentage of applications made within a time period specified.
10. Update City-wide design guidelines and expand the Form-Based Code.	This will be measured by the milestones in preparing such an amendment to a document and the percentage of completion to those milestones in the target time which is by the end of FY 2016-17.

DEPARTMENTAL SUMMARY

FY 2017 Goal	Measures
11. Maintain the compliance rate in each quadrant between 80%-90%.	This is a calculation of the percentage of properties without violations divided by total properties.
12. Reduce the number of long open code violations up to 10 years with multiple violations by 25%.	This is measured by taking the total number of properties with multiple violations running for 3 years or more and reducing that total each quarter.
13 .Incorporate Green Initiatives into the Land Development Regulations.	This will be measured by the percent of completion of the data analysis, the preparation of proposed amendments and the final milestone of adoption and implementation.
14. Establish electronic plan review for building permit applications.	This is measured by taking the percentage of completion of the milestones in the project as presented on a Gantt chart.
15. Complete the process of obtaining an increase of 3,800 Regional Activity Center (RAC) residential unit increase.	This is measured by the percentage of completion of the milestones and accomplishing a comprehensive plan amendment as exhibited on the project Gantt chart.

Expenditures by Category

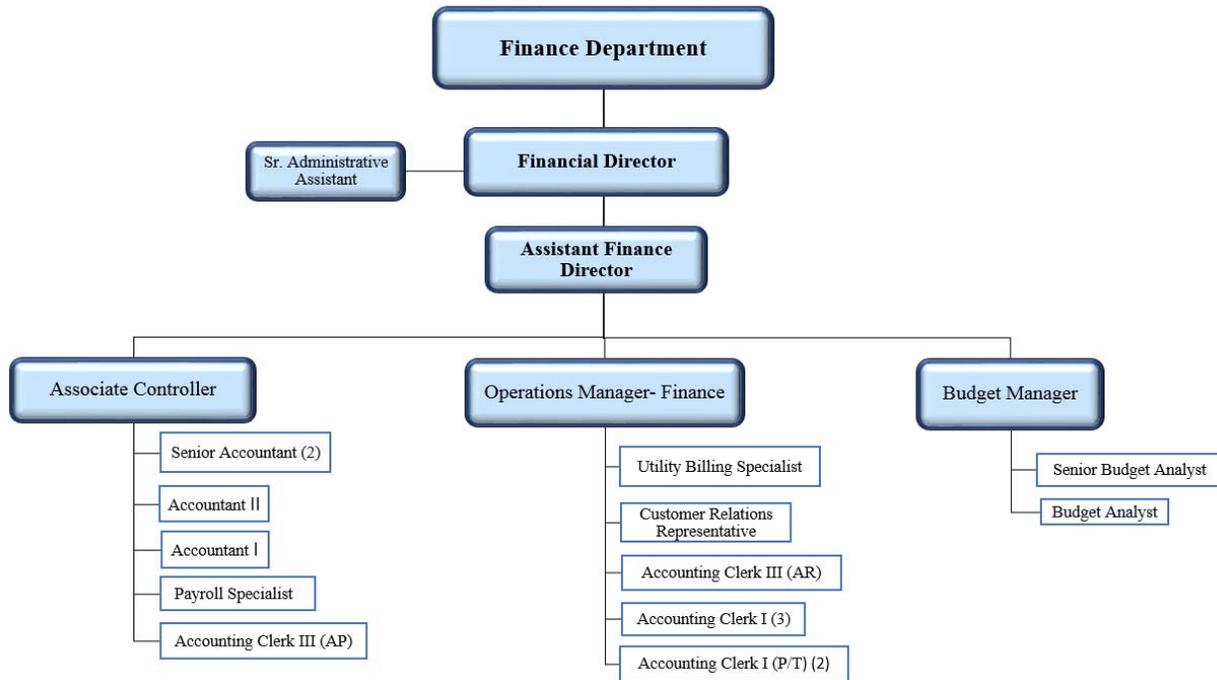
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$2,608,022	\$2,883,739	\$3,187,341	\$303,602	10.5%
Operating	\$401,072	\$494,974	\$893,571	\$398,597	80.5%
Capital	\$0	\$1,000	\$0	(\$1,000)	-100.0%
Total	\$3,009,094	\$3,379,713	\$4,080,912	\$701,199	20.7%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	26	28	29
Part - Time	0	0	0
Total	26	28	29

Finance Department

Organization Chart



Function

The Finance Department is responsible for the financial management and planning of the City. This includes establishing and maintaining effective controls of the City's financial activities and providing accurate financial information to outside auditors and local, state and federal agencies in a timely manner.

The Finance Department coordinates the preparation of the annual budget and monitors its implementation after adoption. The Department is responsible to safeguard the City's assets and for preparing interim and annual financial reports for both internal and external stakeholders. Direct responsibilities include accounting, payroll, accounts payable, treasury management including debt management compliance and investments, fixed assets, grants, cashier, utility billing and customer service. The Finance Department is the fiduciary agent for the Hallandale Beach Community Redevelopment Agency (HBCRA).

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Fiscal Responsibility		●	
Provide Accurate and Timely Financial Information through Process Improvements and Enhanced Internal Controls.		●	
Secure Access to Sensitive Computer Data Files.	●		
Restrict Physical Access to the Finance Department to Authorized Personnel.	●		
Enhance Customer Service through Training.		●	
Improve Utility Billing Customer Satisfaction through Enhanced and Expanded Payment Options.		●	
Promote and Maintain a Clean Aesthetically Pleasing Environment within the Department.	●	●	●

Performance Measures

Strategic Priority: Safety; Quality; Vibrant Appeal

Measures	FY 2017 Goal
1. To ensure fiscal responsibility City-wide, Finance will meet with the Departments to provide training, implement account changes and prepare custom reports.	1. Number of quarterly departmental meetings. 2. Number of custom reports prepared.
2. Provide accurate and timely financial information through process improvements and enhanced internal controls.	1. Percentage of Finance staff assignments completed by due date. 2. Number of months Finance staff closed month-end in Munis by due date.
3. Secure access to sensitive computer data files by reviewing all Finance Department files and restricting access by password protection.	Number of sensitive files reviewed.
4. To safeguard the City's assets, physical access to the Finance Department will be restricted to authorized personnel through the installation of two key pads.	1. Restrict access to Finance Department through Reception door by November 30, 2016. 2. Restrict access to Finance Department through Development Services door by February 28, 2017.
5. Enhance customer service through personnel training to reduce number of complaints received.	1. Reduction in number of customer complaints. 2. Number of "How are We Doing" survey cards received and reviewed.

DEPARTMENTAL SUMMARY

Measures	FY 2017 Goal
6. Improve utility billing customer satisfaction by offering additional payment options through new technology to be implemented by April 2017.	Number of payment transactions utilizing the new payment options.
7. Promote and maintain a clean aesthetically pleasing environment within the Finance Department.	Number of boxes moved to offsite storage or scanned.

Expenditures by Category

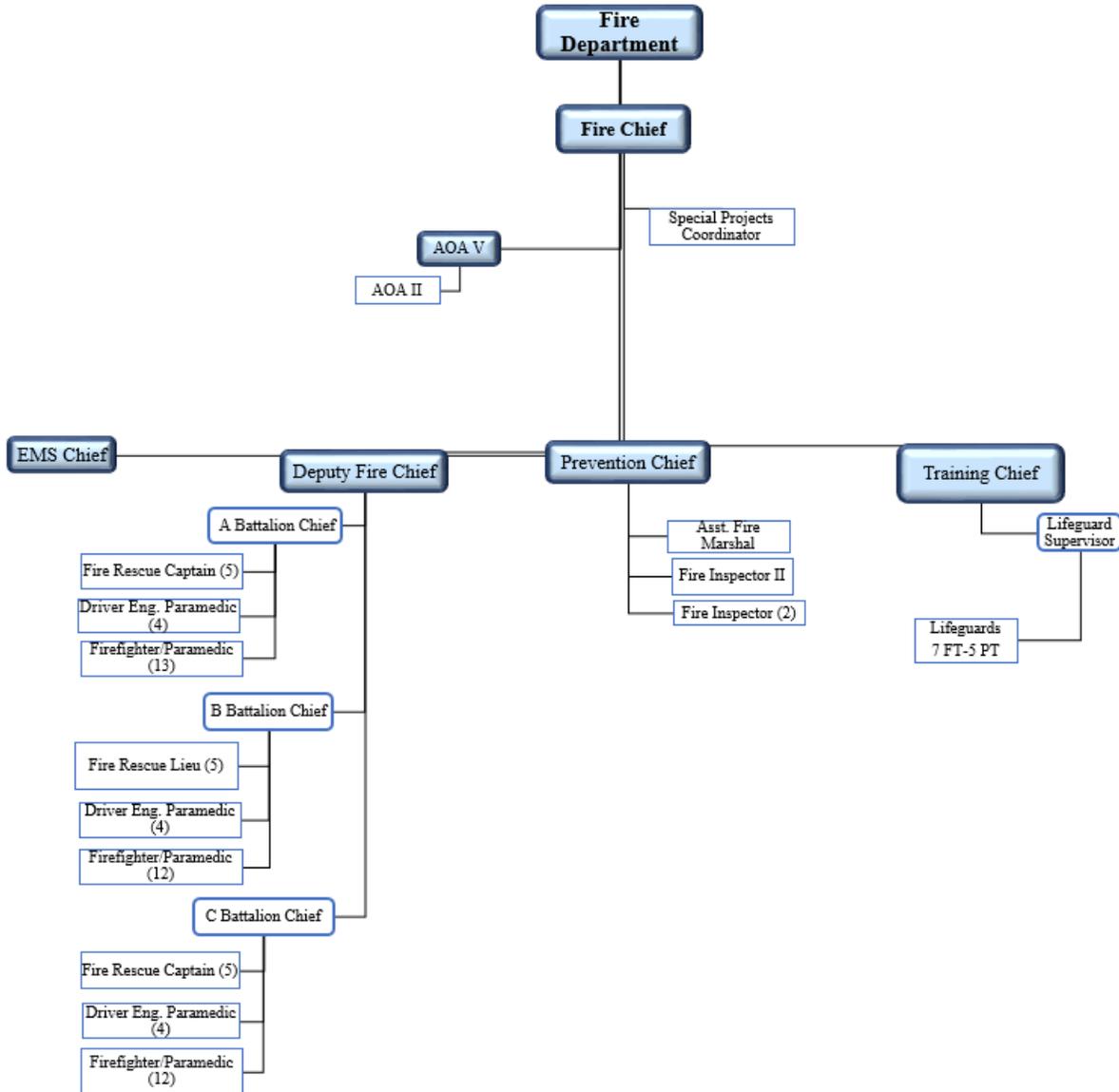
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$1,853,334	\$2,121,983	\$2,255,193	\$133,210	6.3%
Operating	\$465,603	\$376,993	\$442,346	\$65,353	17.3%
Total	\$2,318,937	\$2,498,976	\$2,697,539	\$198,563	7.9%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	18	20	20
Part - Time	2	1	2
Total	20	21	22

Fire Rescue Department

Organization Chart



Function

The Fire Rescue Department’s function is to protect the lives and property of its citizens and visitors through prompt and professional delivery of public education, fire prevention, emergency intervention and disaster management.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Station Phones, Biohazard Containers	●	●	●
Accreditation		●	
Community Paramedic Program	●	●	●
Mentorship/Succession Program		●	
Community Mentorship Program		●	●

Performance Measures

Strategic Priorities: Safety; Quality; Vibrant Appeal

FY 2017 Goal	Measures
1. Install station emergency phones and biohazard containers.	Procure and install station phones and biohazard receptacles.
2. Achieve Department Accreditation by the Center for Fire Accreditation International (CFAI).	Achieve applicant agency status.
3. Implement the Community Paramedic Program.	Hire the Community Paramedic, complete all necessary training, and enroll first patients.
4. Implement a Mentorship/Succession Planning Program.	Achieve 100% task book completion by interested personnel.
5. Maintain the Community Mentorship Program.	Establish baseline metrics to measure year on year success for FY 17-18 and FY 18-19 goals.

Expenditures by Category

Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$12,534,109	\$13,194,180	\$13,187,255	(\$6,925)	-0.1%
Operating	\$1,287,610	\$990,846	\$1,196,895	\$206,049	20.8%
Capital	\$539,244	\$827,015	\$1,077,700	\$250,685	30.3%
Total	\$14,360,963	\$15,012,041	\$15,461,850	\$449,809	3.0%

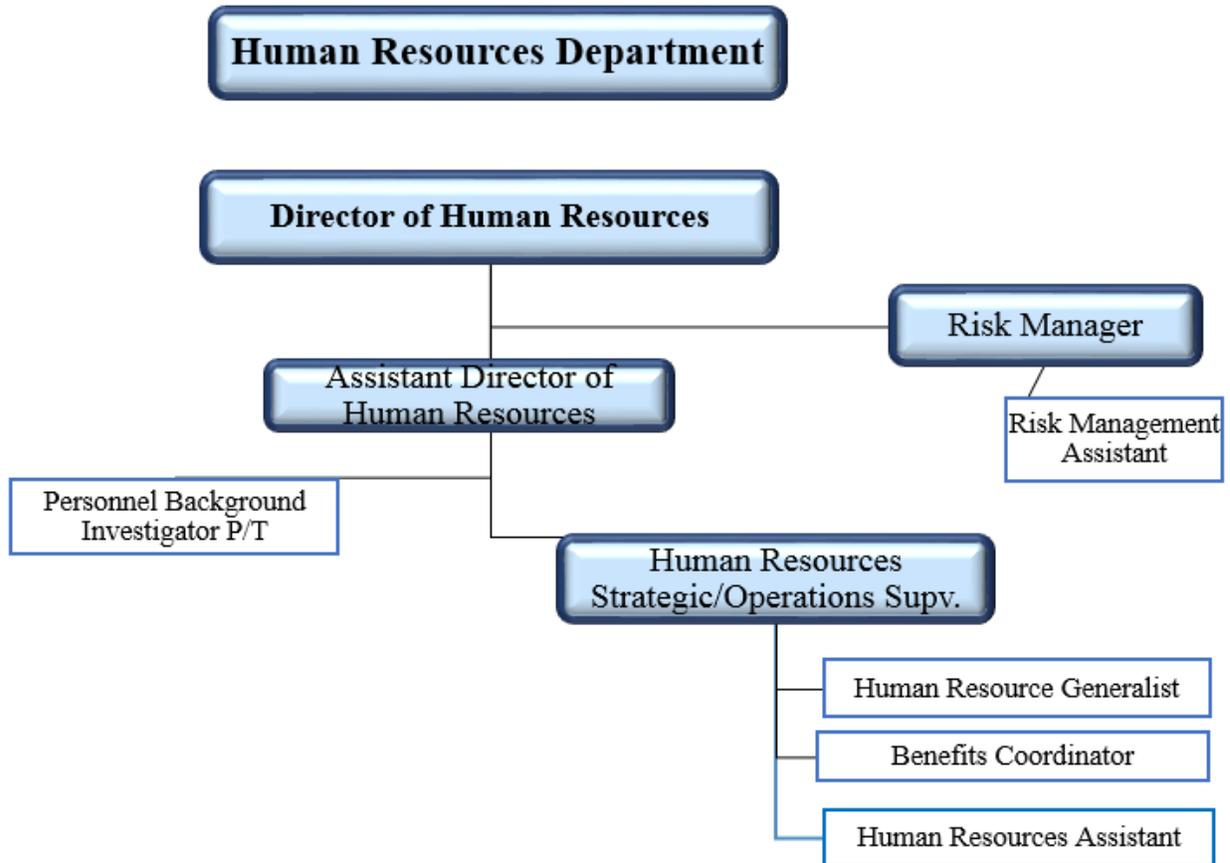
Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	88	88	88
Part - Time	5	5	5
Total	93	93	93



Human Resources Department

Organization Chart



Function

It is the mission of the Human Resources (HR) Department to function as a strategic business partner collaborating with all City Departments to balance the needs of the employees and the City in a manner that allows employees to operate efficiently and effectively when engaged in the performance of duties that support the citizens of our community.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Provide Safety Training for City Employees.	●		
Engage Employees in Wellness.		●	
Develop an Employee Training Plan.		●	
Streamline HR Hiring Process and Deliver Excellent Customer Service.		●	

New Initiatives

Human Resources

- Automation of the Personnel Action Request (PAR) Form, replacement of the applicant tracking system, and online open enrollment through our new HR/Payroll system.

Risk Management

- Access to employee accident/injury information – The Enterprise Resource Program (ERP) will include a Risk Management Program reducing information gathering time by providing departments with immediate access to automated employee accident and injury data.

Performance Measures

Strategic Priorities: Safety; Quality

FY 2017 Goal	Measures
1. Provide safety training for City employees (Risk Management Division).	1. Develop baseline cost of preventable accidents by October 1, 2016; with a goal of 5% reduction in cost each fiscal year. 2. Number of monthly training sessions.
2. Engage employees in wellness.	1. Develop communication plan. 2. Conduct quarterly wellness events. 3. Host onsite wellness days. 4. Percentage and/or number of employee participation in wellness events.
3. Develop an employee training plan.	1. Offer training opportunities/courses quarterly. 2. Number of employees participating in training sessions.
4. Streamline HR hiring process and deliver excellent customer service.	1. Implement new applicant tracking system. 2. Implement new on-boarding system. 3. Develop survey to measure satisfaction with new hiring and on-boarding systems by department hiring managers and new hires.

Expenditures by Category

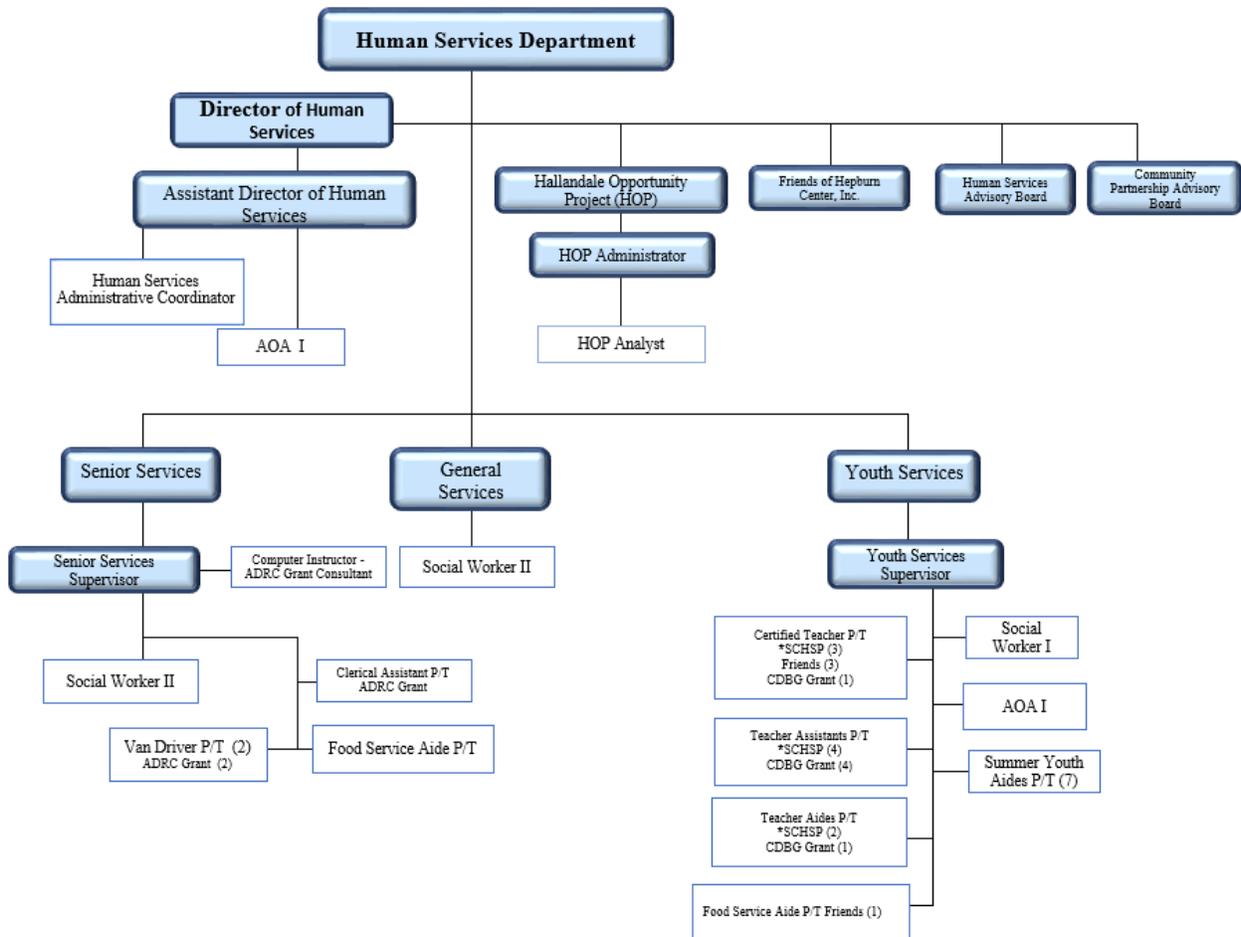
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$782,594	\$962,009	\$1,049,652	\$87,643	9.1%
Operating	\$1,132,455	\$1,764,367	\$2,179,262	\$414,895	23.5%
Other-OPEB	\$218,838	\$712,690	\$200,909	(\$511,781)	-71.8%
Total	\$2,133,887	\$3,439,066	\$3,429,823	(\$9,243)	-0.3%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	7	8	8
Part - Time	1	1	1
Total	8	9	9

Human Services Department

Organization Chart



* Afterschool Tutorial Enrichment Program

Function

The Human Services Department provides effective and innovative Social Services and Community Partnership Programs to supplement basic human needs. The Department also offers life management choices for adults, children and families to enhance self-sufficiency and improve their quality of life. The Human Services Department is comprised of three divisions: General Services, Youth Services and Senior Services. A Social Worker is assigned to each area to provide information and referral, case management, job readiness skills, emergency food, mortgage/rental, utility payment assistance, health services and out-reach, and Automated Community Connection to Economic Self Sufficiency-ACCESS Florida (apply on-line for Department of Children and Families (DCF) food stamps, cash assistance and Medicaid).

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Provide Assistance to Meet Basic Needs.	●	●	
Increase Self-sufficiency Through Collaborations and Partnerships.	●	●	●
Promote and Provide a Skilled Labor Force Aligned with Employers.		●	●
Quality Recreation, Health, Social Interactions and Achievement for Senior Citizens.	●	●	●
Quality Year-Round Out Of School Time Programs.	●	●	●
Human Services Automation and Process Improvement Plan.		●	
Award Funding to Support Programs and Services to Benefit Residents.		●	●

Performance Measures

Strategic Priorities: Safety; Quality; Vibrant Appeal

FY 2017 Goal	Measures
1. Provide assistance to meet basic needs of Hallandale Beach residents who meet the criteria, i.e., financial assistance for emergency food, clothing, emergency housing assistance (rent, mortgage and utility payments) transportation vouchers and medical-related expenses.	40 Individual and/or Families
2. Increase Self-sufficiency through collaborations and partnerships by providing individuals and/or families with intensive case management and referrals services to natural community supports and community partners with the goal of moving them towards self-sufficiency.	14,952 Service Contacts Representing Duplicated Individuals and/or Families
3. Hallandale Opportunity Project (HOP) will promote and provide a skilled labor force aligned with employers by connecting both local businesses and residents with opportunities, primarily through the means of employment training in high demand professions and job placement services.	70 Intake/Assessments 35 Job Skills Training 20 Business/Job Developments 24 Job Placements
4. Provide quality recreation, health, social interactions and achievement for senior citizens that will assist seniors as they “age in place.” Program participants receive transportation to and from the Center, continental breakfast, arts and crafts, computer classes, music, enhanced fitness activities, educational forums, field trips, lunch and opportunities to participate in special events including birthdays and Holiday celebrations.	98 Unduplicated Clients Monthly 1,339 Duplicated Service Contacts Annually
5. Provide Quality Year-Round Out of School Time Programs in a safe environment for students in Grades K-8th will receive Homework Assistance, Academic Enrichment, Cultural Arts and Enrichment, Fitness and Nutrition Activities, complete homework assignments, improve basic math or reading skills; and 98% of youth promoted to the next grade level.	Enroll 244 Students 85% Completed Homework Assignments 85% Improved basic Math and Reading Skills 98% Promotion Rate

FY 2017 Goal	Measures
6. Human Services Automation and Process Improvement will promote quality planning and management of information technology initiatives across Human Services Programs to optimize the use of systems, data, and technologies to assist employees in delivering effective and efficient service, facilitate collaborations and assist management in making informed decisions that support services to the community.	100% Completion September 2016
7. Provide support programs and services to benefit residents through the Community Partnership Grants Program. The Community Partnership Grants Program performances are summarized in a collection of outcome data using the “Results Based Accountability™ (RBA) framework to ensure accountability for both the well-being of the program participants and the program performance by asking three questions: 1) How Much Did We Do? (The number of participant/trainees served); 2) How Well Did We Do It? (Site Visit Observations, Programmatic Monitoring of Service Delivery), 3) Is Anybody Better Off?	Award and Monitor 22 Grants Per Grant Cycle

Expenditures by Category

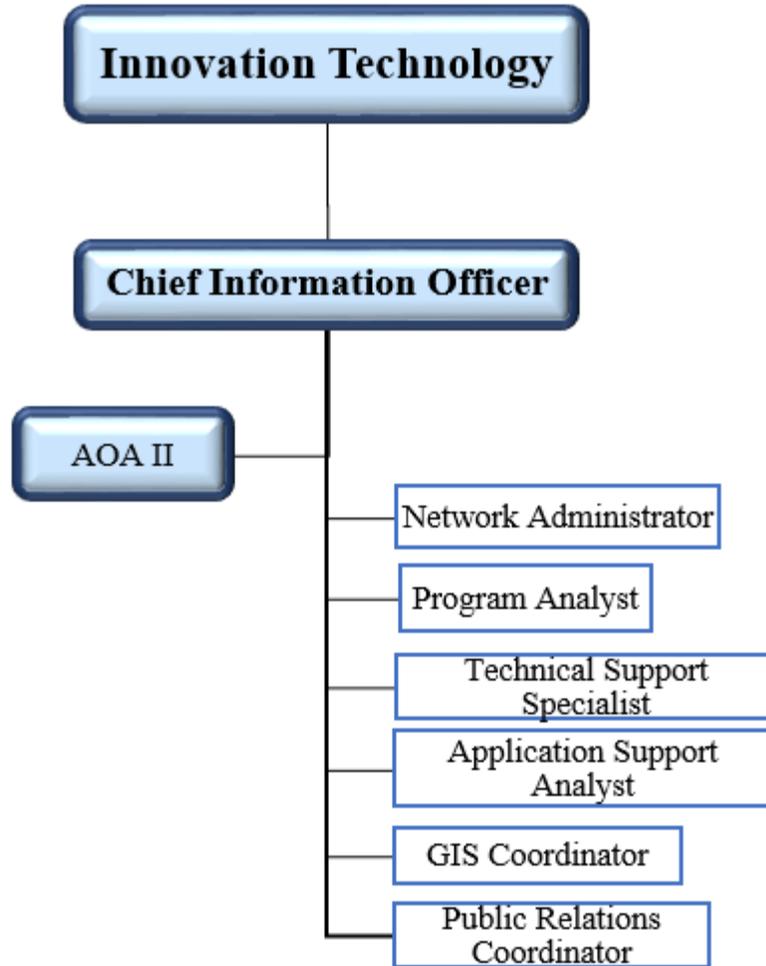
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$926,875	\$1,217,950	\$1,348,985	\$131,035	10.8%
Operating	\$149,537	\$364,857	\$439,571	\$74,714	20.5%
Other	\$439,758	\$675,934	\$507,020	(\$168,914)	-25.0%
Total	\$1,516,170	\$2,258,741	\$2,295,576	\$36,835	1.6%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	11	13	12
Part - Time	10	18	18
Total	21	31	30

Innovation Technology Department

Organization Chart



Function

The Innovation Technology (IT) Department focuses on providing the best possible technology solutions to keep all Hallandale Beach stakeholders connected and engaged. This Department serves as the primary technology resource for City departments to improve employee productivity and help deliver City services to the community in the most cost-effective and convenient manner.

The IT Department’s mission is to provide responsive first class Technology Service Delivery for City Stakeholders in an organized and secured manner to sustain the Government needs for the City of Hallandale Beach.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Help Desk Support Operations.	●	●	●
Public Safety Systems Support.	●	●	●
Network Infrastructure Operations.	●	●	
ERP & Cloud Based Systems Operations.	●	●	●
Enterprise Storage/Backup Operations.	●	●	
Technology Purchasing & Provisioning.	●	●	●
Technical Training Master Plan.	●	●	●
Digital Citizen Engagement Operations.	●	●	●
GIS Location Management Operations.	●	●	●
Digital Storage Optimization Project.	●	●	
Centralized Faxing Project.	●	●	
E-Plans Implementation Project.	●	●	●
Electronic Document Management for Various Departments.	●	●	●
New Facilities Technical Support.	●	●	●

Performance Measures

Strategic Priorities: Safety; Quality; Vibrant Appeal

FY 2017 Goal	Measures
1. Help Desk Support Operations & Public Safety Systems Support.	<ul style="list-style-type: none"> • High Priority requests: to be completed within 1-4 hours • Normal Priority requests: to be completed within 1 Business Day • Low Priority requests: to be completed within 2 Business Days.
2. Network Infrastructure Operations.	<ul style="list-style-type: none"> • % uptime of unified communications (Voice over Internet Protocol phones) • % uptime of network connectivity paths • % of network patches/updates installed • % of communication invoices paid on time
3. Enterprise Resource Planning (ERP) & Cloud Based Systems Operations.	<ul style="list-style-type: none"> • % availability of ERP Cloud Systems • % of ERP Finance/Human Resources/Work Order Resolutions completed within Service Level Agreement (SLA) • % of Development Services Plans/Permitting Systems Resolutions completed within SLA
4. Enterprise Storage/Backup Operations.	<ul style="list-style-type: none"> • % availability of storage systems • % servers backed up • % of configurations for storage, completed within SLA
5. Technology Purchasing & Provisioning.	<ul style="list-style-type: none"> • % of technology purchase invoices paid on time • % of technology services invoices paid on time • % of Enterprise Storage/network communications systems with maintenance plan

FY 2017 Goal	Measures
6. Technical Training Master Plan.	<ul style="list-style-type: none"> • Number of technical training programs delivered per month (at least 2 per month) • Number of Technical Support Guides created per month (at least 2 per month) • % Satisfactory evaluations from training programs
7. Digital Citizen Engagement Operations.	<ul style="list-style-type: none"> • % of events (preliminary and post event details) published on Social Media Platforms • % of availability of Hallandale Beach WebTV (HBTv) on AT&T Uverse, Comcast and Internet streaming • % of commission meetings recorded and broadcasted via digital media platforms • % of increase of Facebook followers • % of increase of Twitter followers • Number of stories gathered for City Newsletter (at least 3 per month) • Number of City services videos produced per month (at least one per month)
8. Geographic Information System (GIS) Location Management Operations.	<ul style="list-style-type: none"> • % of availability of GIS Systems for internal processes and public • % of GIS location updates completed within SLA • % of GIS map requests (rendering/analysis/data developments) completed within planned schedule
9. Completion of Digital Storage Optimization Project.	<ul style="list-style-type: none"> • Project progress will be reported under the “Initiatives” Section of the City’s ClearPoint System. • Monthly reports showing % complete will be informed.
10. Centralized Faxing Project.	<ul style="list-style-type: none"> • Project progress will be reported under the “Initiatives” Section of the City’s ClearPoint System. Monthly reports showing % complete will be informed.

DEPARTMENTAL SUMMARY

FY 2017 Goal	Measures
11. E-Plans Implementation Project.	<ul style="list-style-type: none"> Project progress will be reported under the “Initiatives” Section of the City’s ClearPoint System. Monthly reports showing % complete will be informed.
12. Electronic Document Management For Various Departments.	<ul style="list-style-type: none"> Project progress will be reported under the “Initiatives” Section of the City’s ClearPoint System. Monthly reports showing % complete will be informed.
13. New Facilities Technical Support.	<ul style="list-style-type: none"> Project progress will be reported under the “Initiatives” Section of the City’s ClearPoint System. Monthly reports showing % complete will be informed.

Expenditures by Category

Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$618,733	\$720,781	\$888,977	\$168,196	23.3%
Operating	\$904,582	\$1,166,646	\$1,297,202	\$130,556	11.2%
Capital	\$13,976	\$164,400	\$106,387	(\$58,013)	-35.3%
Total	\$1,537,291	\$2,051,827	\$2,292,566	\$240,739	11.7%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	6	7	8
Part - Time	0	0	0
Total	6	7	8

Non-Departmental - General Fund

Function

This Program provides funding for items that are of City-wide impact but are outside the jurisdiction of any one specific department. It includes payments for sick and vacation payouts, Other Post-Employment Benefits (OPEB), general facilities' water and sewer utility charges, general facilities' copier/office equipment leases, subsidized loan programs, administrative charges and interfund transfers.

Expenditures by Category

Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$342,996	\$1,327,814	\$829,900	(\$497,914)	-37.5%
Operating	\$629,275	\$553,021	\$893,900	\$340,879	61.6%
Capital	\$3,574,816	\$0	\$20,000	\$20,000	NA
Other-Admin. Chgs.	\$140,000	\$140,000	\$140,000	\$0	0.0%
Other-Transfers	\$4,106,300	\$4,790,314	\$5,214,620	\$424,306	8.9%
Other	\$24,000	\$62,000	\$87,000	\$25,000	40.3%
Total	\$8,817,387	\$6,873,149	\$7,185,420	\$312,271	4.5%



Office of Capital Improvements

Organization Chart



Function

To implement the objectives of the Citywide Parks Master Plan and other assigned capital projects on time and on budget, fulfilling the City's Priority goals: safety, quality and vibrant appeal, with integrity, transparency and professionalism.

The Office of Capital Improvements is responsible for planning, coordinating, implementing, and monitoring the design development and construction activities related to the objectives of the City-Wide Parks Master plan and other Capital Projects. In addition, the Office of Capital Improvements prepares the Capital Improvement Program (CIP) budget, and manages its capital funds.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Walking Paths to ROW/Sidewalks and Public Transportation Routes From All Building Sides.	●		
Amenities for Bike Riders.	●		
Safe Buildings and Environments.	●		
Built Resilient and Sustainable Facilities.			●
Create Distinctive Environment.			●



Performance Measures

Strategic Priorities: Safety; Vibrant Appeal

FY 2017 Goal	Measures
1. Provide walking paths to right of ways/sidewalks and public transportation routes from all sides of property/buildings.	1. Assessing the number of walking path (linear feet), provided to all important site amenities and hub points.
2. Provide convenient amenities for bike riders.	1. By the number of bike parking racks in the project site as well as provide easy access to the park from right of ways and existing bike routes.
3. Create safe building and environments through design.	1. Measured by the number of call boxes installed in the facility. 2. Number of security cameras installed in facility. 3. Number of CPTED (crime prevention through environmental design) – police reviewed and approved construction documents.
4. Build resilient and sustainable facilities.	1. Number of capital projects meeting LEED Silver or higher certification. 2. Total amount of linear feet of purple pipe (for reuse purposed) installed in the facilities.
5. Create distinctive environment.	1. Number of capital projects to provide distinctive monument signs. 2. Number of attractive amenities installed at each project. 3. Number of capital projects that provide distinctive and attractive walking trails. 4. Number of projects that provide distinctive features and facades.

Expenditures by Category

Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$146,769	\$577,054	\$454,508	(\$122,546)	-21.2%
Operating	\$8,883	\$2,056,039	\$839,787	(\$1,216,252)	-59.2%
Capital	\$442,807	\$25,825,748	\$14,895,340	(\$10,930,408)	-42.3%
Other	\$1,956,983	\$1,984,261	\$0	(\$1,984,261)	-100.0%
Total	\$2,555,442	\$30,443,102	\$16,189,635	(\$14,253,467)	-46.8%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	3	3	3
Part - Time	0	0	0
Total	3	3	3



Hallandale Beach **Parks Master Plan**

Phase I

B.F. James
Scavo Park
South Beach Park
North Beach Park

Now Open!

City Manager - Daniel A. Rosemond

Phase II

Bluesten Park
Ingalls Park
Golden Isles Park
Tennis Center
Sunset Park

Est. Completion
Spring 2019

Phase III

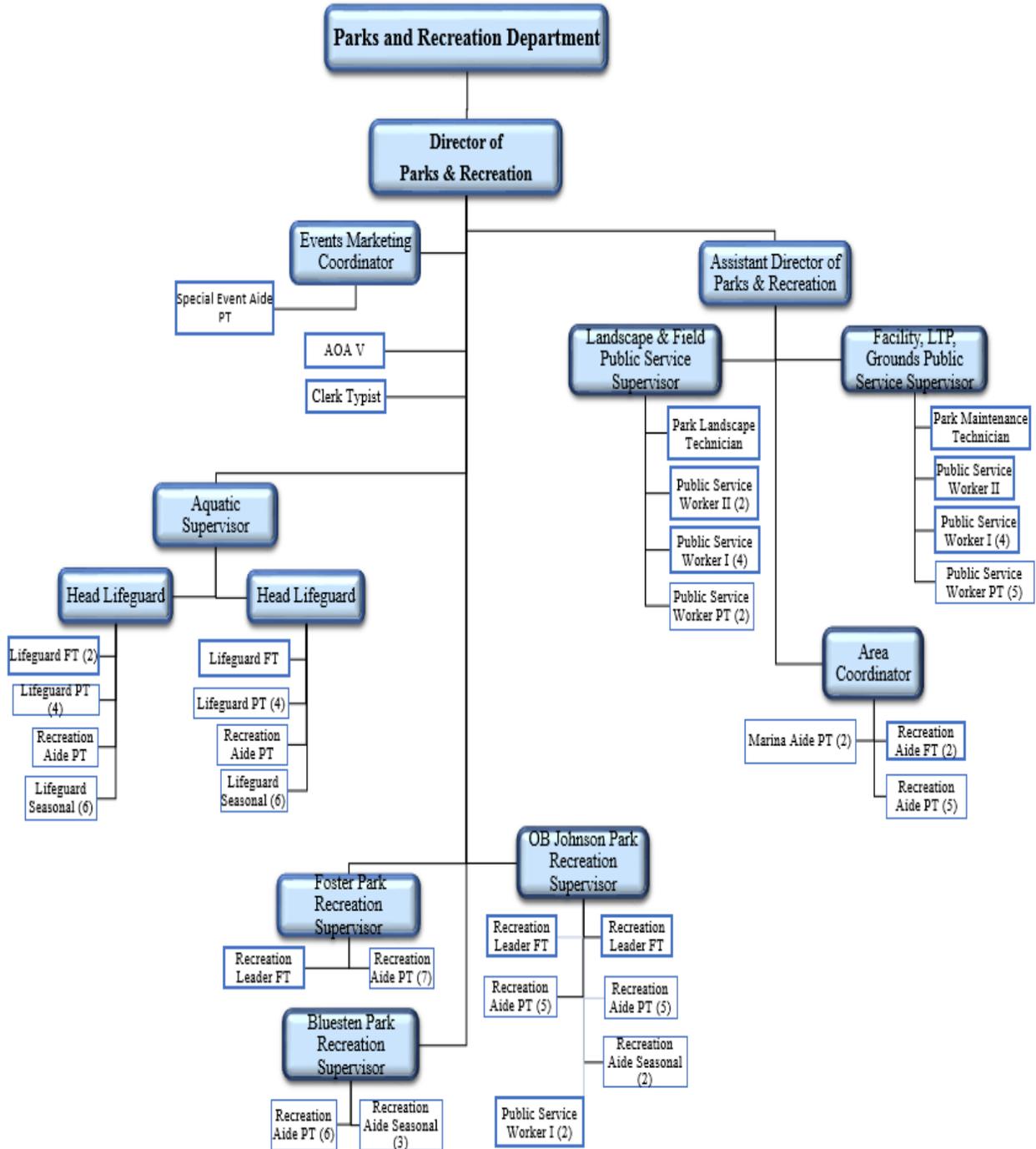
Historic Village
Sunrise Park
Chaves Lake

Est. Completion
Spring 2020

14

Parks and Recreation Department

Organization Chart



Function

Our staff is dedicated to enhancing the quality of life for our Community members and visitors by enhancing the beauty of the City and providing innovative recreational programs. We strive to make our City a more enjoyable place in which to live by providing the public with aesthetically pleasing parks, and cultural and recreational programs.

The Parks and Recreation Department proudly maintains, operates, and programs seventeen park facilities while coordinating fun-filled City-wide special events throughout the year. Services are designed to provide innovative opportunities for our community to enjoy.

The City operates the City Marina, and Historic Village as well as the Golden Isles Tennis Complex and community Parks. The City’s Citywide Parks Master Plan initiative is well underway, with all parks within our system being improved by 2020.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Monthly Staff Safety Meetings.	●		
Provide Post Rental Satisfaction Surveys to Renters.		●	
Provide Satisfaction Surveys to Program Participants.		●	
Increase Traffic to WebTrac.		●	
Develop Departmental Employee Recognition Program.		●	
Adhere to Established Landscape and Field Maintenance Plan.			●
Adhere to Established Facility Maintenance Plan.			●
Implement and Measure Florida Health and Wellness Pledge Statements Within the Park System.			●

Performance Measures

Strategic Priorities: Safety; Quality; Vibrant Appeal

Goal	FY 2014		FY 2015		FY 2016		FY 2017
	Plan	Actual	Plan	Actual	Plan	Actual	Plan
1. Conduct regular safety meetings for staff helps ensure a safe work environment and communicates the importance of safe self-conduct in the workplace.	New	New	New	New	New	New	90%
2. Post rental surveys will be provided to facility renters to acquire feedback on the quality of their rental experience.	New	New	New	New	New	New	Establish Baseline
3. Provide monthly program satisfaction surveys to program participants to acquire feedback on the quality of their program experience.	New	New	New	New	New	New	Establish Baseline
4. Increase traffic to WebTrac to provide users up-to-date information on Parks & Recreation programs and services.	New	New	New	New	New	New	Establish Baseline
5. Develop departmental employee recognition program to recognize and thank our staff for their contributions, dedication, and commitment to the Parks & Recreation Department.	New	New	New	New	New	New	Establish Program

DEPARTMENTAL SUMMARY

Goal	FY 2014		FY 2015		FY 2016		FY 2017
	Plan	Actual	Plan	Actual	Plan	Actual	Plan
6. Adhere to established landscape and field maintenance program.	80%	98%	80%	68.5%	80%	68.78%	80%
7. Adhere to established facility maintenance program.	80%	82%	80%	72.72%	80%	80%	80%
8. Parks & Recreation are positioned as a major component of the health solution in the State of Florida. The State of Health and Wellness Pledge was developed to guide initiatives and efforts to support a healthy community. Implement Florida Health and Wellness Pledge and measure statements met.	New	New	New	New	New	New	95%

Expenditures by Category

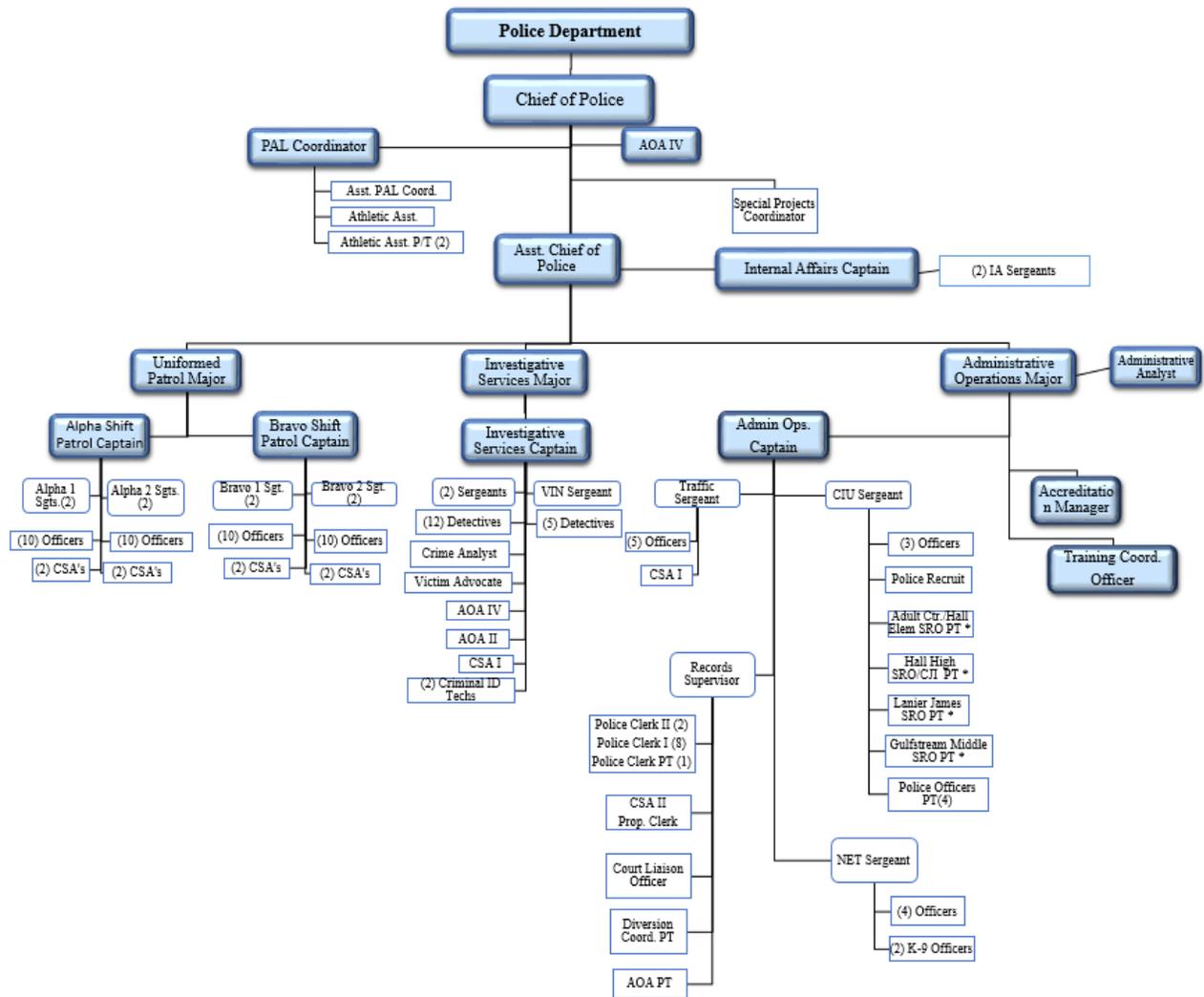
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$2,534,454	\$3,195,872	\$3,740,428	\$544,556	17.0%
Operating	\$1,128,048	\$1,709,219	\$1,625,367	(\$83,852)	-4.9%
Capital	\$55,348	\$173,800	\$7,200	(\$166,600)	-95.9%
Total	\$3,717,850	\$5,078,891	\$5,372,995	\$294,104	5.8%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	29	36	37
Part - Time	64	81	82
Total	93	117	119

Police Department

Organization Chart





DEPARTMENTAL SUMMARY

Function

The Hallandale Beach Police Department will be a fully accredited, proactive police agency which is dedicated to the concept of community policing. We shall partner with our community and businesses to provide a safe, clean environment which will instill confidence from our citizens, thereby promoting growth and community advancement.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Reduce Vehicle Versus Bicyclist Traffic Crashes by 2%.	●		
Ensure Staff at All City Departments is Provided Annual Active Shooter Training.	●		
Ensure City Facilities Meet Crime Prevention Through Environmental Design Standards.	●		
Complete Surveillance Portion of Citywide Digital Imaging Strategy by the End of FY 19-20.	●	●	
Increase Feeling of Safety in the City by 1% Per Year as Measured by the Resident and Business Satisfaction Surveys.	●		
Reduce the Number of Citizen Complaints by 5%.		●	
Complete Body Worn Camera Pilot Program.		●	
Complete Full Implementation of OSSI Report Management System.		●	
Provide Bi-Monthly Employee Morale Events.		●	
Standardize Graphics for all Police Fleet.			●

Performance Measures

Strategic Priorities: Safety; Quality; Vibrant Appeal

FY 2017 Goal	Measures
1. Reduce vehicle versus bicyclist traffic crashes by 2%.	Reduction of bicycle related traffic crashes by at least 2%.
2. Ensure staff at all City departments is provided annual active shooter training.	Provide at least one annual session of active shooter training to staff at each City department.
3. Ensure City facilities meet crime prevention through environmental design standards.	Perform a crime prevention through environmental design survey at each City facility annually.
4. Complete surveillance portion of City-wide Digital Imaging Strategy by the end of FY 2019-20.	Complete upgrades to all existing City surveillance systems. Complete design of Public Safety Incident Management Center.
5. Increase feeling of safety in the City by 1% per year as measured by the Resident and Business Satisfaction Surveys.	Review annual alternating Resident and Business Satisfaction Surveys to determine increase of at least 1% in satisfaction rate annually.
6. Reduce the number of citizen complaints by 5%.	5% fewer citizen complaints in FY 2017 versus FY 2016.
7. Complete Body Worn Camera Pilot Program.	Full implementation by end of FY 2017.
8. Complete full implementation of OSSI Report Management System.	Full implementation by end of FY 2017.
9. Provide bi-monthly employee morale events.	Provide at least six employee morale events during FY 2017.
10. Standardize graphics for all Police fleet.	All Police vehicles in service will have standardized graphics by end of FY 2017.

Expenditures by Category

Police

Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$19,688,295	\$20,820,746	\$22,270,496	\$1,449,750	7.0%
Operating	\$1,939,404	\$2,315,728	\$2,025,279	(\$290,449)	-12.5%
Capital	\$29,857	\$205,400	\$2,130,974	\$1,925,574	937.5%
Other	\$34,719	\$42,750	\$42,750	\$0	0.0%
Total	\$21,692,275	\$23,384,624	\$26,469,499	\$3,084,875	13.2%

Golden Isles Safe Neighborhood District

Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Operating	\$194,777	\$215,208	\$305,651	\$90,443	42.0%
Capital	\$0	\$258,011	\$0	(\$258,011)	-100.0%
Total	\$194,777	\$473,219	\$305,651	(\$167,568)	-35.4%

Three Islands Safe Neighborhood District

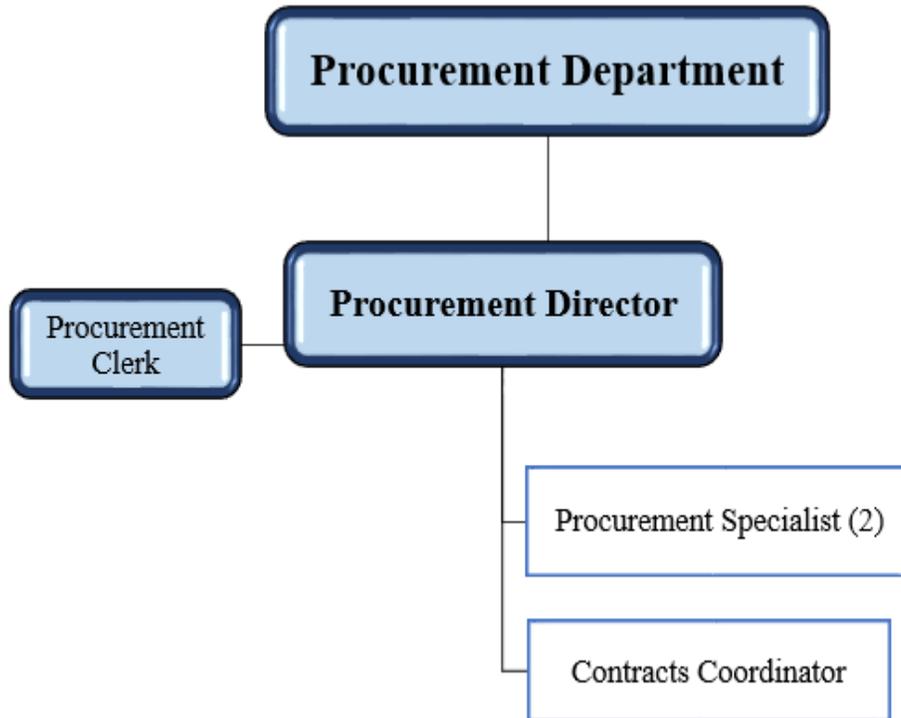
Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Operating	\$402,361	\$428,714	\$497,625	\$68,911	16.1%
Total	\$402,361	\$428,714	\$497,625	\$68,911	16.1%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	135	137	138
Part - Time	5	6	9
Total	140	143	147

Procurement Department

Organization Chart



Function

The mission of the Procurement Department is to purchase materials, equipment, supplies and services required by the City of Hallandale Beach in a timely manner, at competitive costs, consistent with the quality required, and in compliance with applicable procurement standards.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Digitize Records and Follow Public Retention Initiatives and Schedule.		●	
Provide and Always Maintain the Highest Standard of Customer Service to Internal and External Customers.		●	
Provide Unified/Clear Communication and Adherence to Procurement Code and Procurement Standard Operating Procedures.		●	●
Promote and Maintain a Clean Aesthetically Pleasing Environment within the Department.			●

Performance Measures

Strategic Priorities: Quality; Vibrant Appeal

FY 2017 Goal	Measures
1. Munis work is processed daily. Formal solicitations are released within 7 business days from receipt of final approval from the Director/Project Manager.	100% of solicitations released within 7 business days.
2. Quarterly meetings with Directors to discuss delivery of services. Occurs October, January, April and July.	Number of quarterly meetings held.
3. Scanning of all records that have not met the retention schedule by September 1, 2017.	September 1, 2017
4. Daily, weekly, monthly, quarterly and yearly tasks related to maintaining a clutter free environment within the Department which includes no documents, boxes, paper, etc. within each office and Department.	Maintain a clutter free environment.

Expenditures by Category

Expenditures	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Budget	Amount Change	% Change
Personnel	\$439,452	\$502,336	\$569,944	\$67,608	13.5%
Operating	\$161,130	\$183,197	\$196,542	\$13,345	7.3%
Total	\$600,582	\$685,533	\$766,486	\$80,953	11.8%

Authorized Positions

Type	FY 14-15	FY 15-16	FY 16-17
Full - Time	4	5	5
Part - Time	0	0	0
Total	4	5	5

City of Hallandale Beach Capital Improvement Program



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 7

Capital Improvement Program Overview

The City of Hallandale Beach Capital Improvement Program is an integral part of planning the City's future. The Capital Improvement Program provides a process whereby capital projects are evaluated and prioritized to improve and/or enhance the quality of life for our citizens and community. Capital projects are defined as physical assets, constructed or purchased, with a useful life of at least ten years and a total minimum cost of \$20,000.

The capital improvement process begins in January of the year of adoption of the annual budget. Departments are required to evaluate and recommend various capital projects in terms of citywide needs and fiscal resources. The City Manager and Budget Committee review, evaluate and prioritize the projects based on various criteria prior to the projects being incorporated as a budgetary request. Once approved by the City Commission, the process continues through staff refinement thereby enabling a timely and fiscally responsible completion. The City develops a five-year capital improvement program and updates it annually. The City enacts an annual capital budget based on the five-year capital improvement plan. The City coordinates development of the capital improvement plan with development of the operating budget. Future operating costs associated with new capital improvements are projected in operating budget forecasts. The City seeks alternative funding sources (e.g. Grants) to finance only those capital improvements that are consistent with the Capital Improvement Plan and the City's priorities. The City maintains its assets at a level adequate to both protect the City's capital interest and minimize future maintenance and replacement costs. The City determines the least costly financing method for all new projects.

For the FY 16-17 budget, the city has budgeted almost \$5.7 million in available funding. In addition to projects funded directly with City funds, this year's Capital Improvement Program also includes over \$15.9 million in Parks General Obligation Bond projects and over \$550,000 funding from other sources.

There are six major categories of projects: Facilities Improvement, Public Safety, Stormwater, Utility, Transportation and GO Bond. The largest portion, over \$15 million, is for the Parks GO Bond projects. The next largest allocation, totaling over \$3.2 million, is for Utility Improvement projects.

A summary of projects and a detailed description sheet for each project is provided in the following pages.



CAPITAL IMPROVEMENT PROGRAM

Citywide Capital Improvement Program

Capital Improvement Program

<u>Project</u>	<u>Description</u>	<u>Amount</u>
99341	MUNICIPAL COMPLEX IMPROVEMENTS	\$100,000
PA151	BLUESTEN PARK	\$11,932,655
PA152	GOLDEN ISLES TENNIS CENTER AND PARK	\$1,045,444
PA153	INGALLS PARK	\$1,499,478
PA154	SUNSET	\$535,801
PA155	HISTORIC VILLAGE	\$707,816
PA156	CHAVEZ LAKE PARK	\$122,610
PA157	SUNRISE PARK	\$86,789
	Total Facility Improvement Projects	\$16,030,593
PDPS1	POLICE DIGITAL PUBLIC SAFETY	\$1,776,574
	Total Public Safety Projects	\$1,776,574
P1702	CDBG 42ND YEAR PUBLIC WORKS	\$50,000
P1605	NE 14TH AVENUE ENHANCED LANDSCAPING	\$668,578
P1610	SW/SE DRAINAGE IMPROVEMENT	\$200,000
	Total Stormwater Projects	\$918,578
P1613	WATER DISTRIBUTION UPGRADE	\$150,000
P1602	PUBLIC WORKS NEW ADMIN. MASTER PLAN	\$100,000
P1606	HIGH SERVICE PUMPS & TRANSFER PUMPS	\$1,350,000
P1701	FOSTER ROAD LIFT STATION	\$135,000
P1703	HIBISCUS- SUNSET DRIVE WATER MAIN	\$25,000
P1705	FOSTER ROAD WATER MAIN UPGRADES	\$100,000
P1706	WATER TREATMENT PLANT INFRASTRUCTURE	\$46,144
P1707	WATER PLANT FILTRATION SYSTEM REHAB	\$1,316,000
	Total Utility Improvement Projects	\$3,222,144
P1708	A1A BRIDGE IMPROVEMENTS PROJECT	\$200,000
P1709	LANDSCAPING LIGHTING LAYNE BLVD	\$50,000
P1710	WAL-MART SWALE AREA IMPROVEMENT	\$100,000
	Total Transportation Projects	\$350,000
	Total City-wide Capital Program	\$22,297,889



CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program 5-year Funding Profile

PROJECT NUMBER	PROJECT TITLE	BUDGET FY 15/16	BUDGET FY 16/17	BUDGET FY 17/18	BUDGET FY 18/19	BUDGET FY 19/20	BUDGET FY 20/21	BUDGET TOTAL
GENERAL FUND - 001								
12161	ENTERPRISE RESOURCE PLANNING (ERP)	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
PDP81	POLICE DIGITAL PUBLIC SAFTY	\$109,400	\$1,776,574	\$0	\$0	\$0	\$0	\$1,885,974
TOTAL GENERAL FUND		\$159,400	\$1,776,574	\$0	\$0	\$0	\$0	\$1,935,974
TRANSPORTATION FUND - 160								
P1709	LANDSCAPING LIGHTING LAYNE BLVD.	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
P1710	WAL-MART SWALE AREA IMPROVEMENT	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
TOTAL TRANSPORTATION FUND		\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
CAPITAL PROJECTS FUND - 348								
08631	OB JOHNSON PARK	\$14,162,394	\$0	\$0	\$0	\$0	\$0	\$14,162,394
12221	MAIN FIRE STATION	\$9,685,780	\$0	\$0	\$0	\$0	\$0	\$9,685,780
99341	MUNICIPAL COMPLEX IMPROVEMENTS	\$375,000	\$100,000	\$0	\$0	\$0	\$0	\$475,000
TOTAL CAPITAL PROJECTS FUND		\$24,223,174	\$100,000	\$0	\$0	\$0	\$0	\$24,323,174
STORMWATER FUND - 440								
P1603	CDBG 41ST YEAR PUBLIC WORKS	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
P1605	NE 14TH AVE. ENHANCED LANDSCAPING	\$400,000	\$200,000	\$0	\$0	\$0	\$0	\$600,000
P1610	SW/SE DRAINAGE IMPROVEMENT	\$69,057	\$200,000	\$200,000	\$250,000	\$750,000	\$660,635	\$2,129,692
P1702	CDBG 42ND YEAR PUBLIC WORKS	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
TOTAL STORMWATER FUND		\$519,057	\$450,000	\$200,000	\$250,000	\$750,000	\$660,635	\$2,829,692
UTILITY FUND - 490								
12161	ENTERPRISE SYSTEM REPLACEMENT	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
P1613	WATER DISTRIBUTION UPGRADE	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$300,000
P1508	WATER METER REPLACEMENT	\$2,307,465	\$0	\$0	\$0	\$0	\$0	\$2,307,465
P1510	THREE ISLANDS REUSE IRRIGATION	\$123,572	\$0	\$0	\$0	\$0	\$0	\$123,572
P1602	PUBLIC WORKS-NEW ADMIN MASTER PLAN	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
P1604	PUBLIC WORKS - DEMOLISH 2ND FLOOR - OPS BLDG.	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000
P1605	NE 14TH AVE. ENHANCED LANDSCAPING	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
P1606	HIGH SERVICE PUMPS & TRANSFER PUMPS	\$400,000	\$1,350,000	\$1,650,000	\$1,095,000	\$0	\$0	\$4,495,000
P1701	FOSTER ROAD LIFT STATION	\$0	\$135,000	\$0	\$0	\$0	\$0	\$135,000
P1703	HIBISCUS-SUNSET DRIVE	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
P1705	FOSTER ROAD WATER MAIN UPGRADE	\$0	\$100,000	\$400,000	\$0	\$0	\$0	\$500,000
P1706	WTP INFRASTRUCTURE ASSESSMENT	\$0	\$46,144	\$0	\$0	\$0	\$0	\$46,144
P1707	WATER PLANT FILTRATION SYSTEM	\$0	\$1,316,000	\$0	\$0	\$0	\$0	\$1,316,000
TOTAL UTILITY FUND		\$3,181,037	\$3,297,144	\$2,050,000	\$1,095,000	\$0	\$0	\$9,623,181
PARKS GENERAL OBLIGATION (GO) BOND FUND - 302								
PA151	BLUESTEN PARK	\$2,344,268	\$11,932,655	\$13,166,787	\$8,263,000	\$791,555	\$0	\$36,498,265
PA152	GOLDEN ISLES TENNIS CENTER AND PARK	\$923,091	\$1,045,444	\$7,455,960	\$0	\$0	\$0	\$9,424,495
PA153	INGALLS PARK	\$190,671	\$1,499,478	\$364,100	\$0	\$0	\$0	\$2,054,249
PA154	SUNSET PARK	\$23,211	\$535,801	\$0	\$0	\$0	\$0	\$559,012
PA155	HISTORIC VILLAGE	\$0	\$707,816	\$0	\$0	\$0	\$0	\$707,816
PA156	CHAVEZ LAKE PARK	\$0	\$122,610	\$356,221	\$3,231,882	\$196,370	\$0	\$3,907,083
PA157	SUNRISE PARK	\$0	\$86,789	\$521,000	\$2,238,000	\$345,752	\$99,496	\$3,291,037
TOTAL PARKS GO BOND FUNDING		\$3,481,241	\$15,930,593	\$21,864,068	\$13,732,882	\$1,333,677	\$99,496	\$56,441,957
OTHER FUNDING								
10412	A1A RESTORATION & IMPROVEMENTS	\$180,000	\$0	\$0	\$0	\$0	\$0	\$180,000
12416	CROSSWALK UPGRADES	\$62,500	\$0	\$0	\$0	\$0	\$0	\$62,500
94901	HAZARD MITIGATION (STORMWATER DRAINAGE)	\$385,000	\$0	\$0	\$0	\$0	\$0	\$385,000
99341	MUNICIPAL COMPLEX IMPROVEMENT	\$160,000	\$0	\$0	\$0	\$0	\$0	\$160,000
P1601	ATLANTIC SHORES FEASIBILITY STUDY	\$205,000	\$0	\$0	\$0	\$0	\$0	\$205,000
P1605	NE 14TH AVE. ENHANCED LANDSCAPING	\$200,000	\$393,578	\$0	\$0	\$0	\$0	\$593,578
P1708	A1A BRIDGE IMPROVEMENTS	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
PDP81	POLICE DIGITAL PUBLIC SAFETY	\$119,600	\$0	\$0	\$0	\$0	\$0	\$119,600
TOTAL OTHER FUNDING		\$1,312,100	\$593,578	\$0	\$0	\$0	\$0	\$1,905,678



CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program 5-year Funding Profile (cont...)

PROJECT NUMBER	PROJECT TITLE	BUDGET FY 15/16	BUDGET FY 16/17	BUDGET FY 17/18	BUDGET FY 18/19	BUDGET FY 19/20	BUDGET FY 20/21	BUDGET TOTAL
CITY FUNDING SOURCES								
GENERAL FUND		\$159,400	\$1,776,574	\$0	\$0	\$0	\$0	\$1,935,974
TRANSPORTATION FUND		\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
CAPITAL FUND		\$24,223,174	\$100,000	\$0	\$0	\$0	\$0	\$24,323,174
STORMWATER FUND		\$519,057	\$450,000	\$200,000	\$250,000	\$750,000	\$660,635	\$2,829,692
UTILITY FUND		\$3,181,037	\$3,297,144	\$2,050,000	\$1,095,000	\$0	\$0	\$9,623,181
	SUBTOTAL CITY FUNDING	\$28,082,668	\$5,773,718	\$2,250,000	\$1,345,000	\$750,000	\$660,635	\$38,862,021
	SUBTOTAL PARKS GO BOND FUNDING	\$3,481,241	\$15,930,593	\$21,864,068	\$13,732,882	\$1,333,677	\$99,496	\$56,441,957
	SUBTOTAL OTHER FUNDING	\$1,312,100	\$593,578	\$0	\$0	\$0	\$0	\$1,905,678
	TOTAL FUNDING ALL SOURCES	\$32,876,009	\$22,297,889	\$24,114,068	\$15,077,882	\$2,083,677	\$760,131	\$97,209,656



CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Detail Project Funding by Category

Project Number	Project Title/Description	2016-2017 Amount	Total Estimated Cost	2016-2017 Funding Source	Impact on Operating Budget
TRANSPORTATION PROJECTS					
P1708	AIA BRIDGE IMPROVEMENTS PROJECT This project includes painting the bridge, mural on the north bound eastside of bridge to match the south bound, and up lighting under the bridge.	\$200,000	\$200,000	DEVELOPER	Operating cost will be for light replacement as needed approximately \$,1500 annually .
P1709	LANDSCAPING LIGHTING LAYNE BLVD This project is for the landscaping up lighting (LED floodlights on palm trees) on Layne Boulevard from East Hallandale Beach Boulevard to Egret Drive.	\$50,000	\$50,000	TRANSPORTATION FUND	Operating cost will be for light replacement as needed approximately \$,1500 annually .
P1710	WAL-MART SWALE AREA IMPROVEMENT This project consists of landscaping improvements on FDOT stormwater retention are (swale area) in front of Wal-Mart.	\$100,000	\$100,000	TRANSPORTATION FUND	Operating cost will be for maintaining the area as needed approximately \$7,200.
	SUBTOTAL	\$350,000	\$350,000		
FACILITIES IMPROVEMENTS					
99341	MUNICIPAL COMPLEX IMPROVEMENTS This project is for the replacement of City Hall 1st floor Trane AHU and the replacement of secondary pumps and VFD's.	\$100,000	\$100,000	CAPITAL FUND	Operating costs are for a annual maintenance contract \$1,500.
PA151 - PA157	PARKS GENERAL OBLIGATION (GO) BOND PROJECTS A total of seven parks will be improved under the Parks GO Bond. Funds are budgeted to reflect a phased approach to design and construction. The seven Parks are Bluesten; Golden Isles Tennis Center; Ingalls; Sunset; Historic Village; Chavez Lake and Sunrise.	\$15,930,593	\$57,023,654	PARKS GO BOND	Operating costs will be determined once a final design has been approved and established for each Park.
	SUBTOTAL	\$16,030,593	\$57,123,654		
PUBLIC SAFTY PROJECT					
PDPS1	POLICE DIGITAL PUBLIC SAFETY PROGRAM Project provides funds for acquisition and deployment of body cameras, security cameras at City parks, and digital entry access systems at various City facilities.	\$1,776,574	\$2,005,574	CAPITAL FUND	Operating costs are for a annual maintenance contract \$60,000.
	SUBTOTAL	\$1,776,574	\$2,005,574		
STORMWATER PROJECTS					
P1702	42ND YEAR C.D.B.G.- PUBLIC WORKS IMPROVEMENT This Capital Improvement Program consists of drainage, sidewalk and ADA ramp improvements within the boundaries of SW 8th Avenue, SW 11th Avenue, SW 7th Street and SW 11th Street. This funding is for the survey and design of the project.	\$50,000	\$50,000	STORMWTR FUND	Operating costs will be determined once survey and design are completed.
P1605	NE 14TH AVENUE ENHANCEMENT LANDSCAPING Providing streetscape improvements including landscaping along the westside of NE 14th Avenue and around the stromwater pump stations, bulb-outs and landscaping on eastside of NE 14th Avenue, bike lanes, mid block crosswalks, street furniture and milling and resurfacing.	\$668,578	\$1,435,791	STORMWTR FUND UTILITY FUND CRA FUND	Operating costs are for annual maintenance \$18,500.
P1610	SW/SE DRAINAGE IMPROVEMENT This project was initiated to improve the drainage in the Southwest and Southeast Quadrant. The project entails flood control gate, drainage pump stations, injection wells and storm drainage pipes.	\$200,000	\$9,474,098	STORMWTR FUND UTILITY FUND GRANTS	Unknown at this time, first phase is design.
	SUBTOTAL	\$918,578	\$10,959,889		



CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Detail Project Funding by Category (cont...)

Project Number	Project Title/Description	2016-2017 Amount	Total Estimated Cost	2016-2017 Funding Source	Impact on Operating Budget
UTILITY IMPROVEMENTS					
P1613	WATER DISTRIBUTION UPGRADE This ongoing upgrade program enhances the City's water distribution system by increasing water flow and fire protection capabilities. This program involves replacement / rehabilitation of undersized or aging water lines and the replacement of malfunctioning isolation valves.	\$150,000	\$400,000	UTILITY FUND	This project reduces operating costs by repairing old mains and inserting new isolation valves (-\$10,000).
P1602	PUBLIC WORKS NEW ADMIN. MASTER PLAN Master plan and feasibility study to build a new administration/maintenance building for Public Works Department.	\$100,000	\$100,000	UTILITY FUND	There are no operating costs associated with this phase of the project.
P1606	HIGH SERVICE PUMPS AND TRANSFER PUMPS This project has two phases: Phase 1- High Service Pumps and Phase 2 - Transfer Pumps. The project consists of the replacement of the existing pumps in these two phases. We are at design part of phase 1.	\$1,350,000	\$4,495,000	UTILITY FUND	There are no operating costs associated with this phase of the project.
P1701	FOSTER ROAD LIFT STATION BACKUP GENERATOR This will be a backup generator to keep the station running if we were to lose utility power..	\$135,000	\$135,000	UTILITY FUND	Operating impact is annual maintenance agreement \$2,500.
P1703	HIBISCUS-SUNSET DRIVE WATER MAIN INTERCONNECT As a result of a water model update performed by our consultants, a system wide hydrant fire flow simulation revealed deficiencies in the area of Hibiscus Drive and Sunset Drive. By interconnecting the 6-inch main on Hibiscus Drive with the 16-inch transmission line on Sunset Drive. It was determined with the fire flow scenario that the hydrants would meet the minimum fire flow requirements of 500gpm.	\$25,000	\$25,000	UTILITY FUND	There are no operating cost with this project.
P1705	FOSTER ROAD WATER MAIN UPGRADE This project was recommended by the Water Update project in 2015. We will be replacing existing water mains with a larger diameter pipe along NW 9th Street between NW 6th Avenue and NW 9th Avenue.	\$100,000	\$500,000	UTILITY FUND	Unknown at this time, first phase is the design.
P1706	WATER TREATMENT PLANT INFRASTRUCTURE This first phase of the project is a facilities evaluation (above ground items only) to provide replacement or repair recommendations. It is expected that this report will identify several capital improvement projects to be implemented.	\$46,144	\$46,144	UTILITY FUND	Unknown at this time, first phase is the study.
P1707	WATER PLANT FILTRATION SYSTEM REHAB This project consists of the rehabilitating of 10 filters utilized by the Lime Plant to remove suspended solids from the water treatment process. The filters have a useful life of 20 years. The filter media, filter underdrains and surface water mechanisms are at the end of its useful life and need to be replaced.	\$1,316,000	\$1,316,000	UTILITY FUND	There are no operating costs associated with this phase of the project.
	SUBTOTAL	\$3,222,144	\$7,017,144		
GRAND TOTAL		<u>\$22,297,889</u>	<u>\$77,456,261</u>		

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - CITY HALL COMPLEX								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021								
Date: 2/4/2016								
NEW	ONGOING							
X								
(1) Project Title:		City Hall RHU and VDF/2 Pumps						
(2) Project Category:		Outside Services			(3) Project Type:		City Hall Improvements	
(4) Department:		Public Works			(5) Project No.:		99341	
(6) Division:		City Hall Complex			(7) Project Manager:		Steven Parkinson	
(8) Project Location:		City Hall						
(9) Funding Source:		Capital Fund						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding								
Pre-Construction Activities				\$0	\$0	\$0	\$0	
Outside Services	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000	
Land Acquisition/Site Prep	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Permit Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Impact Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Equipment/Furnishings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
City Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other (Specify Below)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL:		\$0	\$100,000	\$0	\$0	\$0	\$100,000	
(11) Project Description:								
This project consists of replacement of City Hall 1st floor Trane AHU and the replacement of secondary pumps and VFDs.								
(12) Project Justification								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes		
348-6510-565000		\$	-	\$	100,000			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	-	\$	100,000			
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes	
						\$0		
Total Available Funding Balance				\$		-		
(15) Increased Revenue (\$)		\$	-					
(16) Operating Budget Impact		(17) Describe Costs as One-time or Recurring, and provide years of impact						
Incr./(Decr.) Personnel Cost:	\$	-	Annual maintenance contract starting in FY18					
Incr./(Decr.) Operating Cost:	\$	1,500.00						
Incr./(Decr.) Department Capital Outlay:	\$	-						
Total Impact:		\$	1,500.00					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Bluesten Park								
City of Hallandale Beach								
Capital Improvements Program (CIP)								
FY 2017-2021								
5/6/2016								
NEW	ONGOING							
	X							
(1) Project Title:		Bluesten Park						
(2) Project Category:		Parks GO Bond Projects			(3) Project Type:		Park	
(4) Department:		Office of Capital Projects			(5) Project No.:		PA151	
(6) Division:		Office of Capital Projects			(7) Project Manager:		Gregg Harris	
(8) Project Location:		501 SE 1st Ave, Hallandale Beach, FL 33009						
(9) Funding Source:		Parks GO Bond						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding		860,170.00						860,170.00
Pre-Construction Activities	\$ 400,000	\$ 75,000						\$ 475,000
Engineering/Architecture	\$ 910,000	\$ 1,700,000						\$ 2,610,000
Other Construction	\$ 724,735		\$ 56,000	\$ 40,000	\$ 39,824			\$ 860,559
Consulting	\$ -	\$ 50,000	\$ 250,000	\$ 80,000	\$ 75,000			\$ 455,000
Construction	\$ -	\$ 10,000,000	\$ 12,776,587	\$ 8,000,000	\$ 600,000			\$ 31,376,587
FF&E New Construction	\$ -		\$ 20,000					\$ 20,000
City Staff	\$ 309,533	\$ 107,655	\$ 64,200	\$ 143,000	\$ 76,731			\$ 701,119
TOTAL	\$ 2,344,268	\$ 11,932,655	\$ 13,166,787	\$ 8,263,000	\$ 791,555			\$ 36,498,265
(11) Project Description:								
<p>Bluesten Park will be built thru the General Obligation Bond Funding approved by City residents on November 4, 2014. The development of the roughly 16 Acres will include a 40,00 SF facility housing a recreation center, indoor basketball court, fitness room, after school programs and an aquatic center. In addition it will have outdoor tennis courts, Basketball Courts, baseball fields with sports lighting, site parking, proshop, restrooms, storage and concession building. A Rubberized playground, passive open space, landscaping. Allocated staffing funding for FY 15-16 will cover both FY 16 and FY 17 once it rolls over in FY17.</p>								
(12) Project Justification								
Project approved in FY 12-13 Budget: Capital Improvement Plan								
(13) Project Funding Sources								
ALLOCATED FUNDS		FY 2015-2016		REQUEST FY 2016-2017		Notes		
302-7290-531010 - Pre Cons		\$ 400,000		\$ 75,000				
302-7290-565010 - Consultant/Prof Services		\$ 910,000		\$ 1,750,000				
302-7290-534010 - Outside Services								
302-7290-565020 - Other Construction		\$ 727,335						
302-790-565000 - Construction in Progress		\$ -		\$ 10,000,000				
302-790-564050 - FF&E		\$ -						
302-7290-5xxxxx - Salaries and Benefits		\$ 309,533		\$ 107,655				
Total Allocated Funds		\$ 2,346,868		\$ 11,932,655				
PROJECT COMMITMENTS (VENDORS)			Encumbered	Spent	Total	Notes		
			\$1,374,645	\$112,053	\$1,486,698			
Total Available Funding Balance			\$		860,170			
(14) Increased Revenue (\$)		\$ -						
(15) Operating Budget Impact		(16) Describe Costs as One-time or Recurring, and provide years of impact						
Incr./((Decr.) Personnel Cost:		\$ -						
Incr./((Decr.) Operating Cost:		\$ -						
Incr./((Decr.) Department Capital Outlay:		\$ -						
Total Impact:		\$ -						

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Golden Isles Tennis Center and Park							
City of Hallandale Beach							
Capital Improvements Program (CIP)							
FY 2017-2021							
12/19/2016							
NEW		ONGOING					
		X					
(1) Project Title:		Golden Isles Tennis Center and Park					
(2) Project Category:		Parks GO Bond			(3) Project Type:		Park
(4) Department:		Office of Capital Projects			(5) Project No.:		PA152
(6) Division:		FY 2016			(7) Project Manager:		Gregg Harris
(8) Project Location:		500 Egret Dr, Hallandale Beach, FL 33009					
(9) Funding Source:		Parks GO Bond					
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Available Funding		\$ 909,610.17					Total Cost
Pre-Construction Activities		\$ 77,500	\$ 6,000				\$ 83,500
Engineering/Architecture		\$ 643,825	\$ 296,909				\$ 940,734
Consulting			\$ 20,000	\$ 60,000			\$ 80,000
Other Construction		\$ 95,960					\$ 95,960
Construction			\$ 600,000	\$ 7,228,935			\$ 7,828,935
FF&E-New Construction		\$ 3,200	-	\$ 96,525			\$ 99,725
City Staff		\$ 102,606	\$ 122,535	\$ 70,500			\$ 295,641
TOTAL		\$ 923,091	\$ 1,045,444	\$ 7,455,960			\$ 9,424,495
(11) Project Description:							
Tennis Center and Golden Isles Park to be built thru the General Obligation Bond Funding approved by City residents on November 4, 2014. The development of the roughly 6.6 Acres will include tennis courts, clay and hard courts, sports lighting, site parking, proshop w/ office, restrooms, storage and concession building, bocce ball courts, and a park that will have 2 Basketball Courts, playground, passive open space, picnic shelters, shade structure and walking/exercise Trail. Allocated staffing funding for FY 15-16 will cover a portion of FY 17 once it rolls over into the new FY.							
(12) Project Justification							
Project approved as part of the Parks GO Bond.							
(13) Project Funding Sources							
ALLOCATED FUNDS		FY 2015-2016		REQUEST		Notes	
				FY 2016-2017			
302-7290-565010 - Pre Cons		\$	77,500	\$	6,000		
302-7290-531010 - Consultant/Prof Services		\$	643,825	\$	296,909		
302-7290-565020 - Other Construction		\$	95,960	\$	20,000		
302-790-565000 - Construction in Progress				\$	600,000		
302-790-564050 _FF&E		\$	3,200				
302-7290-5xxxxx - Salaries and Benefits		\$	102,606	\$	122,535		
Total Allocated Funds		\$	923,091	\$	1,045,444		
0				Encumbered	Spent	Total	Notes
				\$8,500	\$4,980	\$13,480	
Total Available Funding Balance				\$		909,611	
(14) Increased Revenue (\$)		\$	-				
(15) Operating Budget Impact		(16) Describe Costs as One-time or Recurring, and provide years of impact					
Incr./{(Decr.) Personnel Cost:		\$	-	Public Private Partnership no increase in operating cost			
Incr./{(Decr.) Operating Cost:		\$	-				
Incr./{(Decr.) Department Capital Outlay:		\$	-				
Total Impact:		\$	-				

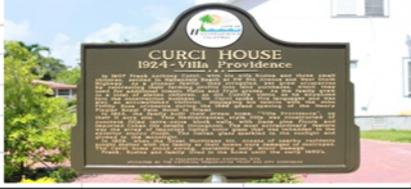
CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Ingalls Park							
City of Hallandale Beach Capital Improvements Program (CIP) FY 2017-2021		 					
5/6/2016							
NEW				ONGOING			
				X			
(1) Project Title:		INGALLS PARK					
(2) Project Category:		PARKS GO BOND PROJECT			(3) Project Type:		PARK
(4) Department:		CITY MANAGER'S OFFICE			(5) Project No.:		PA153
(6) Division:		OFFICE OF CAPITAL PROJECTS			(7) Project Manager:		Sarita Shamah
(8) Project Location:		735 SW 1st Street, Hallandale Beach, FL 33009					
(9) Funding Source:		Parks GO Bond					
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost
Available Funding		185,920.00					
Pre- Construction		\$ 34,000		\$ -	\$ -	\$ -	\$ 34,000
Engineering/Architecture		\$ 86,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 96,000
Outside Services		\$ 33,900					
Consulting Prof Services			\$ 58,000	\$ -	\$ -	\$ -	\$ 58,000
Other Construction		\$ 7,700			\$ -	\$ -	\$ 7,700
Construction in progress		\$ -	\$ 1,393,440	\$ 364,100	\$ -	\$ -	\$ 1,757,540
FF&E-New Construction		\$ 1,500	\$ 22,650	-	\$ -	\$ -	\$ 24,150
City Staff		\$ 27,571	\$ 15,388		\$ -	\$ -	\$ 42,959
Other (Specify Below)		\$ -		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 190,671	\$ 1,499,478	\$ 364,100			\$ 2,054,249
(11) Project Description:							
New decorative retention pond fence, upgrade of exercise stations, New park furniture, New Parking along SW 2nd court, Service area improvements and Community Building Improvements.							
(12) Project Justification							
Project approved as part of the Parks GO Bond.							
(13) Project Funding Sources							
ALLOCATED FUNDS				FY 2015-2016		REQUEST	
						FY 2016-2017	
						Notes	
302-7290-565010 - Pre Cons				\$ 34,000			
302-7290-531010 - Consultant/Prof Services				\$ 86,000		\$ 68,000	
302-7290-534010 - Outside Services				\$ 33,900			
302-7290-565020 - Other Construction				\$ 7,700			
302-790-565000 - Construction in Progress						\$ 1,393,440	
302-790-564050 _ FF&E				\$ 1,500		\$ 22,650	
302-7290-5xxxx - Salaries and Benefits				\$ 27,571		\$ 15,388	
Total Allocated Funds				\$ 190,671		\$ 1,499,478	
PROJECT COMMITMENTS (VENDORS)				Encumbered	Spent	Total	Notes
				\$0	\$4,750	\$4,750	
Total Available Funding Balance				\$		185,921.00	
(14) Increased Revenue (\$)		\$ -					
(15) Operating Budget Impact							
Incr./((Decr.) Personnel Cost:		\$ -					
Incr./((Decr.) Operating Cost:		\$ 52,000.00					
Incr./((Decr.) Department Capital Outlay:		\$ -					
Total Impact:		\$ 52,000.00					
(16) Describe Costs as One-time or Recurring, and provide years of impact							
maintenance and electric							

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Sunset Park								
City of Hallandale Beach Capital Improvements Program (CIP) FY 2017-2021								
5/6/2016								
NEW	ONGOING							
	X							
(1) Project Title:		SUNSET						
(2) Project Category:		PARKS GO BOND PROJECT			(3) Project Type:		PARK	
(4) Department:		CITY MANAGER'S OFFICE			(5) Project No.:		PA154	
(6) Division:		OFFICE OF CAPITAL PROJECTS			(7) Project Manager:		Sarita Shamah	
(8) Project Location:		814 SW 6th Ave, Hallandale Beach, FL 33009						
(9) Funding Source:		Parks GO Bond						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding		\$ 23,211.00						
Pre-Construction Activities	\$ 6,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
Engineering/Architecture	\$ 6,000	\$ 3,100		\$ -	\$ -	\$ -	\$ -	\$ 9,100
Other Construction	\$ 2,100		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,100
Outside Prof Services	\$ 8,000	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000
Construction	\$ -	\$ 509,000		\$ -	\$ -	\$ -	\$ -	\$ 509,000
FF&E-New Construction	\$ 300	\$ -		\$ -	\$ -	\$ -	\$ -	\$ 300
City Staff	\$ 811	\$ 8,701		\$ -	\$ -	\$ -	\$ -	\$ 9,512
TOTAL	\$ 23,211	\$ 535,801	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 559,012
(11) Project Description:								
Improvements to Sunset Park will include new irrigation system, new playground, shade structure, landscape and a picnic shelter.								
(12) Project Justification								
Project approved as part of the Parks GO Bond.								
(13) Project Funding Sources								
ALLOCATED FUNDS				FY 2015-2016		REQUEST FY 2016-2017		Notes
302-7290-565010 - Pre Construction				\$ 6,000	\$ 1,000			
302-7290-531010 - Consultant/Prof Services				\$ 6,000	\$ 17,100			
302-7290-534010 - Outside Services				\$ 8,000				
302-7290-565020 - Other Construction				\$ 2,100	-			
302-790-565000 - Construction in Progress					\$ 509,000			
302-790-564050 - FF&E				\$ 300				
302-7290-5xxxxx - Salaries and Benefits				\$ 811	\$ 8,701			
Total Allocated Funds				\$ 23,211	\$ 535,801			
PROJECT COMMITMENTS (VENDORS)				Encumbered	Spent	Total	Notes	
				\$0	\$0	\$0		
Total Available Funding Balance				\$		23,211.00		
(14) Increased Revenue (\$)		\$ -						
(15) Operating Budget Impact				(16) Describe Costs as One-time or Recurring, and provide years of impact				
Incr./Decr.) Personnel Cost:		\$ -						
Incr./Decr.) Operating Cost:		\$ 20,000.00 maintenance						
Incr./Decr.) Department Capital Outlay:		\$ -						
Total Impact:		\$ 20,000.00						

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - HISTORIC VILLAGE								
City of Hallandale Beach Capital Improvements Program (CIP) FY 2017-2021		 						
5/6/2016								
NEW	ONGOING							
X								
(1) Project Title:		HISTORIC VILLAGE						
(2) Project Category:		PARKS GO BOND PROJECT			(3) Project Type:		PARK	
(4) Department:		CITY MANAGER'S OFFICE			(5) Project No.:		PA155	
(6) Division:		OFFICE OF CAPITAL PROJECTS			(7) Project Manager:		Sarita Shamah	
(8) Project Location:		324 SW 2nd Ave, Hallandale Beach, FL 33009						
(9) Funding Source:		Parks GO Bond						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding		-	-	-	-	-	-	-
Pre-Construction Activities			10,000.00					10,000.00
Engineering/Architecture			20,792.00					20,792.00
Other Construction			50,000.00					50,000.00
Land Acquisition/Site Prep								
Construction			622,024.00					622,024.00
FF&E-New Construction								-
City Staff			5,000.00					5,000.00
Other (Specify Below)								-
TOTAL:			707,816.00					707,816.00
(11) Project Description:								
Improvements to the building structure as per consultant's recommendations.								
(12) Project Justification								
Project approved as part of the Parks GO Bond.								
(13) Project Funding Sources								
ALLOCATED FUNDS				FY 2014-2015		REQUEST FY 2015-2016		Notes
302-7290-5xxxxx(Salary and Benefits)				\$	-	\$	5,000.00	
302-7290-531010				\$	-	\$	10,000.00	
302-7290-564050				\$	-	\$	-	
302-7290-565000				\$	-	\$	622,024.00	
302-7290-565010				\$	-	\$	20,792.00	
302-7290-565020				\$	-	\$	50,000.00	
Total Allocated Funds				\$	-	\$	707,816.00	
PROJECT COMMITMENTS (VENDORS)				Encumbered	Spent	Total	Notes	
				\$0.00	\$0.00	\$0.00		
Total Available Funding Balance				\$	-	-		
(14) Increased Revenue (\$)		\$	-					
(15) Operating Budget Impact		(16) Describe Costs as One-time or Recurring, and provide years of impact						
Incr./((Decr.) Personnel Cost:		\$	-					
Incr./((Decr.) Operating Cost:		\$	20,000.00	maintenance				
Incr./((Decr.) Department Capital Outlay:		\$	-					
Total Impact:		\$	20,000.00					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - CHAVEZ LAKE PARK								
City of Hallandale Beach Capital Improvements Program (CIP) FY 2016-2020		  						
12/19/2016								
NEW X	ONGOING							
(1) Project Title:		CHAVEZ LAKE PARK						
(2) Project Category:		PARKS GO BOND PROJECT			(3) Project Type:		PARK	
(4) Department:		CITY MANAGER'S OFFICE			(5) Project No.:		PA156	
(6) Division:		OFFICE OF CAPITAL PROJECTS			(7) Project Manager:		Sarita Shamah	
(8) Project Location:		200 NW 8th Ave, Hallandale Beach, FL 33009						
(9) Funding Source:		Parks GO Bond						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding		-	-	-	-	-	-	-
Pre-Construction Activities			20,000.00					20,000.00
Engineering/Architecture			85,000.00	240,000.00	30,882.00			355,882.00
Other Consulting					60,000.00	42,000.00		102,000.00
Construction					3,000,000.00	154,370.00		3,154,370.00
Other Construction				51,220.60				51,220.60
FF&E-New Construction					56,000.00			56,000.00
City Staff			17,610.00	65,000.00	85,000.00			167,610.00
TOTAL			122,610.00	356,220.60	3,231,882.00	196,370.00	-	3,907,082.60
(11) Project Description:								
<p>The Park amenities will include a boat, canoe rental concession a restroom building, dock, passive open space, picnic shelters, pedestrian walkways to provide access to all areas of the park and parking</p>								
(12) Project Justification								
<p>Project approved as part of the Parks GO Bond.</p>								
(13) Project Funding Sources								
ALLOCATED FUNDS		FY 2015-2016		REQUEST			Notes	
				FY 2016-2017				
302-7290-565010 - Pre Construction		\$	-	\$	20,000.00			
302-7290-531010 - Consultant/Prof Services		\$	-	\$	85,000.00			
302-7290-565020 - Other Construction		\$	-	\$	-			
302-790-565000 - Construction in Progress		\$	-	\$	-			
302-790-564050 _FF&E		\$	-					
302-7290-5xxxxx - Salaries and Benefits		\$	-	\$	17,610.00			
Total Allocated Funds		\$	-	\$	122,610.00			
PROJECT COMMITMENTS (VENDORS)				Encumbered	Spent	Total	Notes	
				\$0.00	\$0.00	\$0.00		
Total Available Funding Balance				\$	-			
(14) Increased Revenue (\$)		\$	-					
(15) Operating Budget Impact				(16) Describe Costs as One-time or Recurring, and provide years of impact				
Incr./{(Decr.) Personnel Cost:		\$	-					
Incr./{(Decr.) Operating Cost:		\$	-	No anticipated increases for next fiscal year				
Incr./{(Decr.) Department Capital Outlay:		\$	-					
Total Impact:		\$	-					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - SUNRISE PARK									
City of Hallandale Beach									
Capital Improvements Program (CIP)									
FY 2017-2021									
5/6/2016									
NEW	ONGOING								
X									
(1) Project Title:		SUNRISE PARK							
(2) Project Category:		PARKS GO BOND PROJECT			(3) Project Type:		PARK		
(4) Department:		CITY MANAGER'S OFFICE			(5) Project No.:		PA157		
(6) Division:		OFFICE OF CAPITAL PROJECTS			(7) Project Manager:		Sarita Shamah		
(8) Project Location:		800 NE 5th Street, Hallandale Beach, FL 33009							
(9) Funding Source:		Parks GO Bond							
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost	
Available Funding		-	-	-	-	-	-	-	
Pre-Construction Activities			9,000.00					9,000.00	
Engineering/Architecture			50,000.00	210,000.00				260,000.00	
Other consulting serves					60,000.00	40,000.00		100,000.00	
Construction				250,000.00	2,100,000.00	260,751.53		2,610,751.53	
FF&E-New Construction								-	
City Staff			27,789.00	61,000.00	78,000.00	45,000.00		211,789.00	
Other (Specify Below)								-	
TOTAL			86,789.00	521,000.00	2,238,000.00	345,751.53	-	3,191,540.53	
(11) Project Description:									
Improvements under this project consist of a complete redesign and new construction. Amenities in the park include restrooms building , new playground with rubberized surfacing, . fitness trail, picnic pavilions , basketball court.									
(12) Project Justification									
Project approved as part of the Parks GO Bond.									
(13) Project Funding Sources									
ALLOCATED FUNDS				FY 2014-2015		REQUEST		FY 2015-2016	Notes
302-7290-565010 - Pre Cons				\$ -		\$ 9,000.00			
302-7290-531010 - Consultant/Prof Services				\$ -		\$ 50,000.00			
302-7290-565020 - Other Construction				\$ -		\$ -			
302-790-565000 - Construction in Progress				\$ -		\$ -			
302-790-564050 _ FF&E				\$ -		\$ -			
302-7290-5xxxxx - Salaries and Benefits				\$ -		\$ 27,789.00			
Total Allocated Funds				\$ -		\$ 86,789.00			
PROJECT COMMITMENTS (VENDORS)				Encumbered	Spent	Total		Notes	
				\$0.00	\$0.00	\$0.00			
Total Available Funding Balance				\$		-			
(145) Increased Revenue (\$)		\$ -							
(15) Operating Budget Impact				(16) Describe Costs as One-time or Recurring, and provide years of impact					
Incr./{(Decr.) Personnel Cost:		\$ -		No increase in personnel for next fiscal year					
Incr./{(Decr.) Operating Cost:		\$ -		No increase in Operation for this fiscal year					
Incr./{(Decr.) Department Capital Outlay:		\$ -							
Total Impact:		\$ -							

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Police Digital Public Safety Program												
City of Hallandale Beach												
Capital Improvements Program (CIP)												
FY 2017-2021												
12/19/2016												
NEW	ONGOING											
	X											
(1) Project Title:		Police Digital Public Safety Program										
(2) Project Category:		Safety and Security			(3) Project Type:		(3) Project Type:			Facility		
(4) Department:		Police			(5) Project No.:		PDPS1					
(6) Division:		Administration			(7) Project Manager:		Major Shook/Captain Micheal					
(8) Project Location:		Police Dept./COHB Cultural Center										
(9) Funding Source:		General/Police Equitable Sharing Funds										
(10) FY13-14 Revised Bud:		N/A										
(11) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost		
Available Funding		\$329,400	\$1,776,574							\$2,105,974		
Pre-Construction Activities		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Engineering/Architectural		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Land Acquisition/Site Prep		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Construction		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Permit Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Impact Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Other Fees		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Equipment/Furnishings		\$56,650	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$56,650		
City Staff		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Other (Maintenance)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
TOTAL:		\$56,650	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$56,650		
FUNDING BALANCE:		\$272,750	\$1,776,574	\$0	\$0	\$0	\$0	\$0	\$0	\$2,049,324		
(12) Project Description:												
Project provides funds for the acquisition and deployment of police body cameras, security cameras at City parks, and digital entry access systems at various City facilities.												
(13) Project Justification												
Project established per direction of the City Commission during April 2015 to ensure specific visibility of funds associated with the fulfillment of this requirement												
(14) Project Funding Sources												
ALLOCATED FUNDS					FY 2014-2015		FY 2015-2016		REQUEST			
									FY 2016-2017			
									Notes			
001-2120-564040					\$ -		\$ 159,000.00					
110-2133-564040					\$ 150,000.00		\$ 70,000.00					
001-2120-564040									\$ 1,776,574.00			
Total Allocated Funds					\$ 150,000.00		\$ 229,000.00		\$ 1,776,574.00			
PROJECT COMMITMENTS (VENDORS)					Encumbered		Encumbered		Spent		Total	Notes
N/A					\$ -		\$ -		\$ -		\$ -	
Total Available Funding Balance					\$ -		\$ -		\$ -		\$ -	
(15) Increased Revenue (\$)		\$ -										
(16) Operating Budget Impact												
Incr./(Decr.) Personnel Cost:		\$ -										
Incr./(Decr.) Operating Cost:		\$ 60,000.00										
		Annual maintenance contract										
Incr./(Decr.) Department Capital Outlay:		\$ -										
Total Impact:		\$ -										
(17) Describe Costs as One-time or Recurring, and provide years of impact												

CAPITAL IMPROVEMENT PROGRAM

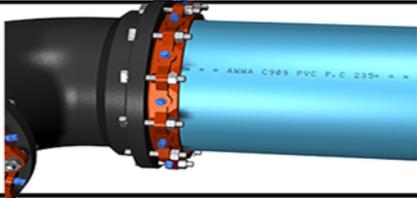
PROJECT FUNDING REQUEST FORM - 42nd Year CDBG Public Works Improvement Project								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021				Community Development Block Grant				
Date 2/5/2016								
NEW	ONGOING							
X								
(1) Project Title:		42nd Year CDBG Public Works Improvements						
(2) Project Category:		Flood Control			(3) Project Type:		Stormwater	
(4) Department:		Public Works			(5) Project No.:		P1702	
(6) Division:		Engineering			(7) Project Manager:		Beatriz Alvarez	
(8) Project Location:		Boundaries: SW 11th Avenue, SW 8th Avenue, SW 7th Street, and SW 11th Street						
(9) Funding Source:		Stormwater, CDBG grant						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding		\$0						
Pre-Construction Activities		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Outside Services		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Acquisition/Site Prep		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Consulting		\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Permit Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment/Furnishings		\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Staff		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:		\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
(11) Project Description:								
<p>The City applied for a Community Development Block Grant in the amount of \$108,200 in December 2015 for construction. The project consists of drainage, sidewalk and ADA ramp improvements within the boundaries of SW 8th Avenue, SW 11th Avenue, SW 7th Street, and SW 11th Street. Funding is needed for the survey and design of this project.</p>								
(12) Project Justification								
<p>This project is needed to continue efforts to improve stormwater drainage capacity throughout the City.</p>								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes		
440-3660-531010		\$	-	\$	50,000			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	-	\$	50,000			
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes	
				\$0	\$0	\$0		
Total Available Funding Balance				\$	-			
(15) Increased Revenue (\$)		\$	-					
(16) Operating Budget Impact		(17) Describe Costs as One-time or Recurring, and provide years of impact						
Incr./(Decr.) Personnel Cost:		\$	-	will be determind once survey and design are completed				
Incr./(Decr.) Operating Cost:		\$	-					
Incr./(Decr.) Department Capital Outlay:		\$	-					
Total Impact:		\$	-					

PROJECT FUNDING REQUEST FORM - NE 14 AVENUE ENHANCEMENT LANDSCAPING								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021								
Date: 3/2/2016								
NEW	ONGOING							
	X							
(1) Project Title:		NE 14 Avenue Enhancement Landscaping						
(2) Project Category:					(3) Project Type:		Roadway and Landscaping	
(4) Department:		Public Works			(5) Project No.:		P1605	
(6) Division:		Engineering			(7) Project Manager:		Beatriz Alvarez	
(8) Project Location:		NE 14 Avenue from Hallandale Beach Blvd to Atlantic Shores Blvd						
(9) Funding Source:		Transportation, CRA, Utility Fund -Water & Sewer, Stormwater						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding		\$ 617,098						
Pre-Construction Activities	\$150,115	\$0	\$0	\$0	\$0	\$0	\$0	\$150,115
Outside Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Acquisition/Site Prep	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Permit Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$617,098	\$668,578	\$0	\$0	\$0	\$0	\$0	\$1,285,676
Equipment/Furnishings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:	\$767,213	\$668,578	\$0	\$0	\$0	\$0	\$0	\$1,435,791
(11) Project Description:								
This project consists of providing streetscape improvements including landscaping along the west side of NE 14 Avenue and around the stormwater pump stations, bulb-outs and landscaping on the east side of NE 14 Avenue, bike lanes, mid block crosswalks, street furniture and milling and resurfacing.								
(12) Project Justification								
Landscaping improvements were required as as result of major drainage improvement along NE 14 Avenue. Additional roadway improvements are included.								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes		
440-3660-565000		\$	400,000	\$	200,000			
130-5910-531010		\$	200,000					
130-5910-565000				\$	393,578			
160-4110-565000		\$	147,213					
490-3330W-565000		\$	-	\$	50,000			
490-3590S-565000		\$	-	\$	25,000			
001-8090-565000		\$	20,000					
Total Allocated Funds		\$	767,213	\$	668,578			
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes	
Craven Thompson (Design)				\$150,115	\$0	\$150,115		
Total Available Funding Balance				\$	617,098			
(15) Increased Revenue (\$)		\$	-					
(16) Operating Budget Impact				(17) Describe Costs as One-time or Recurring, and provide years of impact				
Incr./((Decr.) Personnel Cost:		\$	-					
Incr./((Decr.) Operating Cost:		\$	18,500.00	Maintenance and upkeep and replacement as needed				
Incr./((Decr.) Department Capital Outlay:		\$	-					
Total Impact:		\$	18,500.00					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - SW/SE DRAINAGE IMPROVEMENT							
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021							
Date							
NEW	ONGOING						
	X						
(1) Project Title:		SW/SE Drainage Improvement					
(2) Project Category:					(3) Project Type:		Drainage
(4) Department:		Department of Public Works			(5) Project No.:		P1610
(6) Division:		Engineering			(7) Project Manager:		Mariana Pitiriciu
(8) Project Location:		SW/SE Quadrant					
(9) Funding Source:		Utility, Stormwater, FEMA HMGP Grant					
(10) Project Years:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding							
Pre-Construction Activities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Outside Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Outside Services (city match)	\$69,057	\$200,000	\$200,000	\$250,000	\$750,000	\$660,635	\$2,129,692
HMGP FEMA Grant	\$7,344,406	\$0	\$0	\$0	\$0	\$0	\$7,344,406
Permit Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment/Furnishings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:	\$7,413,463	\$200,000	\$200,000	\$250,000	\$750,000	\$660,635	\$9,474,098
(11) Project Description:							
<p>The project was initiated to improve the drainage in the Southwest and Southeast Quadrant. The HMGP FEMA grant is \$9,792,541.67 of which 75% Federal Share (\$7,344,406.25) and 25% City Share (\$2,448,135.36), is available for the Southwest/Southeast Quadrant Drainage Improvement Project.</p>							
(12) Project Justification							
<p>This project consists of drainage improvements to alleviate flooding condition during major rain events. This project entails flood control gate, drainage pump stations, injection wells and storm drainage pipes.</p>							
(13) Project Funding Sources							
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes	
3390W-534010		\$ 34,633					
3590S-534010		\$ 4,773		\$ -			
3660-534010		\$ 29,651		\$ 200,000			
4905C-534010 (HMGP FEMA Grant)		\$ 1,500,000					
4905C-565000 (HMGP FEMA Grant)		\$ 5,844,406		\$ -			
				\$ -			
		\$ -		\$ -			
Total Allocated Funds		\$ 7,413,463		\$ 200,000			
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes
Total Available Funding Balance				\$ 7,413,463			
(15) Increased Revenue (\$)		\$ -					
(16) Operating Budget Impact				(17) Describe Costs as One-time or Recurring, and provide years of impact			
Incr./ (Decr.) Personnel Cost:		\$ -		Project is at 30% design. Unknown operating cost at this time			
Incr./ (Decr.) Operating Cost:		\$ -					
Incr./ (Decr.) Department Capital Outlay:		\$ -					
Total Impact:		\$ -					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - WATER DISTRIBUTION PIPELINE UPGRADE									
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021		 							
Date									
NEW		ONGOING							
		X							
(1) Project Title:		Water Distribution Upgrade							
(2) Project Category:		Water Distribution Pipeline Upgrade			(3) Project Type:		Water		
(4) Department:		Public Works			(5) Project No.:		P1613		
(6) Division:		Utilities			(7) Project Manager:		Cecilia Espejo		
(8) Project Location:		NE 2 Ave (between NE 3 St & NE 7 St); NE 2 Terrace (between HBB & NE 2 St).							
(9) Funding Source:		490_Utility							
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost	
Available Funding		\$245,891							
Pre-Construction Activities		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Outside Services		\$245,891	\$0	\$0	\$0	\$0	\$0	\$245,891	
Land Acquisition/Site Prep		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Consulting		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Permit Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Impact Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction		\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000	
Equipment/Furnishings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
City Staff		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other (Specify Below)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL:		\$245,891	\$150,000	\$0	\$0	\$0	\$0	\$395,891	
(11) Project Description:									
Upgrading the existing 4-inch cast iron water main with 8-inch C-900 pipe along NE 2 Avenue from NE 3 Street to NE 7 Street and NE 7 Terrace from Hallandale Beach Boulevard to NE 2 Street.									
(12) Project Justification									
Increase water flow and fire protection capabilities.									
(13) Project Funding Sources									
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes			
490-3330W-534010		\$821.00		\$ -					
490-3330W-553010		\$4,702.00		\$ -					
490-3390W-546080		\$3,961.00		\$ -					
490-3390W-563010		\$700.00		\$ -					
490-3395W-534010		\$1,097.00		\$ -					
490-3395W-546080		\$1,803.00		\$ -					
490-3395W-563010		\$781.00		\$ -					
490-3395W-565000		\$226,792.00		\$ 150,000					
490-3397W-563010		\$19,375.00		\$ -					
		\$0.00		\$ -					
Total Allocated Funds		\$ 260,032		\$ 150,000					
(14) FY 2015-2016 SUMMARY				Encumbrances		Actual		Total	Notes
				\$42,355		\$45,829		\$88,184	
Total Available Funding Balance				\$		171,848			
(15) Increased Revenue (\$)		\$ -							
(16) Operating Budget Impact				(17) Describe Costs as One-time or Recurring, and provide years of impact					
Incr./((Decr.) Personnel Cost:		\$ -							
Incr./((Decr.) Operating Cost:		\$ 5,000.00		maintenance					
Incr./((Decr.) Department Capital Outlay:		\$ -							
Total Impact:		\$ 5,000.00							

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Public Works New Administration/Maintenance Building Master Plan								
City of Hallandale Beach								
Capital Improvements Program (CIP)								
FY 2017-2021								
3/2/2016								
NEW	ONGOING							
X								
(1) Project Title:		Public Works New Administration/Maintenance Building Master Plan						
(2) Project Category:		Master Plan			(3) Project Type:		Facility	
(4) Department:		Public Works			(5) Project No.:		P1602	
(6) Division:		Public Works			(7) Project Manager:		Steven Parkinson	
(8) Project Location:		Public Works Compound						
(9) Funding Source:		Utility						
(10) Project Years:		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost
Available Funding								\$ -
Pre-Construction Activities		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering/Architectural		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Land Acquisition/Site Prep		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Permit Fee's		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Impact Fee's		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment/Furnishings		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Staff		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (Specify Below)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL:		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
FUNDING BALANCE:		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
(11) Project Description:								
Master plan and feasibility study to build a new administration/maintenance building for Public Works Department.								
(12) Project Justification								
Provide a centralized facility building for Public Works operational units.								
(13) Project Funding Sources				REQUEST				
ALLOCATED FUNDS		FY 2015-2016		FY 2016-2017		Notes		
490-3390W-531010		\$ -		\$ 100,000				
Total Allocated Funds		\$ -		\$ 100,000				
PROJECT COMMITMENTS (VENDORS)				Encumbered	Spent	Total	Notes	
None				\$0	\$0	\$0		
(14) Total Available Funding Balance				\$ -				
(15) Increased Revenue (\$)		\$ -						
(16) Operating Budget Impact				(17) Describe Costs as One-time or Recurring, and provide years of impact				
Incr./ (Decr.) Personnel Cost:		\$ -						
Incr./ (Decr.) Operating Cost:		\$ -						
Incr./ (Decr.) Department Capital Outlay:		\$ -						
Total Impact:		\$ -						
This is a study only. No operating cost at this time.								

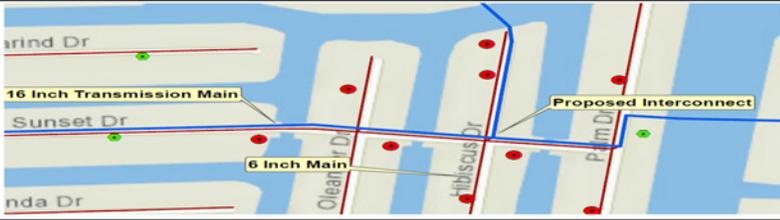
CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - HIGH SERVICE PUMPS AND TRANSFER PUMPS								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021								
Date: 2/4/2016								
NEW	ONGOING							
	X							
(1) Project Title:		High Service Pumps and Transfer Pumps						
(2) Project Category:		Water Treatment Plant Upgrade			(3) Project Type:		Water Production	
(4) Department:		Public Works			(5) Project No.:		P1606	
(6) Division:		Engineering			(7) Project Manager:		Mariana Pituriciu	
(8) Project Location:		Water Treatment Plant						
(9) Funding Source:		Utility Fund - Water						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding		\$400,000						
Pre-Construction Activities			\$0	\$0	\$0	\$0	\$0	\$0
Outside Services		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Acquisition/Site Prep								
Design		\$400,000	\$0	\$300,000	\$0	\$0	\$0	\$700,000
Permit Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction		\$0	\$1,350,000	\$1,350,000	\$1,095,000	\$0	\$0	\$3,795,000
Equipment/Furnishings		\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Staff		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:		\$400,000	\$1,350,000	\$1,650,000	\$1,095,000	\$0	\$0	\$4,495,000
(11) Project Description:								
<p>This project has two phases: Phase 1 -High Service Pumps and Phase 2 Transfer Pumps. This project consists of replacement of existing high service pumps and transfer pumps for the water treatment plant. Design for Phase 1 for \$400,000 was budgeted for FY 15-16. The preliminary construction cost for Phase 1 is \$2.7 million and is budgeted was split over two years: \$1,350,000 for FY 16-17 and \$1,350,000 for FY 2017-18. Phase 2 was budgeted for \$300,000 for design in FY 17-18 and for \$1,095,000 for construction in FY 18-19.</p>								
(12) Project Justification								
<p>The primary reason of the replacement of the existing service pumps and transfer pumps is that they are beyond the end of their normal economic lives which is typically 20-30 years. The goal is also to maximize utilization of existing infrastructure, meet the projected growth and the new development. Also the new pumps are energy efficiency and will reduce the cost annual operation cost.</p>								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes		
490-3320W-565000		\$	400,000	\$	1,350,000			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	400,000	\$	1,350,000			
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes	
				\$0	\$0	\$0		
Total Available Funding Balance				\$		400,000		
(15) Increased Revenue (\$)		\$	-					
(16) Operating Budget Impact				(17) Describe Costs as One-time or Recurring, and provide years of impact				
Incr./Decr.) Personnel Cost:		\$	-	No operating cost at this time, in the design phase.				
Incr./Decr.) Operating Cost:		\$	-					
Incr./Decr.) Department Capital Outlay:		\$	-					
Total Impact:		\$	-					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - FOSTER ROAD LIFT STATION BACKUP GENERATOR								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021								
Date								
NEW	ONGOING							
X								
(1) Project Title:		Foster Road Lift Station Backup Generator						
(2) Project Category:		Wastewater Standby Power			(3) Project Type:		Sewer	
(4) Department:		Public Works			(5) Project No.:		P1701	
(6) Division:		Utilities			(7) Project Manager:		James Sylvain	
(8) Project Location:								
(9) Funding Source:		490_Utility						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding								
Pre-Construction Activities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Outside Services	\$0	\$135,000	\$0	\$0	\$0	\$0	\$0	\$135,000
Land Acquisition/Site Prep	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Consulting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Permit Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment/Furnishings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:	\$0	\$135,000	\$0	\$0	\$0	\$0	\$0	\$135,000
(11) Project Description: This project provides for a backup generator as an alternate source of power in the event of power utility failure.								
(12) Project Justification The backup generator will keep the station running if we were to lose utility power.								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes		
490-3595S-534010		\$	-	\$	135,000			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	-	\$	135,000			
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes	
				\$0	\$0	\$0		
Total Available Funding Balance				\$	-			
(15) Increased Revenue (\$)		\$ -						
(16) Operating Budget Impact		(17) Describe Costs as One-time or Recurring, and provide years of impact						
Incr./((Decr.) Personnel Cost:		\$ -						
Incr./((Decr.) Operating Cost:		\$ 2,500.00						
Incr./((Decr.) Department Capital Outlay:		\$ -						
Total Impact:		\$ 2,500.00						

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - +A1:H51 HIBISCUS-SUNSET WATER MAIN INTERCONNECT								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021								
Date: 2/4/2016								
NEW	ONGOING							
X								
(1) Project Title:		Hibiscuss - Sunset Drive water main interconnect						
(2) Project Category:		Water distribution infrastructure			(3) Project Type:		Water distribution	
(4) Department:		Public Works			(5) Project No.:		P1703	
(6) Division:		Engineering			(7) Project Manager:		Mariana Pitiriciu	
(8) Project Location:		Hibiscuss - Sunset Drive						
(9) Funding Source:		Utility Fund Water						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding								
Pre-Construction Activities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Outside Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Acquisition/Site Prep	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Permit Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
Equipment/Furnishings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
(11) Project Description:								
This project consists of Hibiscus & Sunset Drive Water main interconnect.								
(12) Project Justification								
As a result of the water model update performed by Hazen and Sawyer in 2014-2015 a system wide hydrant fire flow simulations revealed deficiencies in the area of Hibiscus Drive and Sunset Drive. These deficiencies can be resolved by interconnecting the 6-inch main on Hibiscus Drive with the 16-inch transmission line on Sunset Drive. The fire flow scenario was re-run assuming the installation of this interconnect. It was determined that all nine hydrants that previously exhibited deficiencies performed adequately, meeting minimum fire flow requirements of 500 gpm.								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes		
490-3390W-565000		\$	-	\$	25,000			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	-	\$	25,000			
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes	
						\$0		
Total Available Funding Balance				\$		-		
(15) Increased Revenue (\$)		\$	-					
(16) Operating Budget Impact				(17) Describe Costs as One-time or Recurring, and provide years of impact				
Incr./(Decr.) Personnel Cost:		\$	-	There are no operating cost with this project.				
Incr./(Decr.) Operating Cost:		\$	-					
Incr./(Decr.) Department Capital Outlay:		\$	-					
Total Impact:		\$	-					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - FOSTER ROAD WATER MAIN UPGRADE								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021								
Date: 2/4/2016								
NEW	ONGOING							
X								
(1) Project Title:		Foster Road Water Main Upgrades						
(2) Project Category:		Design			(3) Project Type:		Water main design	
(4) Department:		Public Works			(5) Project No.:		P1705	
(6) Division:		Engineering			(7) Project Manager:		Mariana Pitiriciu	
(8) Project Location:		Foster Road						
(9) Funding Source:		Utility Fund Water						
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding								
Pre-Construction Activities					\$0	\$0	\$0	\$0
Outside Services		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Acquisition/Site Prep		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design		\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Permit Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction		\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000
Equipment/Furnishings		\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Staff		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:		\$0	\$100,000	\$400,000	\$0	\$0	\$0	\$500,000
(11) Project Description:								
This project consists of replacement of existing water main with a larger diameter pipe.								
(12) Project Justification								
Improvements to address fire flow deficiencies at the selected hydrants serving Hallandale High School include the replacement of 3,330 linear feet of existing 4-inch water mains and 6-inch water mains with proposed 8-inch mains. Figure 9 identifies the mains targeted for replacement. The 4-inch main running along NW 9th Street between NW 6th Avenue and NW 9th Avenue is constructed of cast iron and was installed in 1978. The 6 inch main running along Foster Road between 6th and 9th Avenues is asbestos cement pipe and was installed in 1969. This project was recommended by the Water Model Update project in 2015.								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes		
490-3390W-531010		\$	-	\$	100,000			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	-	\$	100,000			
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes	
						\$0		
Total Available Funding Balance				\$	-			
(15) Increased Revenue (\$)		\$	-					
(16) Operating Budget Impact			(17) Describe Costs as One-time or Recurring, and provide years of impact					
Incr./ (Decr.) Personnel Cost:		\$	-	Unknown at this time, in design phase.				
Incr./ (Decr.) Operating Cost:		\$	-					
Incr./ (Decr.) Department Capital Outlay:		\$	-					
Total Impact:		\$	-					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - WATER TREATMENT INFRASTRUCTURE ASSESSMENT								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021								
Date 02/19/2016								
NEW	ONGOING							
X								
(1) Project Title:		WTP Infrastructure Assessment						
(2) Project Category:					(3) Project Type:			
(4) Department:		DPW			(5) Project No.:		P1706	
(6) Division:		3320			(7) Project Manager:		James Sylvain	
(8) Project Location:		Water Treatment Plant						
(9) Funding Source:								
(10) Project Years:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding								
Pre-Construction Activities		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Outside Services		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Acquisition/Site Prep		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Consulting		\$0	\$46,144	\$0	\$0	\$0	\$0	\$46,144
Permit Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment/Furnishings		\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Staff		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:		\$0	\$46,144	\$0	\$0	\$0	\$0	\$46,144
(11) Project Description:								
Task 1: WTP facilities evaluation(above ground items only) to provide replacement or repair recommendations.								
(12) Project Justification								
This assessment will provide us the ability to properly Budget and set priorities for needed repairs and/or replacement of Water Treatment Plant infrastructure components.								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes		
490-3390W-531010		\$	-	\$	46,144			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	-	\$	46,144			
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes	
				\$0	\$0	\$0		
Total Available Funding Balance				\$	-	-		
(15) Increased Revenue (\$)		\$	-					
(16) Operating Budget Impact		(17) Describe Costs as One-time or Recurring, and provide years of impact						
Incr./(Decr.) Personnel Cost:		\$	-	Unkown at this time, first phase is the study.				
Incr./(Decr.) Operating Cost:		\$	-					
Incr./(Decr.) Department Capital Outlay:		\$	-					
Total Impact:		\$	-					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - WATER PLANT FILTRATION SYSTEM							
City of Hallandale Beach Capital Improvements Project (CIP) FY 2017-2021							
Date							
NEW	ONGOING						
X							
(1) Project Title:		Water Plant Filtration System Rehabilitation					
(2) Project Category:		Water		(3) Project Type:		Filtration Upgrade	
(4) Department:		Public Works		(5) Project No.:		P1707	
(6) Division:		Utilities		(7) Project Manager:		John Fawcett	
(8) Project Location:							
(9) Funding Source:		490_Utility					
(10) Project Years:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Available Funding							
Pre-Construction Activities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Outside Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Acquisition/Site Prep	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Consulting	\$0	\$316,000	\$0	\$0	\$0	\$0	\$316,000
Permit Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Equipment/Furnishings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:	\$0	\$1,316,000	\$0	\$0	\$0	\$0	\$1,316,000
(11) Project Description: This project will rehabilitate ten (10) filters.							
(12) Project Justification The expected useful life of filter media is 20 years. The filter media, the filter underdrains and surface water mechanisms are at the end of its useful life and needs to be replaced. The top layer media (anthracite) was last replaced in 1995.							
(13) Project Funding Sources							
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2015-2016		FY 2016-2017		Notes	
490-3395W-531010		\$	-	\$	316,000		
490-3395W-565000		\$	-	\$	1,000,000		
		\$	-	\$	-		
		\$	-	\$	-		
		\$	-	\$	-		
		\$	-	\$	-		
Total Allocated Funds		\$	-	\$	1,316,000		
(14) FY 2015-2016 SUMMARY				Encumbrances	Actual	Total	Notes
				\$0	\$0	\$0	
Total Available Funding Balance				\$	-		
(15) Increased Revenue (\$)		\$	-				
(16) Operating Budget Impact		(17) Describe Costs as One-time or Recurring, and provide years of impact					
Incr./((Decr.) Personnel Cost:		\$	-	There are no operating cost associated with this phase of the project.			
Incr./((Decr.) Operating Cost:		\$	-				
Incr./((Decr.) Department Capital Outlay:		\$	-				
Total Impact:		\$	-				

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - A1A Bridge Improvements Project									
City of Hallandale Beach Capital Improvements Program (CIP) FY 2017-2021									
3/8/2016									
NEW	ONGOING								
X									
(1) Project Title:		A1A Bridge Improvements Project							
(2) Project Category:		Construction			(3) Project Type:		Bridge Improvements		
(4) Department:		Public Works			(5) Project No.:		P1708		
(6) Division:		Transportation			(7) Project Manager:		Steven Parkinson		
(8) Project Location:		A1A / East Hallandale Beach Boulevard							
(9) Funding Source:		TRansportation							
(10) Project Years:		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost	
Available Funding								\$ -	
Pre-Construction Activities		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Engineering/Architectural		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Land Acquisition/Site Prep		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Construction		\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	
Permit Fee's		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Impact Fee's		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Equipment/Furnishings		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
City Staff		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other (Specify Below)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL:		\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	
FUNDING BALANCE:		\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	
(11) Project Description:									
<p>Bridge improvements to include: painting the bridge, mural on the north bound east side of bridge to match the south bound, and up lighting under the bridge. The Related Group offered to assist the City, with a reimbursement up to \$200,000 to the City for its out-of-pocket costs for the repainting and beautification of the Hallandale Beach Boulevard Bridge (letter dated November 27, 2015).</p>									
(12) Project Justification									
Aesthetical improvements and safety.									
(13) Project Funding Sources									
ALLOCATED FUNDS		FY 2015-2016			REQUEST		FY 2016-2017		Notes
347-		\$ -			\$		200,000		
Total Allocated Funds		\$ -			\$		200,000		
PROJECT COMMITMENTS (VENDORS)				Encumbered	Spent	Total		Notes	
None				\$0	\$0	\$0			
(14) Total Available Funding Balance				\$ -					
(15) Increased Revenue (\$)		\$ -							
(16) Operating Budget Impact				(17) Describe Costs as One-time or Recurring, and provide years of impact					
Incr./(Decr.) Personnel Cost:		\$ -							
Incr./(Decr.) Operating Cost:		\$ 1,500.00							
Incr./(Decr.) Department Capital Outlay:		\$ -							
Total Impact:		\$ 1,500.00							

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Landscaping Lighting Layne Boulevard									
City of Hallandale Beach									
Capital Improvements Program (CIP)									
FY 2017-2021									
3/8/2016									
NEW	ONGOING								
X									
(1) Project Title:		Landscaping Lighting Layne Boulevard							
(2) Project Category:		Construction			(3) Project Type:		Landscaping Improvements		
(4) Department:		Public Works			(5) Project No.:		P1709		
(6) Division:		Transportation			(7) Project Manager:		Garry Gibson		
(8) Project Location:		Layne Blvd / E Hallandale Blvd to Egret Drive							
(9) Funding Source:		Transportation							
(10) Project Years:		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost	
Available Funding								\$ -	
Pre-Construction Activities		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Engineering/Architectural		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Land Acquisition/Site Prep		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Construction		\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	
Permit Fee's		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Impact Fee's		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Equipment/Furnishings		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
City Staff		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other (Specify Below)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL:		\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	
FUNDING BALANCE:		\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	
(11) Project Description:									
Landscaping up lighting (LED floodlights on palm trees) on Layne Boulevard from East Hallandale Beach Boulevard to Egret Drive.									
(12) Project Justification									
Safety for pedestrians.									
(13) Project Funding Sources									
ALLOCATED FUNDS				FY 2015-2016		FY 2016-2017		REQUEST	Notes
160-4110-565000				\$ -	\$ 50,000				
Total Allocated Funds				\$ -	\$ 50,000				
PROJECT COMMITMENTS (VENDORS)				Encumbered	Spent	Total		Notes	
None				\$0	\$0	\$0			
(14) Total Available Funding Balance				\$ -					
(15) Increased Revenue (\$)		\$ -							
(16) Operating Budget Impact				(17) Describe Costs as One-time or Recurring, and provide years of impact					
Incr./(Decr.) Personnel Cost:		\$ -							
Incr./(Decr.) Operating Cost:		\$ 1,000.00							
Incr./(Decr.) Department Capital Outlay:		\$ -							
Total Impact:		\$ 1,000.00							

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Wal-Mart FDOT Swale Area Improvement								
City of Hallandale Beach								
Capital Improvements Program (CIP)								
FY 2017-2021								
3/8/2016								
NEW	ONGOING							
X								
(1) Project Title:		Wal-Mart Swale Area Improvement						
(2) Project Category:		Construction			(3) Project Type:		Landscaping Improvement	
(4) Department:		Public Works			(5) Project No.:		P1710	
(6) Division:		Transportation			(7) Project Manager:		Mariana Pitiriciu	
(8) Project Location:		Wal-Mart / East Hallandale Beach Boulevard						
(9) Funding Source:		Transportation						
(10) Project Years:		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost
Available Funding								\$ -
Pre-Construction Activities		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering/Architectural		\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
Land Acquisition/Site Prep		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction		\$ -	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ 95,000
Permit Fee's		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Impact Fee's		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment/Furnishings		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Staff		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (Specify Below)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL:		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
FUNDING BALANCE:		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
(11) Project Description:								
This project consist of landscaping improvement on FDOT stormwater retention are (swale area) in front of Wal-Mart.								
(12) Project Justification								
Beautification improvement.								
(13) Project Funding Sources								
ALLOCATED FUNDS				FY 2015-2016		FY 2016-2017		Notes
160-4110-531010				\$ -	\$ 5,000			
160-4110-565000					\$ 95,000			
Total Allocated Funds				\$ -	\$ 100,000			
PROJECT COMMITMENTS (VENDORS)				Encumbered	Spent	Total		Notes
None				\$0	\$0	\$0		
(14) Total Available Funding Balance				\$ -				
(15) Increased Revenue (\$)		\$ -						
(16) Operating Budget Impact				(17) Describe Costs as One-time or Recurring, and provide years of impact				
Incr./(Decr.) Personnel Cost:		\$ -						
Incr./(Decr.) Operating Cost:		\$ 7,200.00						
Incr./(Decr.) Department Capital Outlay:		\$ -						
Total Impact:		\$ 7,200.00						

City of Hallandale Beach Appendix



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 8

[A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [L](#) [M](#) [N](#) [O](#) [P](#) [R](#) [S](#) [T](#) [U](#)

A

ACCOUNT: A separate financial reporting unit. All budgetary transactions are recorded in accounts.

ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

AD VALOREM TAX: A tax levied on the assessed value of real property (also known as "property taxes").

ADMINISTRATIVE CHARGES: Payment from one fund to another fund primarily for work or services provided.

ADOPTED BUDGET: The budget as initially formally approved by the City Commission.

AMENDED BUDGET: The adopted budget as formally adjusted by the City Commission.

APPROPRIATION: A specific amount of money authorized by the City Commission to be expended for the purchase of goods and services.

ASSESSED VALUE: A value set on real estate that is used as the basis for levying property taxes.

ASSESSMENT: A local tax levied against a property for a specific purpose, such as a sewer or street lights.

ASSET: An economic resource that is expected to provide benefits to an entity.

B

BALANCED BUDGET: A budget in which estimated revenues equal estimated expenditures.

BENEFITS: Payments to which participants may be entitled under a pension plan, including pension benefits and amounts due upon termination of employment.

BONDS: A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

BUDGET: A financial plan for a specified period of operations that matches all planned revenues

and expenditures with the services provided the residents of the City.

BUDGET CALENDAR: The schedule of key dates, which the City follows in the preparation and adoption of the budget.

BUDGET COMMITTEE: Committee established by the City Manager to review all budgetary requests and to complete specific budgetary tasks. The Committee is comprised of the City Manager, Deputy City Managers, Assistant City Manager, Finance Director, Budget Manager, Senior Budget Analyst and Budget Analyst.

BUDGET DOCUMENT: The instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Commission.

BUDGET MESSAGE: The opening section of the budget from the City Manager which provides the City Commission and the public with a general summary of the most important aspects of the budget.

BUDGETARY CONTROL: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUSINESS PLAN: A written document outlining how City resources will be applied to achieve the objectives determined by the Strategic Plan. The Business Plan includes specific action-oriented goals, work activities and performance measures for every City department and employee aligned with the Strategic Plan.

C

CAPITAL IMPROVEMENTS: Physical assets, constructed or purchased, that have a minimum useful life of ten years and a minimum cost of \$20,000. Capital improvements typically involve physical assets such as building, streets, water and sewage systems and recreational facilities.

CAPITAL IMPROVEMENT BUDGET: A budget including those approved capital improvements contained in the first year of the five-year Capital Improvement Program.

CAPITAL IMPROVEMENT PROGRAM (CIP): A comprehensive five-year schedule of capital improvements indicating priority as to urgency of need and ability to finance.

CAPITAL LEASE: An agreement conveying the right to use property, plant or equipment usually for a stated period of time where the lessee assumes all the risks and benefits of ownership.

CAPITAL OUTLAY: Equipment with a unit cost of \$1,000 or more and an expected life of more than one year such as automobiles, typewriters and furniture.

CONTINGENCY FUNDS: A reserve fund to be used only in case of emergencies and upon the authorization of the City Commission.

COST ALLOCATION PLAN: A philosophy in which costs are allocated to the appropriate fund that is benefited by a service or department's activity.

D

DEBT SERVICE: The payment of principal and interest on borrowed funds.

DEPARTMENT: An organizational unit responsible for carrying out a major governmental function for one or more divisions.

DEPRECIATION: The decrease in value of physical assets due to use and the passage of time.

DISTINGUISHED BUDGET PRESENTATION PROGRAM: A voluntary program administered by the GFOA to encourage governments to issue well-organized and readable budget documents and to provide peer recognition and technical assistance to the finance officers and their staffs.

DIVISION: A major administrative organizational unit of the City, which indicates overall management responsibility for one or more activities.

E

ENCUMBRANCES: Obligations incurred in the form of purchase orders, contracts and similar items that will become payable when goods are delivered or services rendered.

ENTERPRISE FUND: A fund established to account for operations, which are financed and operated in a similar manner to private business where the intent is that the cost of providing the service is financed or recovered primarily through user charges.

EXPENDITURE: The disbursement of appropriated funds to purchase goods and/or services.

F

FISCAL YEAR (FY): A twelve-month period designed as the budget year. The City's budget year begins October 1 and ends September 30 of the following calendar year.

FRANCHISE FEE: A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas and cable television.

FUND: A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

FUND BALANCE: The difference between assets and liabilities reported in a governmental fund.

G

GASB 34: Statement number 34 requires government-wide financial statements to be prepared using the accrual basis of accounting and the economic resources measurement focus.

GENERAL FUND: A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include the Administrative Departments, Growth Management, Fire and Police Departments.

GENERAL OBLIGATION BONDS: Debt issued by municipalities of which the payment of interest and principal is backed by the general tax revenue and credit of the issuing governmental unit.

GFOA: The Government Finance Officers Association is a professional association of federal, state/provincial, and local finance officers dedicated to the implementation and management of governmental financial resources and operations within their own jurisdictions.

GOVERNMENTAL FUNDS: Funds that account for governmental activities which are primarily supported by taxes and similar revenue sources. The acquisition, use, balances of the government's expendable financial resources and related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects and Debt Service Funds).

H

HOMESTEAD EXEMPTION: A deduction from the total taxable assessed value of owner occupied property.

I

INTEREST INCOME: Revenue derived from the City's cash management practices of investing fund balances.

INTERFUND TRANSFER: Amounts transferred from one fund to another.

INTERNAL SERVICE FUND: A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided.

L

LIABILITIES: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

M

MAJOR FUNDS: Funds which represent the major activities of the City and are presented as individual columns on the financial statements. Major fund reporting only applies to governmental funds and enterprise funds. The General Fund is a major fund. A fund must meet the criteria below to be defined as major. The total assets, liabilities, revenues or expenditures of the individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds in that category (governmental funds) or of that type (enterprise funds); and are at least 5 percent of the corresponding total for all governmental and enterprise funds combined.

MILLS: The tax rate on real property based on \$1.00 per \$1,000 of assessed property value.

MISSION STATEMENT: A statement that identifies the purpose, goals, and actions of the City.

MODIFIED ACCRUAL BASIS: The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred, except for interest on long-term debt which is recognized when due, and the noncurrent portion of accrued vacation and sick leave which is recorded in general long-term debt.

N

NON-DEPARTMENTAL: Referring to activities, revenues and expenditures that are not assigned to a department.

O

OBJECTIVE: Something to be accomplished in specific, well-defined and measurable terms and that is achievable within a specified time.

OPERATING BUDGET: An annual financial plan that specifies the type and level of municipal services to be provided, while limiting through the appropriation process, the amount of money which can be spent.

OPERATING EXPENSES: These items include day-to-day expenses for personnel services, materials, supplies, utilities, consulting services and administrative expenses.

OUTPUTS: Performance measures of productivity and efficiency of services provided to monitor and measure the implementation of the City's Strategic Plan (e.g., number of transactions per day).

P

PERFORMANCE MEASURES: Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

PRIVATIZATION: The outsourcing of a program or function to a business or non-governmental entity.

PROGRAM: An organized set of related work activities that are directed toward a common purpose or goal.

PROPERTY TAXES: Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax millage rate.

PROPRIETARY FUND: A fund established to account for operations, which are financed and operated in a similar manner to private business where the intent is that the cost of providing the service is financed or recovered primarily through user charges.

R

RESERVES: A portion of the fund balance or retained earnings legally segregated for specific purposes.

RETAINED EARNINGS: The excess of assets over liabilities of an enterprise or internal service fund.

REVENUE: Funds that the government receives as income.

REVENUE BOND: Long-term borrowing which requires the City to pledge qualified non-ad valorem revenue in order to secure the debt. Voter approval is not required to issue a revenue bond.

S

SPECIAL REVENUE FUND: A fund established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

STRATEGIC PLAN: A document which is a collaboration of the City Commission, City Staff and community to create a shared Mission and Vision for the City. The Plan sets Strategic Priorities, establishes initiatives and performance measures to monitor and measure progress; and to move the community and City organization forward over the next three fiscal years.

SURPLUS: The unrestricted portion of Fund Balance or Retained Earnings.

T

TAX INCREMENT FINANCING: A funding source used in blighted areas designated by the City for redevelopment. The public improvements required for the project are financed with the incremental taxes generated by the increase in the assessed value of the new development.

U

UNAPPROPRIATED AND UNDESIGNATED FUND BALANCE: The unrestricted portion of the fund equity of a governmental fund. Also referred to as surplus or reserve.

UNAPPROPRIATED AND UNRESERVED RETAINED EARNINGS: The unrestricted portion of the fund equity of an enterprise or internal service fund. Also referred to as surplus or reserve.

[AARP-DA](#) [DAR-HB](#) [HBB-NOV](#) [NOVA-SW](#) [SWOT-YTD](#)

AARP	American Association of Retired Persons
ACCESS	Automated Community Connection to Economic Self Sufficiency
ACOE	Army Corps of Engineering
ADA	Americans with Disabilities Act
ADRC	Aging and Disability Resource Center
AHU	Air Handling Unit
AMR	Automated Meter Reading
AOA	Administrative Office Assistant
ARC	Annual Required Contribution
ASP	After School Program
AWWA	American Water Works Association
BLVD	Boulevard
BPCA	Broward County Property Appraiser
BTR	Business Tax Receipt
CAFR	Comprehensive Annual Financial Report
CAT	Community Action Team
CC	Community Center
CCC	Cultural Community Center
C&D	Construction and Demolition
CDBG	Community Development Block Grant
CERT	Community Emergency Response Team
CEU	Continuing Education Unit
CFAI	Center for Fire Accreditation International
CIP	Capital Improvement Program
CIT	Counselor in Training
CIU	Community Involvement Unit
CM	City Manager
CMP	Community Partnership Grants Program
CMSP	Community Mentorship Scholarship Program
CNG	Compressed Natural Gas
COBRA	Consolidated Omnibus Budget Reconciliation Act
COLA	Cost of Living Adjustment
COPS	Community Oriented Policing Services
CPR	Cardio-Pulmonary Resuscitation
CPTED	Crime Prevention through Environmental Design
CRA	Community Redevelopment Agency
CRS	Community Rating System
CSA	Community Service Aide
CY	Cubic Yard
DA	Developer Agreement

DARE	Drug Abuse Resistance Program
DCF	Department of Children and Families
DEA	Drug Enforcement Administration
DEP	Department of Environmental Protection
DIV	Division
DMS	Department of Management Services
DPW	Department of Public Works
DRC	Development Review Committee
DROP	Deferred Retirement Option Plan
DUI	Driving Under the Influence
EEO	Equal Employment Opportunity
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOP	Emergency Operation Plan
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
ERU	Equivalent Residential Unit
ESCO	Energy Service Company
FBI	Federal Bureau of Investigation
FCAT	Florida Comprehensive Assessment Test
FDEP	Florida Department of Environmental Protection
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEC	Florida East Coast Railway
FEMA	Federal Emergency Management Agency
FF	Firefighter
FIU	Florida International University
FL	Florida
FPL	Florida Power and Light
FSI	Fire Safety Inspector
FT	Full Time
FTE	Full Time Equivalent
FTO	Field Training Officer
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB34	Governmental Accounting Standards Board Pronouncement 34
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GISND	Golden Isles Safe Neighborhood District
GO	General Obligation
GPDC	Gallons Per Day Capita
HAZMAT	Hazardous Materials
HB	Hallandale Beach



ABBREVIATIONS AND ACRONYMS

HBB	Hallandale Beach Boulevard
HBCRA	Hallandale Beach Community Redevelopment Agency
HBFRD	Hallandale Beach Fire Rescue Department
HBPD	Hallandale Beach Police Department
HBTW	Hallandale Beach WebTV
HIPPA	Health Insurance Portability and Accountability Act
HMGP	Hazard Mitigation Grant Program
HMO	Health Maintenance Organization
HOP	Hallandale Beach Opportunity Project
HOST	Hallandale Beach Out of School Time
HOT	Hallandale of Tomorrow
HR	Human Resources
HRA	Health Retirement Account
HRS	Health and Rehabilitative Services
HS	Human Services
I-95	Interstate 95
ICE	Intergovernmental Coordination Element
I/I	Infiltration and Inflow
IRS	Internal Revenue Service
ISD	Investigative Services Division
ISO	Insurance Services Office
IT	Innovation Technology
IVR	Interactive Voice Response
LAN	Local Area Network
LEED	Leadership in Energy and Environmental Design
LF	Linear Feet
LLC	Limited Liability Company
LT	Lieutenant
LTP	Long Term Prevention
LULA	Limited Use Limited Application
MESH	Municipal Employment Hiring and Screening Program
MGD	Million Gallons per Day
MS	Microsoft
NCIC	National Crime Information Center
NE	North East
NEED	Neighborhood Employability Enhancement Directive
NET	Neighborhood Enhancement Team
NFIP	National Flood Insurance Program
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NIP	Neighborhood Improvement Program
NOPC	Notice of Proposed Change
NOV	Notice of Violation



ABBREVIATIONS AND ACRONYMS

NOVA	Nova Southeastern University
NPDES	National Pollutant Discharge Elimination System
NPQ	National Professional Qualification
NW	North West
OB	Oreste Blake
OPEB	Other Post-Employment Benefits
PAL	Police Athletic League
PAR	Personnel Action Request
PBA	Police Benevolent Association
PDD	Planned Development District
PEPIE	Public Employees Personnel Information Exchange
PFP	Pre Fire Plans
PIO	Public Information Officer
PM	Paramedic
PO	Purchase Order
POS	Point Of Service
PRD	Planned Redevelopment District
PSI	Pounds Per Square Inch
PSW	Public Service Worker
PT	Part Time
RAC	Regional Activity Center
RBR	Roll-Back Rate
RFI	Request For Information
RFP	Request For Proposal
RHS	Retirement Health Savings
RIT	Rapid Intervention Team
ROW	Right of Way
R&R	Renewal and Replacement
RRR	Resurfacing, Restoration and Rehabilitation
SAN	Storage Area Network
SAO	State Attorney's Office
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus
SF	Square Feet
SFWMD	South Florida Water Management District
SLA	Service Level Agreement
SOE	Supervisor of Elections
SR	State Road
SRF	State Revolving Fund
SRO	School Resource Officer
SSES	Sanitary Sewer Evaluation Survey
SW	South West



ABBREVIATIONS AND ACRONYMS

SWOT	Strengths, Weaknesses, Opportunities and Threats
SY	Square Yard
TIF	Tax Increment Financing
TISND	Three Islands Safe Neighborhood District
TPA	Third Party Administrator
TRIM	Truth In Millage
USDA	United States Department of Agriculture
USLA	United States Lifesaving Association
VFD	Variable Frequency Drives
VIN	Vice Intelligence and Narcotics Unit
VIP	Vehicle Impoundment Program
VIPS	Volunteers in Police Service
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network
WTP	Water Treatment Plant
YTD	Year to Date