

**ADOPTED ANNUAL BUDGET REPORT
FISCAL YEAR 2018-2019**

**HALLANDALE BEACH
FLORIDA**





CITY OF HALLANDALE BEACH, FLORIDA

ADOPTED BUDGET FISCAL YEAR 2018 – 2019



**Mayor
Keith London**



**Vice Mayor
Michele Lazarow**



**Commissioner
Mike Butler**



**Commissioner
Rich Dally**



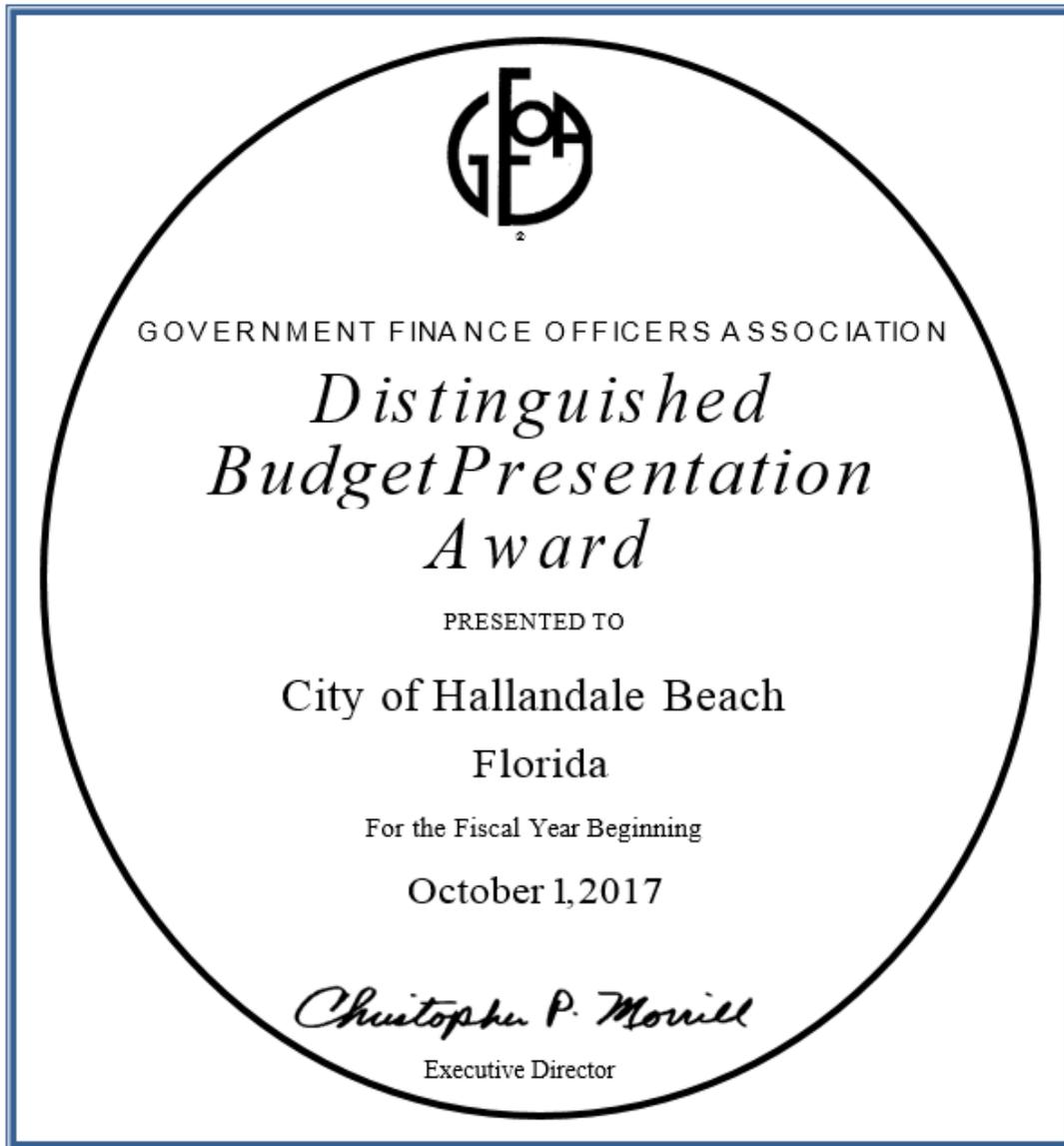
**Commissioner
Anabelle Lima-Taub**

Budget Committee

Greg Chavarria, Assistant City Manager
Jeremy Earle, Assistant City Manager
Steven Parkinson, Assistant City Manager
Marie M. Gouin, Budget Director
Diane Mogel, Senior Budget Analyst
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**Interim
City Manager
Nydia M.
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Sallaberry**



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, 2017. 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 Budget and Program Monitoring 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 31st consecutive year.



TABLE OF CONTENTS

1. Introduction.....	1-1
Purpose of the Annual Budget.....	1-1
Organization of this Book.....	1-2
Community Profile.....	1-4
Demographics.....	1-5
Present Day.....	1-6
History of Hallandale Beach.....	1-8
Statistics.....	1-10
Community Happenings.....	1-11
2. Budget Message.....	2
3. Budget-In-Brief.....	3-1
Citywide Organization Chart.....	3-1
Mission Statement.....	3-1
Budget Approach.....	3-1
Developing Strategic Priorities.....	3-2
Citizen Survey.....	3-2
Budget Workshops.....	3-3
Budget Review Process.....	3-3
Budget Calendar.....	3-4
Budget Overview.....	3-5
Position Summary.....	3-7
Revenue Analysis and Forecast.....	3-9
Where Does My Full Tax Bill Go.....	3-11
Where Does My General Fund Tax Dollar Go.....	3-12
Revenue Trends.....	3-14
General Fund.....	3-14
Special Fund.....	3-21
Enterprise Funds.....	3-23
Expenditures.....	3-27
Budget Summary – All Funds.....	3-28
Major Cost Drivers.....	3-30



TABLE OF CONTENTS

Personnel Highlights	3-30
Highlights – Capital Improvements Projects	3-31
Financial Policies	3-34
Fund Structure.....	3-36
Accounting and Budgetary Control	3-38
Fund Balance Policies.....	3-39
Revenue Policies.....	3-40
Debt Management Policies	3-40
Capital Assets Policies.....	3-43
Investment Policies	3-43
Reserves	3-44
Cost Allocation Plan	3-44
4. Strategic Plan	4
5. Fund Summaries	5-1
Fund Summary Chart.....	5-1
Change in Fund Balance	5-2
Five – Year Forecast	5-3
General Fund.....	5-5
Budget Overview	5-5
Revenue Highlights.....	5-6
Expenditures Highlights.....	5-8
Surpluses and Reserves.....	5-9
Special Revenue Funds	5-10
Budget Overview	5-10
Golden Isles Safe Neighborhood District	5-11
Three Islands Safe Neighborhood.....	5-12
Transportation Fund.....	5-12
Police Training Fund.....	5-13
Law Enforcement Trust Fund	5-14
Police Equitable Sharing Fund.....	5-14
Police/Fire Outside Services Fund.....	5-15



TABLE OF CONTENTS

Permits and Inspections Fund	5-16
Grant Fund	5-17
Debt Services Funds	5-18
Budget Overview	5-18
Debt Services Fund GO Bond.....	5-19
Debt Services Capital Fund	5-19
Capital Improvement Funds.....	5-20
Budget Overview	5-20
Parks General Obligation (GO) Bond Capital Fund.....	5-21
Capital Projects Fund.....	5-22
Enterprise Funds	5-23
Budget Overview	5-23
Cemetery Fund.....	5-24
Sanitation Fund.....	5-25
Stormwater Drainage Fund.....	5-26
Utility/Utility Impact Fee Funds.....	5-27
Internal Service Funds	5-28
Budget Overview.....	5-28
Workers' Compensation Fund.....	5-29
General Liability Fund.....	5-29
Fleet Services Fund.....	5-30
6. Departmental Summary	6-1
Operations/Accounting Structure.....	6-1
Authorized Positions.....	6-2
Staff Level Changes.....	6-13
City Commission	6-14
City Manager	6-18
City Attorney	6-21
City Clerk.....	6-23
Department of Budget and Program Monitoring.....	6-26
Department of Public Works	6-29



TABLE OF CONTENTS

Development Services Department.....	6-35
Finance Department.....	6-39
Fire Rescue Department.....	6-43
Human Resources Department	6-46
Human Services Department	6-49
Innovation Technology Department	6-53
Non-Departmental – General Fund.....	6-56
Parks and Recreation Department.....	6-57
Police Department.....	6-60
Procurement Department	6-64
7. Capital Improvement Program	7-1
Capital Improvement Program Overview	7-1
Citywide Capital Improvement Program.....	7-2
Capital Improvement Program 5-year Funding Profile	7-3
Capital Improvement Program Funding by Category.....	7-5
Capital Project Funding Status Forms	7-6
8. Appendix.....	8-1
Glossary	8-1
Abbreviations and Acronyms	8-9

City of Hallandale Beach Introduction



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 1

The FY 18/19 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, 2018 through September 30, 2019. The departmental budget sections provide goals, objectives 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 core services and outputs, new initiatives, performance measures, authorized positions, and expenditure summary.

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 City Administration to discuss highlights of the FY 18/19 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 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, Police Outside Services Fund and the Permits and Inspections Fund.
- *Debt Service Funds* - This section contains the sources to repay governmental activity debt and expenditure summary for the following funds: Parks GO bond and Capital Debt Fund.
- *Capital Improvement Funds* - This section includes the Capital Projects Fund and the 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 and the Fleet Services 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, across, 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; Innovation Technology Department; Budget and Program Monitoring 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.



Demographics

Population

2017(estimate)	39,831
2010	37,113
2000	34,282
1990	30,997
1980	36,460

(Source: U. S. Census Bureau, 2013-2017)

Social and Economic Characteristics

Racial and Ethnic Composition

White, Non-Hispanic	42.4%
Black, Non-Hispanic	19.8%
Hispanic	35.5%
Other, Non-Hispanic	2.3%

(Source: U.S. Census Bureau, 2013-2017)

Population by Age Group

1-19 Years	18.4%
20-39 Years	25%
40-59 Years	24.9%
60-79 Years	25.5%
80 Years and Older	6.3%

Median Age

45.5

(Source: U.S. Census Bureau, 2013-2017)

Median Income

\$36,072

(Source: U.S. Census Bureau, 2013-2017)

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)

Household Composition

Households (2010)	17,789
Persons per household	2.20
Homeownership rate	51.7%
Persons per square mile	8,805
Land Area (square miles)	4.22

(Source: U.S. Census Bureau, 2013-2017)

Broward County Public Schools in Hallandale Beach

Gulfstream Academy (K-8)	1,598
Hallandale Magnet High School	1,236

Highest Education Level Attained

Did not Complete High School	13.9%
Completed High School	27.7%
Some College	18.4%
Completed Associate Degree	9.6%
Completed Bachelor's Degree	18.9%
Complete Graduate Degree	11.6%

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 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 is embracing a new season – LIVE, WORK, PLAY in Hallandale Beach all year round. The City of Hallandale Beach recently achieved the Gold LEED Acknowledgment Award for the new Fire Rescue Station #7 located at 111 Foster Road. Fire Station 7 made its grand opening in June of 2018 with new public safety features such as one of the City’s Emergency Operations Center, four drive-through bays, Fire Administrative Offices, Fire Inspection offices, training space, and living quarters for Fire Rescue staff. The acknowledgment was awarded by the US Green Building Council (USGBC). LEED, or Leadership in Energy and Environmental Design, which “provides a framework to create healthy, highly efficient and cost-saving green buildings.” LEED certification is recognized globally as a mark of sustainability achievement. LEED recognized Fire Station 7’s green and sustainable design as well as construction. LEED awarded the Gold Acknowledgment based on points stemming from a list of standards that were met. There are 4 levels of achievement, with gold ranking at number two. The City of Hallandale Beach is proud to be a recipient of the LEED Gold Achievement. The City looks forward to diligently continue a path to clean and sustainable buildings and projects within the community.



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, six parks have opened, and five are scheduled to begin construction in 2018, and three others in 2018. Also, the City built a new, modern Fire Station Headquarters which was completed in June 2018.

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.

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 2018. We have 17 parks in 4.4 square miles. Also, the City continues its commitment to being green and for the 28th 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.

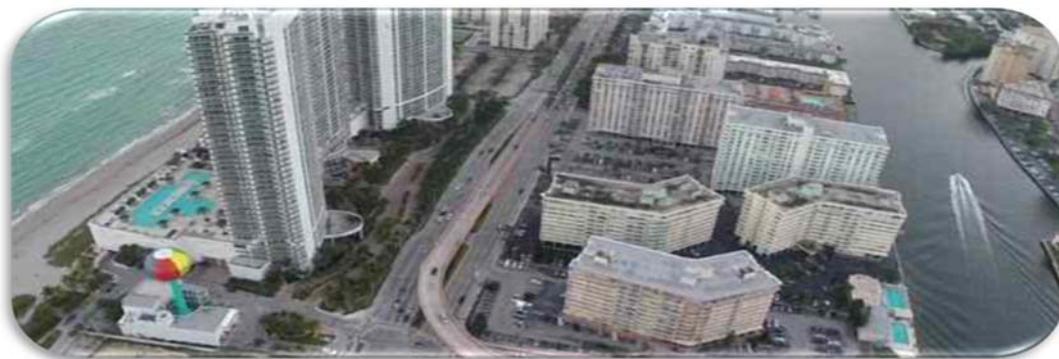


In 1947, the Town of Hallandale annexed the property from U.S. 1 east to the Ocean, except for an odd-shaped parcel on the ocean north of Hallandale Beach Boulevard. The town then re-incorporated itself as the City of Hallandale.

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

102 Full-time Sworn Police Officers
 4 Part-time Sworn Police Officers
 4 Part-time School Resource Officers
 34 Civilian Staff
 2 Part-time Civilian Staff
 46,506 annual calls for Police services
 Community Policing Programs
 Police Athletic League

Fire Department

3 Fire Stations
 4 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
 9,000+ Fire & Emergency
 Medical Incidents
 Fire Prevention & Public Educ. Programs
 3,000 Fire Safety Inspections Annually
 Emergency Management
 Community Paramedic Program

Parks & Recreation

44 Programs Offered
 57+ Acres Managed
 17 Parks
 10 Playgrounds
 2 City Beaches
 1 Aquatic Center
 14 Tennis Courts
 5 Lighted Athletics Fields
 4 Community/Cultural Centers
 2 Historical Village Properties
 1 City Marina

Principal Taxpayers/taxable value

Gulfstream Park Racing/\$228M
 Florida Power & Light Co. /\$45M
 17070 Collins Ave. Shopping Ctr. /\$40.9M
 Three Islands Assoc. Residential /\$30.8M
 Big Easy Casino /\$22M
 2500 Hallandale Beach LLC /\$20.2M
 Village at Gulfstream LLC/\$20M
 Hallandale Group Limited Partnership /\$19.3M
 Wal-Mart Stores / \$15.4M
 Diplomat Golf Course Venture LLC/\$13.2M

Principal Employers/Number of Employees

Gulfstream Park / 1000
 City of Hallandale Beach / 596
 Wal-Mart Stores / 404
 The Big Easy Casino/ 368
 School Board of Broward County / 250
 Publix Supermarket / 221
 Winn Dixie Supermarkets / 160
 Burlington Coat Factory / 108
 Diplomat Country Club / 96
 US Post Office / 73



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.



INTRODUCTION

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



- **Bluesten Park** – 501 S.E. 1st Avenue
Project consists of the redevelopment for Bluesten Park to include replacing the Community Center and swimming pool facility per the Citywide Park Master Plan.



INTRODUCTION

- **Cinemax Movie Theater** – 901 S. Federal Highway
Project consists of a 47,200 square foot Cinemax Movie Theater with 996 seats and 11 screens.



- **David Posnack Jewish School** – 412 SW 11th Street
Project consists of a 25,022 square foot school (pre-k thru 5th grade) with classrooms, administration, office, cafeteria and open play area for 288 students.



- **Gulfstream Point** – 918 South Federal Highway
A 24-story building inclusive of 297 residential units and 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.



- **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.



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



INTRODUCTION

- **Hallandale Commons** – 301-323 Foster Road
Project consists of 3 buildings with a total of 10 townhouse units in a residential area with a total of 15,994 square feet of living space.



- **Hallandale Beach K-8 Academy** – 118 SE 7th Street
Project consists of four-story 84,000 square feet school (pre-k through 8th grade) which includes an accessible rooftop, outdoor recreational area, and a three-level garage. Enrollment is approximately 1,200 students.



- **Nine Hundred** – 900 S. Federal Highway

Project consists 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.



- **Optima Office North** – 1010 S. Federal Highway
Project consists 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 consists of fifteen-story office building with 144,414 square feet of office and retail space.



- **The Element** – 804 S. Federal Highway
Demolition of existing abandoned motel and redevelopment of the site with a 19-story class “A” building with 13,021 square feet of retail on the first floor and 160,854 square feet of office space.

- **Village At Atlantic Shores** – 701 N. Federal Highway
Phase I- Project consists of a two-story commercial center. The project includes 31,144 square feet of retail and office space. Phase II- Is a two story building along North Federal Highway, a six story building along NE 8th Street, and one story building along NE 7th Street, with a total of 37,684 square foot commercial center for small retail businesses, restaurants and office use along with associated parking and landscaping.



- **Village at Bluesten Park** – 215 S.E. 5th Street
Project consists of a three-story apartment building with 15 units per floor for total of 45 units.



City of Hallandale Beach Budget Message



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 2



October 1, 2018

Honorable Mayor and Members of the City Commission:

Introduction:

The FY 18/19 Budget reflected the community's priorities and values through funding of services, programs and projects that support the quality of life for stakeholders of the City of Hallandale Beach. While balancing the budgeted, various challenges of prioritization were met, the City Commission provided a direction to support the programs that are offered during the current fiscal year. The budget process evolves from State of Florida requirements such as Truth in Millage (TRIM) procedures for adoption of the millage rate in the General Fund to allow notices to taxpayers about proposed rates of taxation. Challenges in preparing the budget include the manner in which local government is constrained to millage caps, conditions of expanding valuation limits, projections provided by the Broward County Property Appraiser, legislation and the Florida Constitution. These constraints are specific inputs to the budget development process which staff must observe while preparing the budget.

The City's budget also factors competing equities. For example, a significant percentage of our taxpayers are of modest income and a few hundred dollars of additional property tax or fees for service directly impacts their quality of life. On the other hand, critical needed programs support, such as those available at the Hepburn Center, may be the only opportunity that some have to enjoy an enriched life. After-school programs, offered by the City, have been deemed necessary to allow parents to work a full day or to work at all. This does not mean that the programs should be allowed to operate inefficiently or that the City should subsidize non-Hallandale Beach residents. It simply means that these programs are critically important to a large segment of our community.

There are also necessities of life that make part of the multi-variate equation. The Hallandale Beach Police Department have been successful at moving forward with efficiency and solving many inherited challenges, which substantive resources. The Fire/EMS/Ocean Rescue Department released an updated version of their Comprehensive Emergency Operations Plan (CEOP). Water/Sewer/Storm Drainage and Transportation City services continue to support infrastructure needs, regulations and become more resilient. Without these services we would not have a functioning community in which the rule of law is maintained, and people are helped and protected in times of man-made or natural disaster.

A modern full-service government cannot flourish, and a community cannot survive long-term without certain quality of life programs. The Parks and Recreation programs and infrastructure we are building, using the General Obligation (GO) Parks Bond program, will provide a second to none opportunity for Hallandale Beach to excel on a national scale. The FY 18/19 Budget includes the cost to operate the new facilities, keep them in first rate condition and fund the voter approved debt service cost.

Also included in the quality of life group of functions is the Development Services Department which manages the future growth of our community as well as the Code Compliance Division, which keeps the private built environment in good condition. Establishing programs for sustainability, resiliency, mobility and guiding growth are an element of this important function.

The Innovation Technology Department has evolved to be the vehicle to communicate with our citizens, visitors and businesses through the magic of social media. To keep adding to our contact with citizens is critically important and requires financial commitment.

All of these programs require support from the City Manager, City Attorney, City Clerk, Finance, Human Resources, Budget and Program Monitoring, Procurement, Grants Office and Risk Management functions.

There are also historic factors which impact the budget development process. Beginning in FY 12/13 budgets were developed with deficit spending supported by the depletion of reserves. These deficits depleted reserves in all funds by nearly \$31 million. The FY 18/19 Budget was prepared with the goal of ending deficit spending. Many of the solutions that were necessary to budget the goal of ending deficit spending were one-time solutions such as selling the Ansin Storage Facility, increasing solid waste rates to generate \$1.5 million in surplus to be transferred to the General Fund, leasing the body worn cameras/license plate recognition cameras/surveillance cameras rather than outright purchase, re-appropriating these dollars from the previous fiscal year and leasing the equipment necessary to comply with Broward County's update of the 911 system. While these strategies help cash flow in a given fiscal year, the costs are spread out over time and require budget allocations for multiple future fiscal years. However, during the FY 17/18 second budget workshop it was determined by the City Commission to utilize \$500,000 from the General Fund Balance Reserve to further mitigate the health insurance high deductible transition for the employees, which continued in the FY 18/19 Budget. The City also absorbed the increased cost in health insurance, rather than passing it on to the employees.

The unforeseen circumstances such as Hurricane Irma costs which will not be recovered until FY 18/19 at best, the opioid crisis and a special election which add to costs must all be funded. Federal Emergency Management Agency (FEMA) and the State of Florida reimbursement processes are extremely detailed and very slow. The non-reimbursable cost for Irma could be \$500,000 which can only be funded with reserves and the minimum year-long cycle to obtain reimbursement was considered during the FY 18/19 budget development process.

To further complicate the budget process, is consideration of the needs/wants of various constituency groups. Each member of the City Commission expressed publicly or in discussion with the City Manager programs that are important. Sensitivity to our employees and the burden of health/drug insurance costs is a key issue as well as the requirement to meet at the bargaining table because our three union contracts expired September 30, 2018.

The recent reform of our advisory board processes required greater staff support. Transparency initiatives like the monthly agenda reports on project status, monthly report on budget to actual, grant quarterly status report, in-depth analysis of many subjects requested by the City Commission, initiatives like five impact fee studies, two payment in lieu (PILOT) studies, the water/sewer/storm drainage rate study necessitated by the technical default of our bank loans, a loan to the

Transportation Fund from the Utility Fund which needs to be repaid, complex processes to recruit and retain the best employees possible in a very tight labor market, the issue of a sustainable police/fire pension weigh heavily on the FY 18/19 and future budgets.

The need to implement the recently adopted Sustainability Action Plan (SAP), with investment capital, will need to continue moving forward. The various impact fees and Payment-in-Lieu (PILOT) ordinances with focus on affordable housing and open space are key factors in the budget process. This last factor is based on income created through the Development Agreements that should be renegotiated or new Development Agreements that will be negotiated during FY 18/19. Conservatively, this challenge represents more than \$3 billion in construction including Gulfstream, Mardi Gras (The Big Easy Casino), Diplomat, Chateau and others. Without these projects being done well, a landlocked City cannot meet all the needs and wants described above. Further, the extensive and lengthy period that has been allowed for these projects to languish continues to keep our tax roll from growing at a pace which compares to other nearby cities or which provides additional financial resources other than ad valorem taxes.

Reform of the Community Benefit Program (CBP) and the related reform of the Community Partnership Grants (CPG) also impacts the budget. In the case of the CBP and the Human Services Department programs, the adopted plan replaces ad valorem tax funding with CBP revenues over a three-year period, which is not sustainable and will need to be revisited during the FY 19/20 Budget.

How the Budget is Developed:

Budget development is an ongoing process. From the day that the City Commission gives final approval, to the budget to the day that the next year cycle begins, to the day the proposed budget is presented to the City Commission to set the millage, to various budget workshops prior to the two required public hearings, the process is continuous.

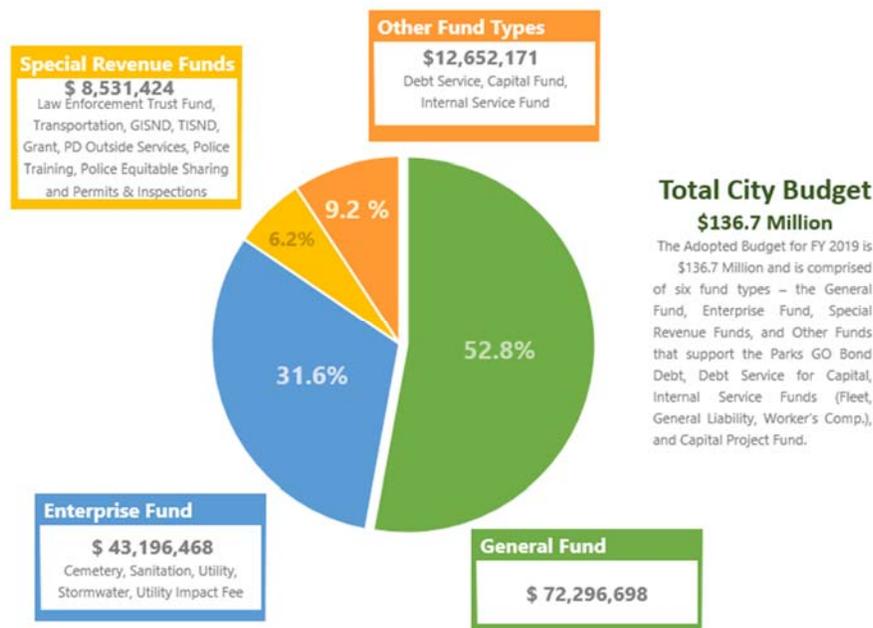
The official kickoff for the FY 18/19 Proposed Budget was held on February 9, 2018. The direction from the City Manager was clear. Prepare a “steady state” budget which means do the same or more as in FY 17/18 without asking for any additional allocation. Removed from this equation were costs over which the Department Directors had no control. For example, increases in wage rates and fringe benefit costs that required funding were not included in the steady state calculation. Simply stated, the Department Directors held the line, and, in many cases, more is being done with the same allocation adjusted for unavoidable costs. Where allocations are up over the previous fiscal year, the reason may be a reorganization or costs beyond the department’s control like actuarial calculated pension costs, increases in medical insurance or legal settlements.

Meetings were held during two weeks in April with the departments, Assistant City Managers, the City Manager and the budget staff. Suffice it to say that every line item of cost was scrubbed in detail and every revenue was reviewed to ensure that non-Hallandale Beach residents were charged appropriately and that the revenues were market comparable to other nearby jurisdictions. All in all, more than 23,290 line items of expense were reviewed as well as more than 595 line items of revenues.

It's also important to note that the entire City budget is comprised of 23 different funds. The largest are the General Fund and the Utility Fund. For purposes of this budget message, we will focus on the General Fund, Transportation Fund, Stormwater Fund, Sanitation Fund, Utility Fund, General Liability Self-Insurance Fund, Workers' Compensation Fund, Fleet Services Fund, Debt Service Funds and the Golden Isles and Three Islands Safe Neighborhood Districts. Together these funds, not including the Hallandale Beach Community Redevelopment Agency (HBCRA), comprise 93 percent of the total FY 18/19 Operating Budget. The HBCRA non-funding of the Code Compliance Interlocal Agreement (ILA) also requires specific action in the budget adoption process. Further, the millage increase discussed below will have implications for the HBCRA and other jurisdiction shares.

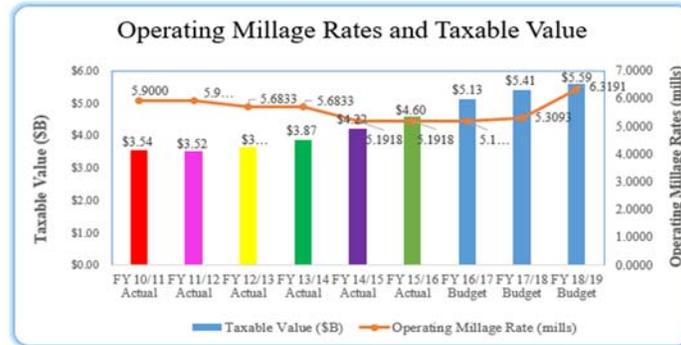
FY 18/19 Budget, Millage Rates and Budget Impacts:

The FY 18/19 Recommended Base Budget reflects an operating budget of \$129,457,686. This amount represents a 6.6% increase over the previous year's budget. When adding the capital projects and adjusting for internal service fund transfers, the total FY 18/19 Budget is \$136,676,761. In fact, the capital projects budget will increase substantially based on the mobility projects being proposed.

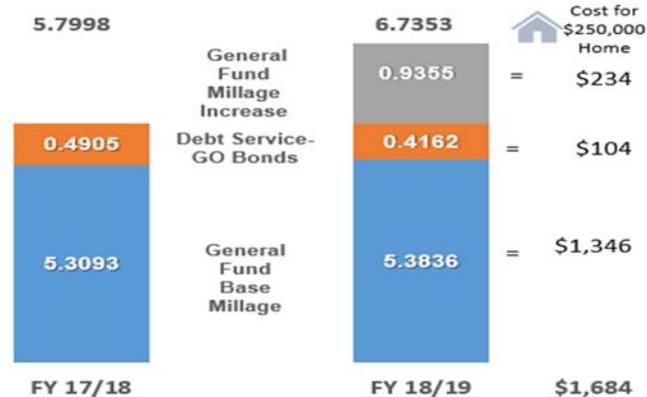


The required General Fund millage rate is a function of the total revenue needed that cannot be provided with fees, charges, grants, transfer payments, interfund transfers and reserves, if necessary. The value of a mill is defined as the net valuation of the City after adjustment for exemptions, transfers to the HBCRA under tax increment financing (TIF) and a tax collection rate of 97 percent. Valuation reductions on appeal approved by the Broward County Property Appraiser (BCPA) must also be considered.

The value of one mill for FY 18/19 for the General Fund is \$5,593,746 based on the July 1, 2018 certified number from the Broward County Property Appraiser. The Certified Taxable Value increased 4.12% from the prior year, from \$5,372,158,120 to \$5,593,746,394. The City is second from the bottom in percent change in taxable value in Broward County.



The FY 18/19 base millage for the General Fund is 5.3836 mills which compares to 5.3093 mills for FY 17/18, an increase of .0743 mills. This is made possible for a second year by utilizing interest earned in the GO Debt Service Fund in the amount of \$849,555 or the equivalent of .0743 mills. With this reduction, the new debt millage is .4162. This interest was earned because the entire GO bond proceeds were generated in FY 15/16 prior to the projects being ready to be built. This caused investment interest to accrue but it also caused interest on the debt to be paid. The following chart provides the comparison:

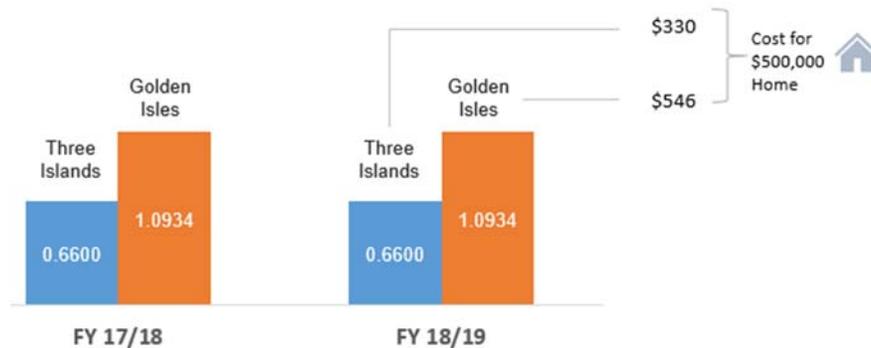


This will be the last fiscal year that GO Debt Service interest earnings will be available as the accelerated GO Bond implementation program is well under way and funds which should have been borrowed in tranches were borrowed fully in advance and are now being drawn down at a rapid pace as most of the projects will be completed or nearing completion in FY 18/19 or early FY 19/20.

In addition to the base necessity millage proposed above, .9355 mill increase was added to the base millage; making the General Fund operating millage 6.3191. The chart below are the items being funded with the additional millage increase:

GENERAL FUND USE OF TAX INCREASE		
EXPENSES	AMOUNTS	MILLS
● CRA TIF Payment	\$ 951,555	0.1754
● Reserve for increased medical insurance costs (General Fund)	\$ 491,295	0.0905
● Reserve for negotiated union contracts COLA (General Fund)	\$ 635,732	0.1172
● Support for \$20,000 Pet Friendly Grant	\$ 10,000	0.0018
● Transfer to balance the Transportation Fund	\$ 300,000	0.0553
● Pension Extra Cost*	\$ 1,517,207	0.2796
● Health Reimbursement Account - to continue FY 17/18 City Contribution	\$ 600,000	0.1106
● HBCRA will not fund Code Enforcement in FY 18/19	\$ 334,288	0.0616
● First year lease-purchase payment for surveillance camera replacement	\$ 50,000	0.0092
● Radio Replacement Project first year of lease-purchase payment	\$ 135,885	0.0250
● Audit on Human Services and Parks and Recreation Programs	\$ 50,000	0.0092
TOTAL	\$ 5,075,962	0.9355
* Only partial funding from the millage increase \$533,274		

Besides the operating and the GO Bond millages, the City also has two safe neighborhood districts. Only the residents that live within these districts pay the taxes.



Covenant to Budget and Appropriate Loan for Mobility Projects:

The City Commission has made it abundantly clear that mobility solutions are of the highest priority. In further discussion of short-term completion of highly visible projects that can be completed in one to two years, it is clear that rapid implementation is the goal. A \$13.2 million two-year mobility loan with a seven-year repayment was approved.

The following projects are to be financed with a “covenant to budget and appropriate” loan.



BUDGET MESSAGE

<u>FY 18/19 MOBILITY PROJECTS</u>	<u>AMOUNT</u>
● Build Diana Drive from SE 26th Avenue to Golden Isles Drive	\$ 1,200,000
● Build NW Third Street from NW 6th Avenue to NW 8th Avenue	\$ 1,500,000
● Build SW 4th Street from SW 3rd Avenue to SW 4th Avenue	\$ 500,000
● Build a roundabout at SW Third Street and SW 6th Avenue	\$ 500,000
● Complete design process for Atlantic Shores from Diplomat Parkway to Federal Highway	Already Funded
● Upgrade intersection of SW Third Street near library at US 1 to allow right turn only lane and rebuild Old Federal Highway	\$ 750,000
● Install 2,500 feet of sidewalks Citywide	\$ 250,000
● Upgrade arterial median landscape Citywide	\$ 250,000
● Reduce headways (waiting time) for City mini-bus (depends on 1¢ gas tax)*	\$ 500,000
● Design Phase 2 of Diana Drive project from Golden Isles Drive to SE 14th Avenue	\$ 750,000
● Citywide street repaving	\$ 750,000
● Additional street lights Citywide	\$ 250,000
TOTAL	\$ 7,200,000
* Range from \$0 to \$500,000	

<u>FY 19/20 MOBILITY PROJECTS</u>	<u>AMOUNT</u>
● Build Atlantic Shores from Diplomat Parkway to Federal Highway, net of \$3.5 million Diplomat contribution	\$ 2,000,000
● Build Phase 2A of Diana Drive project from Golden Isles Drive to Layne Blvd.	\$ 1,500,000
● Design Phase 3 of Diana Drive Second Street project from SE 14th Avenue to US 1	Paid by Oasis
● Install an additional 2,500 feet of sidewalks	\$ 250,000
● Additional street lights	\$ 250,000
● Citywide street repaving	\$ 1,000,000
● Develop new street sign graphics program and expand way-finding program Citywide	\$ 250,000
● Pedestrian refuge on major roads Citywide	\$ 250,000
● Rehabilitate decorative crosswalks Citywide	\$ 500,000
TOTAL	\$ 6,000,000

The projects would be funded with a \$13,200,000 loan (final amount to be determined during the fiscal year) that is repaid with a covenant to budget and appropriate which means that non-advolorem revenues in the General Fund would be pledged to repay the principal and interest over the life of the debt. The City Commission would agree (the covenant) to budget and appropriate the necessary funds each fiscal year. There is no collateral of any type for this financing. In future, years, the growth in the value of a mill given the private projects in the pipeline should cover the needed funds. The detailed analysis to validate this statement will be done at no cost by the City's financial advisor and the legal work will be done by the City's bond counsel. The process to obtain the funds is a competition by multiple banks which are in the market to place such investments in smaller amounts than traditional bond issues which have much greater debt issuance costs. This type of financing was used for the Series 2016 Capital Improvement Refunding Revenue Bonds

in the amount of \$21,720,000. It is imperative that the City Commission reach a determination on the timing of the loan as interest rates are rising rapidly as are the inflationary costs of building the projects.

Conclusion:

This FY 18/19 Adopted Budget very aggressively closes out some inherited financial issues and sets the stage for solving several issues. Also note, as soon as the new fiscal year begins staff and the City Commission will need to address on options to cover previous one-time revenues that were used to balance the budget, in order to not start the FY 19/20 Budget with a deficit.

Following this budget message, a section defining the major changes in the FY 18/19 Adopted Budget is included. Each segment of the book provides detail on the significant changes for the major funds that will help to understand the key policy matters that the City Commission addressed during their multiple budget workshops and eventually the adoption of the budget.

Please join me in thanking Budget and Program Monitoring staff and all City Departments for their dedication and long hours in preparing the budget. We all look forward to a productive and an invigorating local economy this fiscal year.

Sincerely,

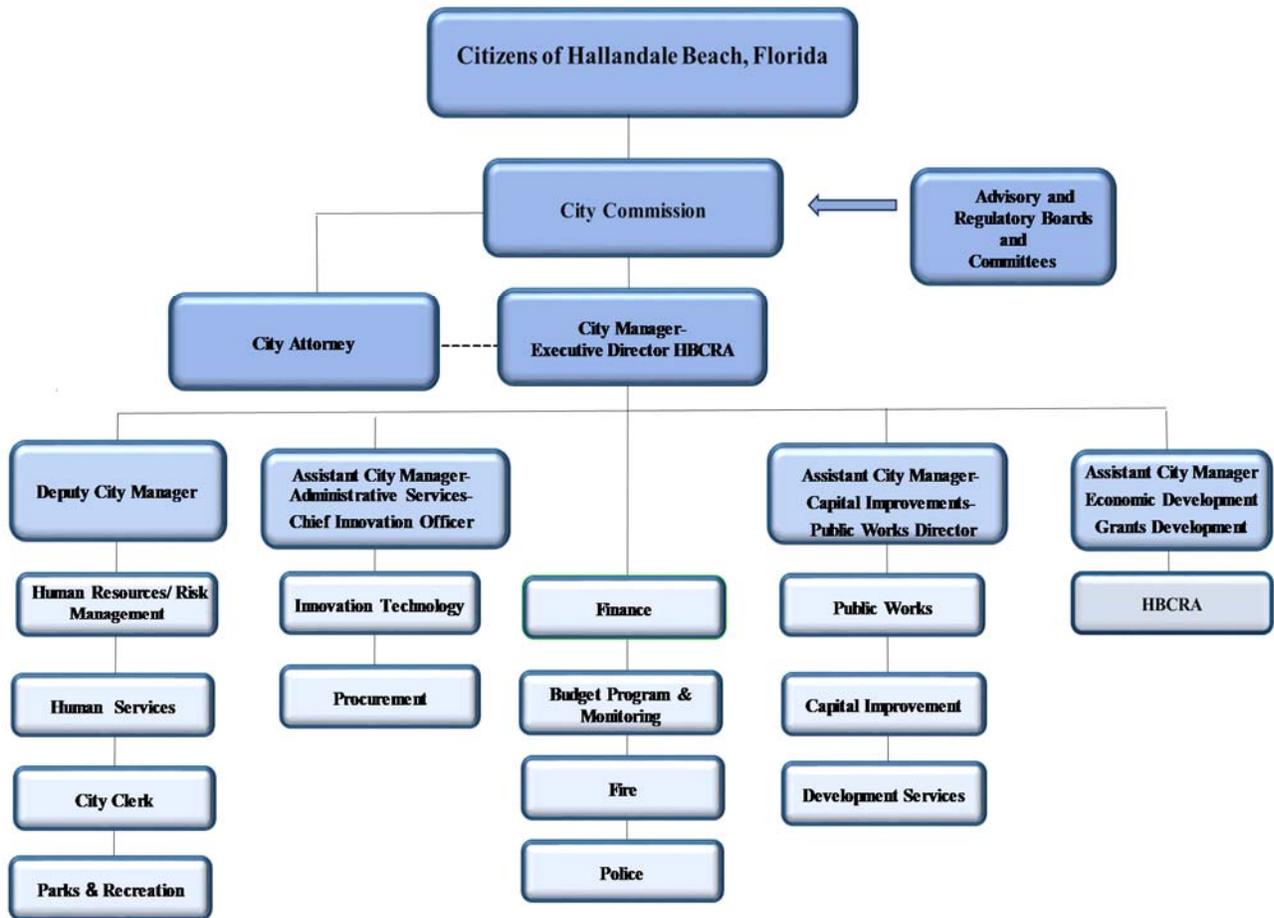
City Administration

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 future needs through continued communication.

Budget Approach

The City of Hallandale Beach FY 18/19 Budget utilizes the principles of Performance/Zero-Based Budgeting. A Performance-Based budget not only allows for more informed decision making, it also makes government more transparent to citizens. Zero-Based budgeting moves us away from incremental budgeting; instead of last year’s budget being the starting point, zero becomes the starting point. All expenses are justified and analyzed regardless of whether the budget is higher or lower than the previous year. Performance/Zero-Based Budgeting enables the City Commission to engage in policy discussions and encourages questions such as:

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

Developing Strategic Priorities

The Hallandale Beach Strategy represents the City's Operational Plan for FY 16/17 – FY 18/19. The Operational Plan serves as an update to the City's FY 13/14 – FY 15/16 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

Some of the priorities and goals are no longer the focus or the direction of the City. A new strategic planning process is underway and will be completed during FY 19/20.

Citizen Survey

Since 2011 the City has conducted an annual survey. Each year, the City alternates the survey's distribution between the residents and the business community. The last survey administered was the residents survey in February and March of 2017. The survey was administered as part of the City's on-going efforts to assess citizen satisfaction with the quality of City services and establish priorities for the community. This was the fourth citizen survey, with previous surveys completed in 2011, 2013 and 2015. The business surveys were done in 2012, 2014 and 2016. The surveys provide trend information, which measures success over time as well as verifying priorities. The 2017 resident survey was mailed to 4,500 residents and was administered by mail, phone and online to a random sample of 621 households, resulting in a 95% level of confidence with a precision of at least +/-3.9%. During the FY 18/19 an online survey will be done. Our social media processes will be used to ensure maximum participation.

Based on previous results of the survey, residents want the most emphasis on improving: the flow of traffic in the City. That is why the FY 18/19 Budget includes a covenant to budget and appropriate \$13,200,000 program of rapid development traffic related projects. Our tax payers want the traffic problem to be improved with short term "doable" projects.

Budget Workshops

The City held the first Budget Workshop with the City Commission on April 16, 2018 to discuss the challenges in the FY 18/19 Proposed Budget and a preliminary look at the financial status of the General Fund and some other major operational funds. Discussion entailed recommendations to raise revenues through rate and fee increases, expenditure adjustments, collective bargaining, funding mobility/capital road projects and reserve policy.

At the second Budget Workshop with the City Commission on June 29, 2018, the City Commission set the proposed millage rate to be transmitted to the Broward County Property Appraiser (BCPA). The proposed combined millage rate for FY 18/19 consists of the operating millage rate of 6.3191 mills and the Parks General Obligation (GO) Bond debt service millage rate of .4162 mill.

A third Budget Workshop with the City Commission was held on August 13, 2018 to discuss the City Manager’s Recommended Budget and any changes since the June 29, 2018 Budget Workshop.

A fourth Budget Workshop with the City Commission was held on August 27, 2018 to discuss changes made since the August 13, 2018 Budget Workshop. Also, options/strategies were discussed how to balance and finalize the FY 18/19 Recommended Budget to present for adoption during the September 12 and September 24, 2018 Public Hearings.

The Budget Review Process

The budget process begins in February with the Budget kickoff and distribution of the budget guidelines and budget request forms to all departments. All departments are responsible for compiling budget requests, which are then reviewed and adjusted by the City Manager and the Budget Committee during a series of meetings. The Budget Committee is comprised of members of the City Manager’s Office and the Budget and Program Monitoring Department.

The operations of the City were reviewed to ensure that the highest level of efficiency was being met. Specific actions, programs, capital purchases, staffing requirements and funding levels were developed.

The City Commission adopted a preliminary millage rate on June 29, 2018 for use on the Notice of Proposed Taxes (TRIM Notice) that were mailed to all property owners in August by the BCPA. In accordance with Florida Statutes, a 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 first-class mail. This would be a very expensive process.



Budget Calendar

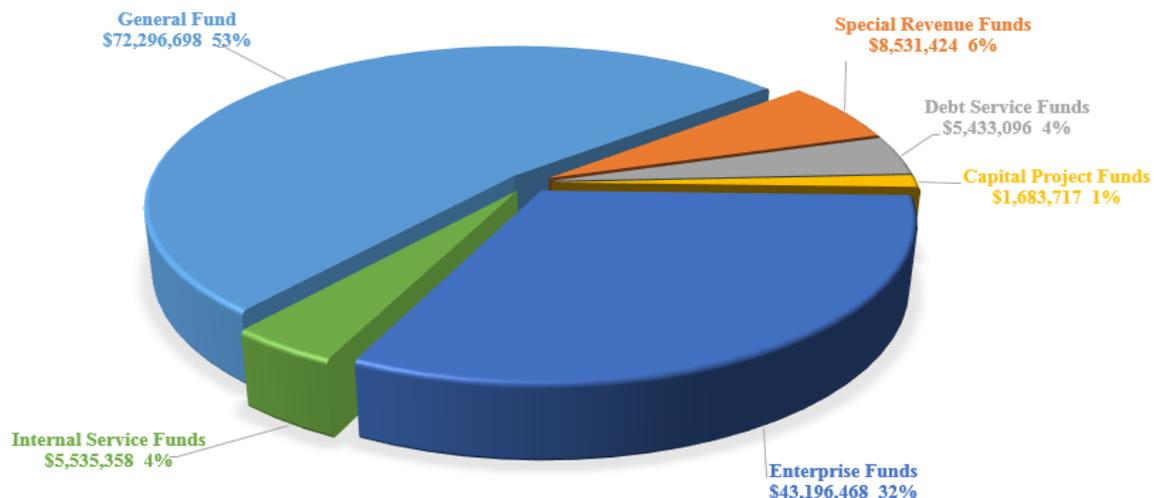
DATE	RESPONSIBILITY	ACTION REQUESTED
February 9, 2018	City Manager, Budget Staff	Budget kick-off meeting held, and City Manager provides overall guidance to Department Directors in how to prepare the FY 18/19 budget requests
February-March 2018	Department Heads	Departments formulate their staffing, revenue, capital, and operating budget requests.
April 11, 2018 - April 20, 2018	City Manager, Budget Staff, Department Heads	Initial review of Department budget requests.
April 16, 2018	City Commission, City Manager, Budget Staff	First Budget Workshop to discuss each major operating fund
April 18, 2018	City Commission	City Mid-Year Budget Amendment
June 1, 2018	Broward County Property Appraiser	2018 Estimate of Taxable Value is due to COHB
June 29, 2018	City Commission	Second Budget Workshop Proposed Millage Rates for the General Fund, GO Bond and the Safe Neighborhood Districts are set
July 1, 2018	Broward County Property Appraiser	Certification of Taxable Value is finalized
August 3, 2018	Budget Department	Notify the Property Appraiser of Proposed Millage Rates (DR420's are due to the BCPA).
August 13, 2018	City Commission, City Manager, Budget Staff	Third Budget Workshop to discuss changes since the June 29 th Budget Workshop.
August 15, 2018	City Commission, City Manager, Budget Staff	Presentation of Draft Utility System Rates and Impact Fee Study for Water and Wastewater
August 27, 2018	City Commission, City Manager, Budget Staff	Fourth Budget Workshop to discuss options/strategies to balance the FY 18/19 Recommended Budget
September 12, 2018	City Commission, City Manager, Budget Staff	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate
September 24, 2018	City Commission, City Manager, Budget Staff	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate.
October 1, 2018	Budget Department	Implementation of the Adopted FY 18/19 Budget

Citywide FY 18/19 Budget Overview

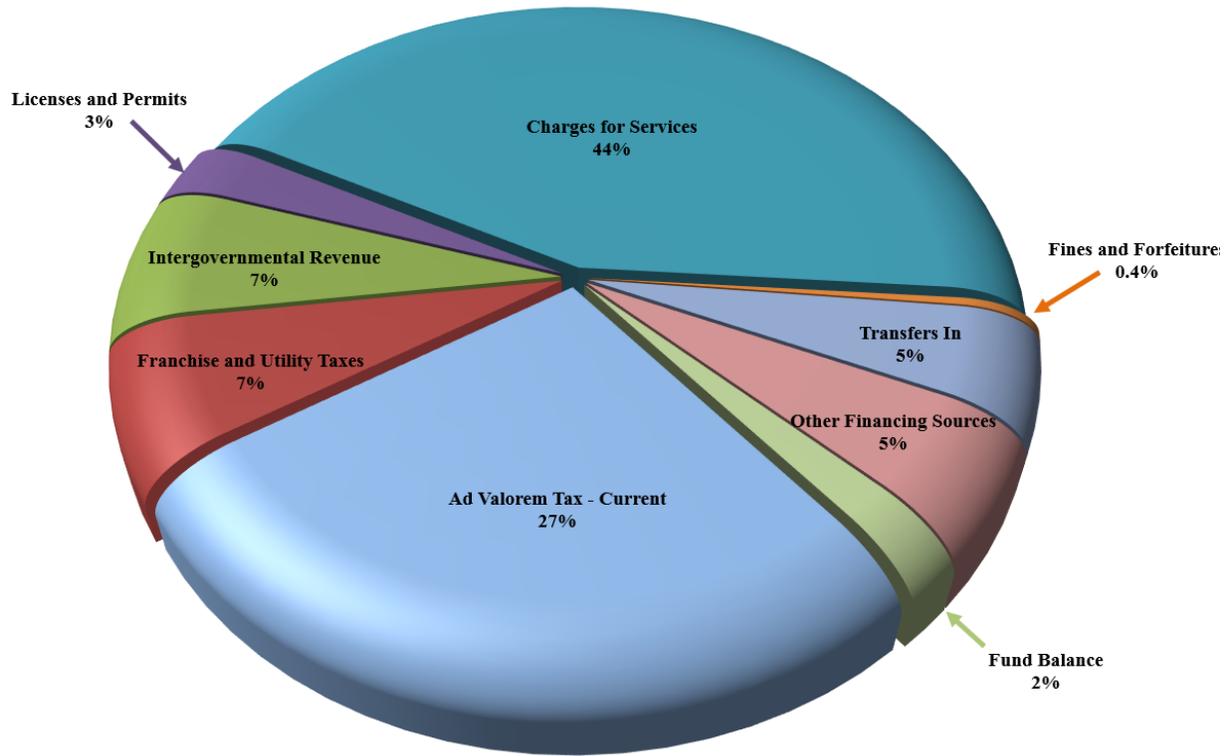
The FY 18/19 Budget is a numerical reflection of this fiscal year's (City's fiscal year runs from October 1 – September 30 each year) resources necessary to implement policies established by the City Commission. By allocating resources in alignment with the City Commission's priorities, this budget will successfully meet the challenges we have before us and set the stage for continued fiscal responsibility in the future.

BUDGET SUMMARY OF FINANCIAL SOURCES AND USES FY 18/19 ADOPTED BUDGET									
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	\$34,287,020	\$ -	\$ 348,770	\$ 437,930	\$2,258,274	\$ -	\$ -	\$ -	\$ 37,331,994
Charges for Services	17,343,150	2,238,108	-	-	-	-	36,277,340	3,664,756	59,523,354
Fines and Forfeitures	522,500	17,500	-	-	-	-	-	-	540,000
Franchise and Utility Taxes	8,968,970	38,750	-	-	-	-	227,344	-	9,235,064
Intergovernmental Revenue	4,157,485	1,623,852	-	-	-	-	3,600,000	-	9,381,337
Licenses and Permits	740,600	2,969,470	-	-	-	-	50,000	-	3,760,070
Other Financing Sources	3,294,129	171,336	-	-	-	192,250	3,041,784	41,543	6,741,042
Transfers In	2,157,409	300,000	-	-	3,174,822	-	-	1,829,059	7,461,290
Fund Balances/Reserves/Net Assets	825,435	385,708	-	-	-	1,491,467	-	-	2,702,610
TOTAL FINANCIAL SOURCES	\$72,296,698	\$ 7,744,724	\$ 348,770	\$ 437,930	\$5,433,096	\$ 1,683,717	\$43,196,468	\$ 5,535,358	\$ 136,676,761
FINANCIAL USES									
General Governmental Services	\$12,687,178	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,364,800	\$ 15,051,978
Public Safety	39,993,805	5,081,697	345,748	304,274	-	-	-	-	45,725,524
Physical Environment	2,133,719	-	-	-	-	-	38,626,120	-	40,759,839
Transportation	-	1,980,573	-	-	-	-	-	-	1,980,573
Human Services	1,386,660	410,568	-	-	-	-	-	-	1,797,228
Culture & Recreation	4,702,544	-	-	-	-	715,602	-	-	5,418,146
Debt Service	-	-	-	-	5,409,794	-	730,911	-	6,140,705
Other Financing Uses	-	-	-	-	-	-	-	1,886,012	1,886,012
Transfers Out	9,993,136	188,488	-	-	-	874,034	1,766,277	28,530	12,850,465
Fund Balances/Reserves/Net Assets	1,399,656	83,398	3,022	133,656	23,302	94,081	2,073,160	1,256,016	5,066,291
TOTAL FINANCIAL USES	\$72,296,698	\$7,744,724	\$348,770	\$437,930	\$5,433,096	\$1,683,717	\$43,196,468	\$5,535,358	\$ 136,676,761

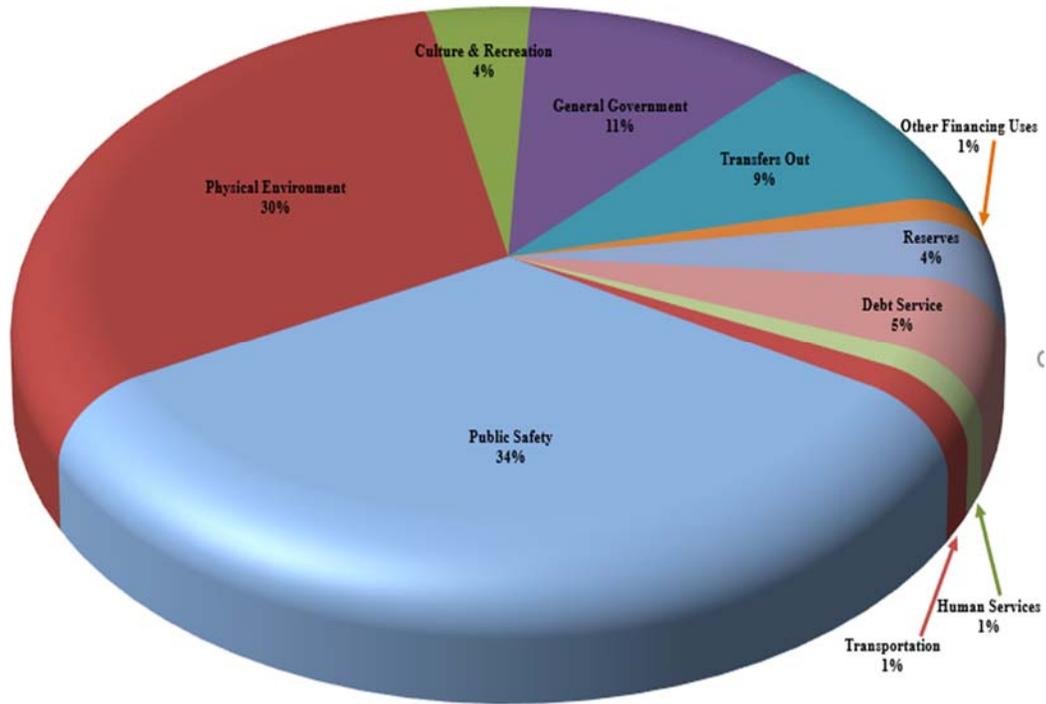
FY 18/19 SUMMARY BY FUND TYPES



FY 18/19 ALL FUNDS REVENUES



FY 18/19 EXPENSES BY FUNCTION



Position Summary

The table below depicts the authorized number of positions including part-time by Fund and Department:

Department	FY 17/18 Positions	FY 17/18 FTE's*	FY 18/19 Positions	FY 18/19 FTE's
GENERAL FUND:				
CITY COMMISSION	5	5	5	5
CITY MANAGER'S OFFICE	8	7.74	9	9
BUDGET & PROGRAM MONITORING	3	3	4	4
PROCUREMENT DEPARTMENT	5	5	5	5
CITY ATTORNEY'S OFFICE	5	5	5	5
FINANCE DEPARTMENT	20	19.25	21	20.25
INNOVATION TECHNOLOGY DEPARTMENT	7	7	7	7
HUMAN RESOURCES DEPARTMENT	7	5.82	7	6.13
OFFICE OF THE CITY CLERK	3	3	3	3
POLICE DEPARTMENT**	147	142.62	146	143.13
FIRE RESCUE DEPARTMENT	93	90.69	92	90.13
DEPARTMENT OF PUBLIC WORKS (DPW)	24	21.75	27	25.13
DEVELOPMENT SERVICES DEPARTMENT	31	30.5	18	18
HUMAN SERVICES DEPARTMENT***	42	22.27	42	21.9
PARKS & RECREATION DEPARTMENT	86	63.9	87	63.50
TRANSPORTATION FUND-(DPW)	10	10	10	10
SANITATION FUND-(DPW)	22	20	21	19.88
CEMETERY FUND-(DPW)	3	2.25	3	2.25
STORMWATER DRAINAGE FUND-(DPW)	8	7.63	8	7.63
PERMITS AND INSPECTIONS FUND	0	0	14	14
UTILITY FUND-(DPW)	51	50.25	50	49.25
FLEET SERVICES FUND-(DPW)	9	9	10	10
RISK MANAGEMENT FUND	2	2	2	2
CAPITAL PROJECTS FUND-(DPW)	5	5	0	0
Total	596	538.67	596	541.18

* Full Time Equivalent (FTE's)

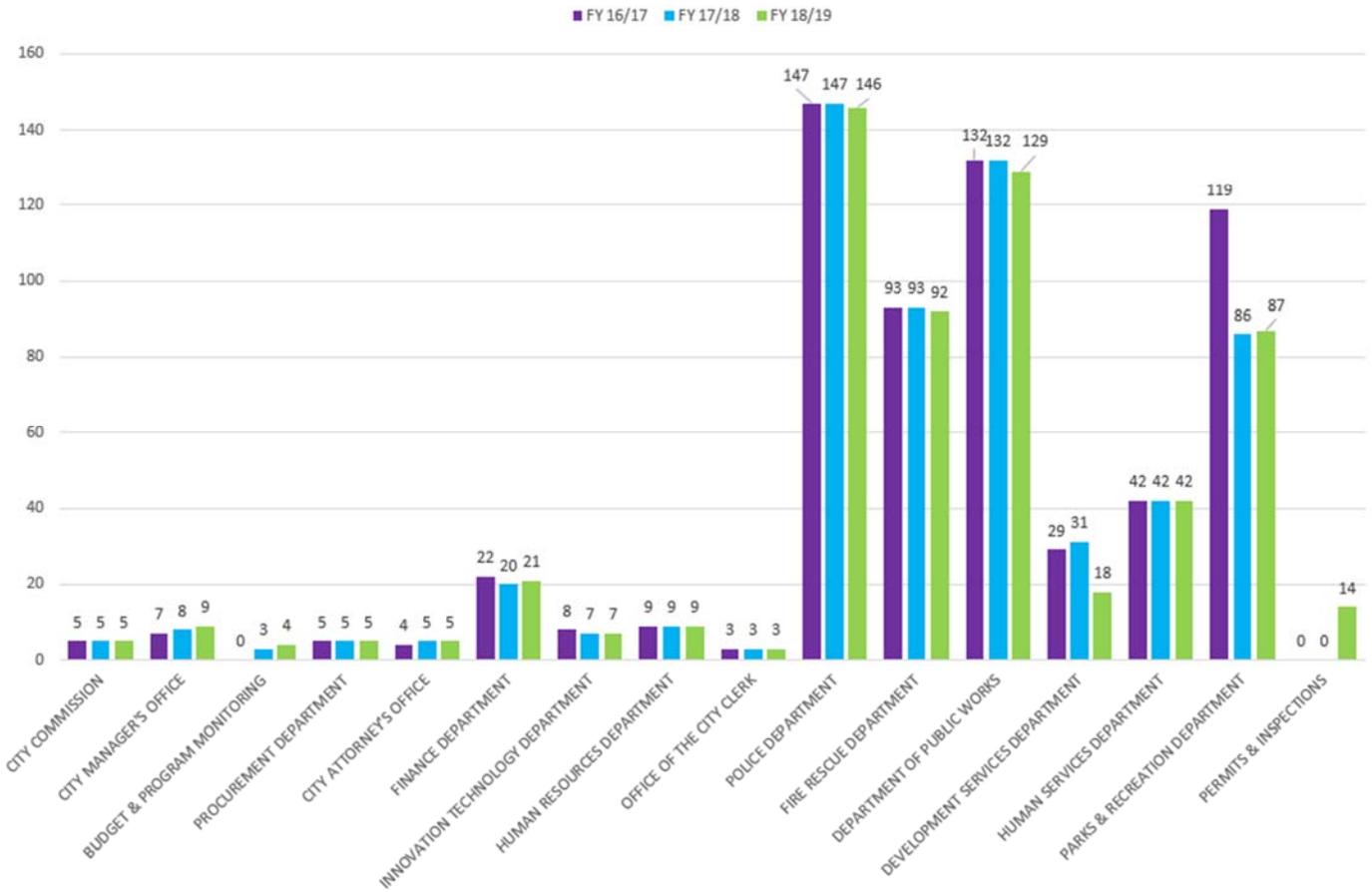
Note: The following are Grant Funded positions

** School Resource Officers (SRO)- Police - Funded by School Board of Broward County (SBBC) (FTE-3)

*** Grant Funded- Human Services (FTE 9.75)

Note: Outsourced positions are not included in this chart

Staffing Trend - Positions

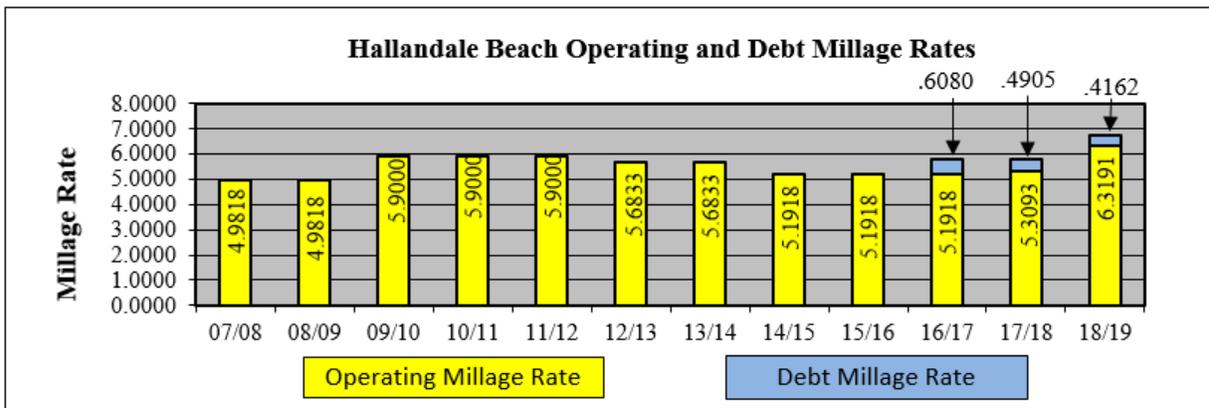


Note: The numbers in the chart are not adjusted by FTE



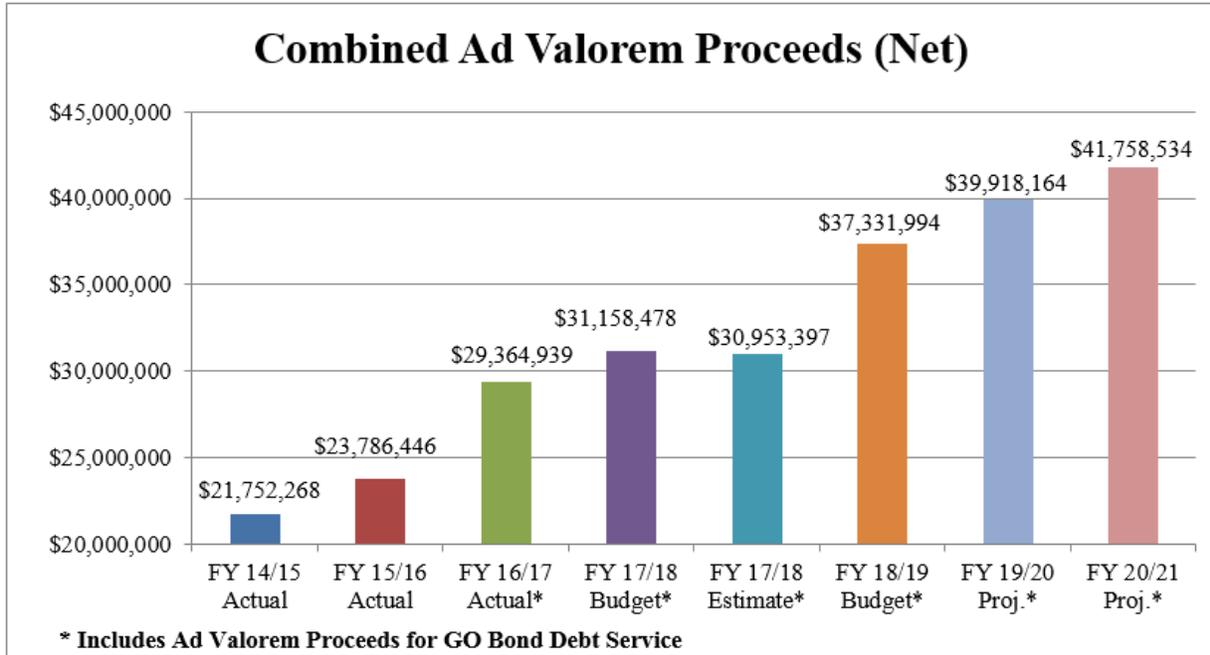
Revenue Analysis and Forecasting

The City’s budget is funded through multiple sources of revenues, such as taxes, fees, charges for service, grants, fines, etc. One of the major sources of revenue is property tax, also known as ad valorem taxes, which is a locally levied tax imposed on property based on assessed values. The citywide operating millage for the FY 18/19 Budget is based on 6.3191 mills, which mean \$6.3191 per thousand of valuation net of various deductions. The FY 18/19 Budget also includes debt service for the General Obligation Bonds approved by the voters. The full proceeds of the bond were issued in June 2016 with the related debt millage of .4162 for the third-year repayment of the debt. FY 18/19 will be the last year that interest income earned on fund balance in the GO Bond Fund will be able to reduce the debt service millage and offset the General Fund millage rate. The combined operating and debt millage rate in the FY 18/19 Budget is 6.7353 (6.3191 for operating and .4162 for debt), which is an increase in millage of .9355 mills from FY 17/18. The City’s operating millage rate is 1.0098 mills higher than the FY 17/18 millage rate of 5.3093, which is offset by a decrease of .0743 mill in the GO Bond millage rate. At the current millage rate of 6.7353, the City of Hallandale Beach has the 21th lowest millage rate in the County, based on the 32 municipalities countywide.

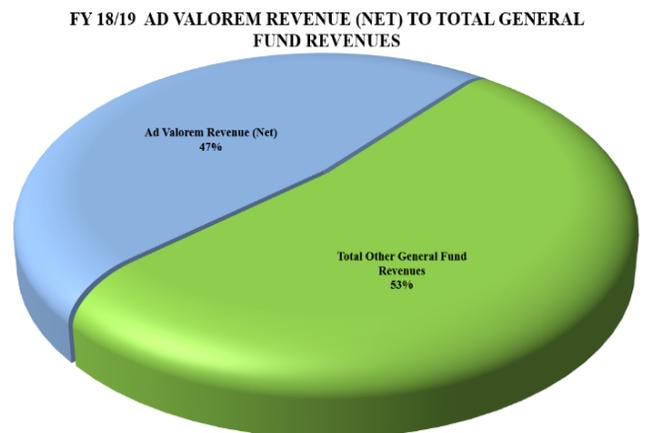
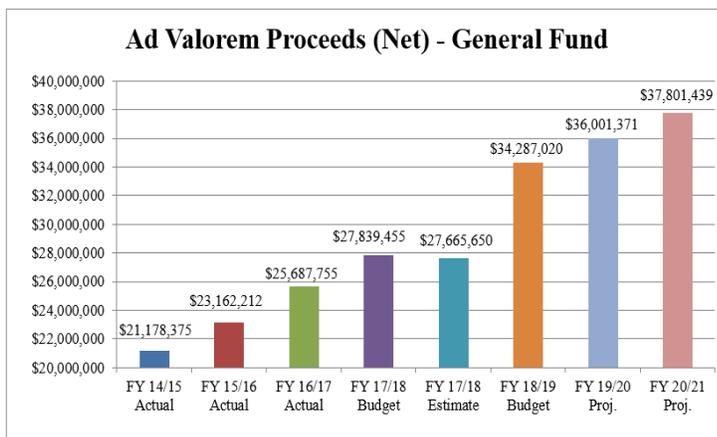


Property taxes (at 6.3191 mills) are estimated at \$34,287,020 in the General Fund, this represents 47 percent of the General Fund or 25 percent of the entire budget including the Enterprise and other funds. It is evident that this revenue source is very important to the City.

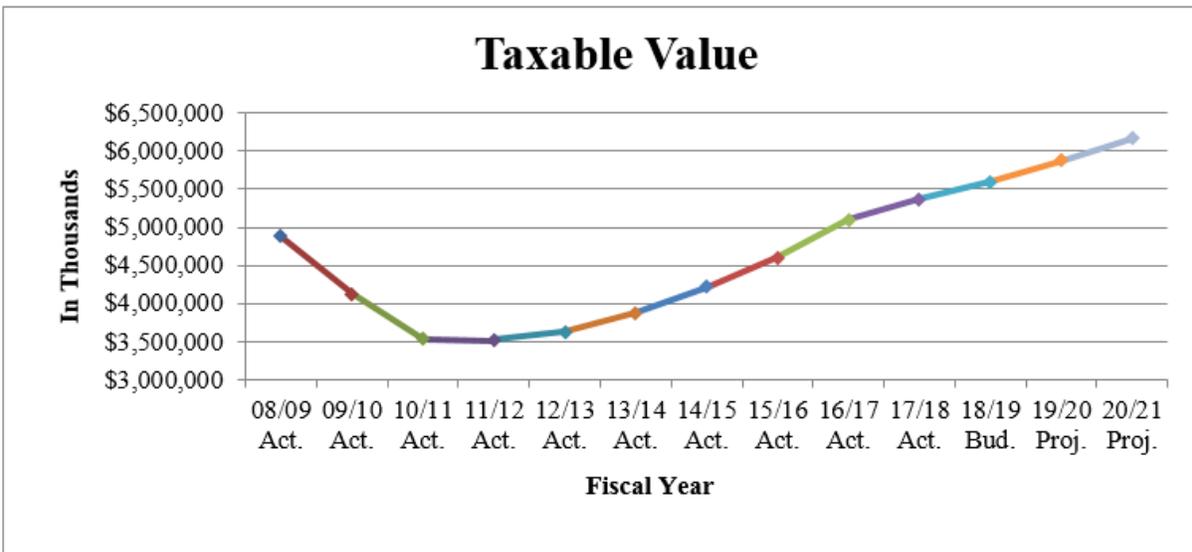




The Certified Taxable Value increased 4.12% above the prior year, from \$5,372,158,120 to \$5,593,746,394. The City is second from the bottom in percent change in taxable value in Broward County. This is very important to note because it indicates that a growing proportion of the tax burden will be on existing properties rather than new developments. Based on the new developments that are currently either in Planning and Zoning or in permitting the City should see substantial growth in property values in the near future. It is very important that the City continues to encourage good development and puts an end to allowing developers to “sit on” projects that tie up development rights rather than add to the tax base.

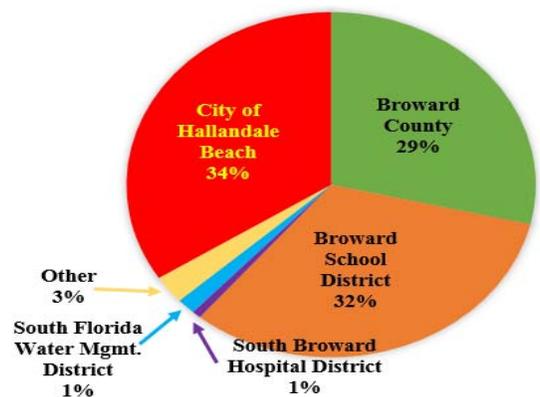


As noted on the graph below, property values declined from FY 09/10 to FY 11/12. The economic conditions in the City have shown improvement since FY 12/13. Property values have increased from \$3.6 billion in FY 12/13 to \$5.6 billion in FY 18/19, which is a 56% increase. The bulk of this increase has been due to inflation in existing property rather than new construction. The City is projecting a five percent increase in property values for FY 19/20 and FY 20/21. A property owner with taxable value of \$250,000 (less the \$50,000 exemption), who is homesteaded with a Save Our Homes cap of 3.0%, will pay \$1,347 (including the debt service portion) to the City in FY 18/19.



Where Does My Full Tax Bill Go (FY 18/19)?

Based on \$250,000 Taxable Value	
City of Hallandale Beach	\$1,347
Broward School District	\$1,281
Broward County	\$1,134
Other	\$104
So. Florida Water Mgmt. District	\$59
South Broward Hospital District	\$28
Total Ad Valorem Tax Bill	\$3,952



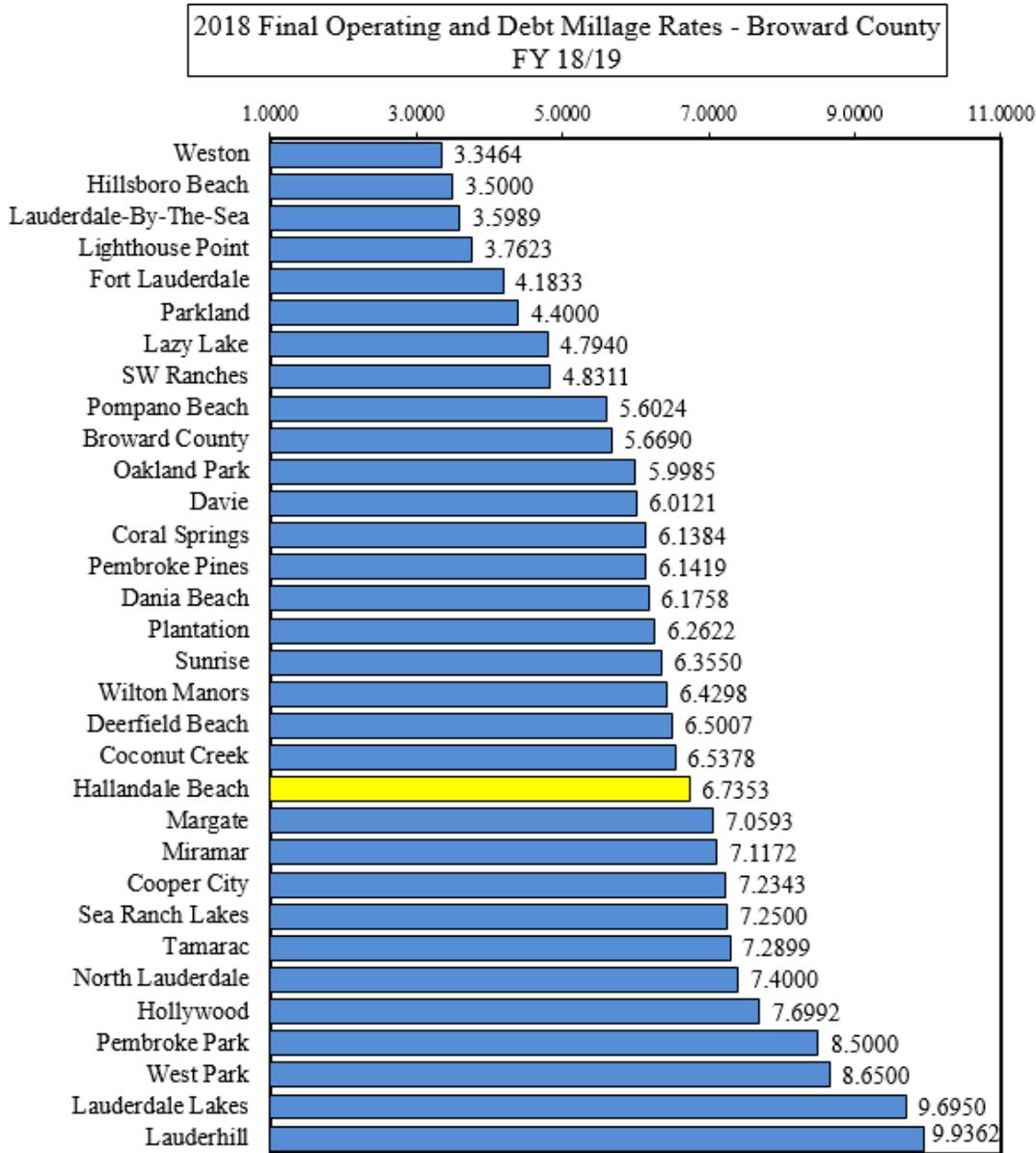
The City of Hallandale Beach is based on the millage rate of 6.7353 (6.3191 operating millage and .4162 debt service millage).

*Where Does My General Fund Tax Dollar Go?**



	Police	\$.32
	Fire/Rescue	\$.22
	Administrative. (Commission, City Manager, City Attorney, Finance, Budget & Program Monitoring, City Clerk, Human Resources, IT, Procurement, Office of Capital Improvement)	\$.13
	Parks and Recreation	\$.07
	Development Services (Code Compliance & Planning	\$.03
	Public Works	\$.03
	Human Services	\$.02
	Other (non-departmental, administrative charges, transfers to other funds)	\$.18

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



The millage rates shown above are the 2018 final millage rates for FY 18/19 submitted to the Broward County Property Appraiser's Office. The millage rates include both the operating millage rate and the debt service millage rate, if applicable.

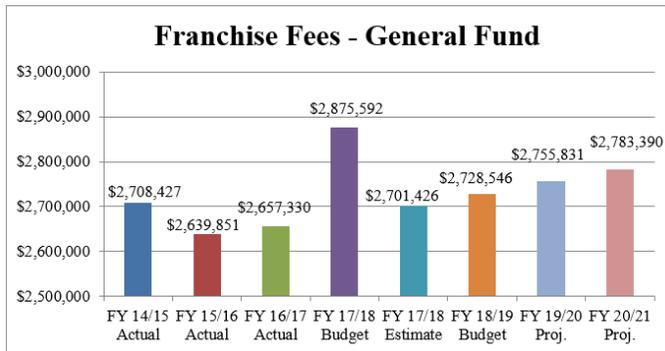
Revenue Trends

General Fund

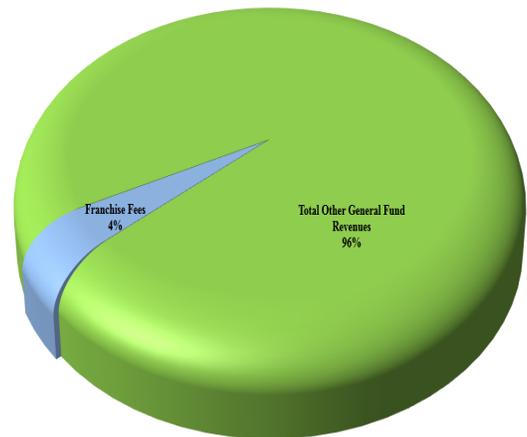
Franchise Fees

The City grants authorization to companies to provide electric, gas and towing services within the City limits in exchange for a franchise fee that is derived from customer charges. The companies generally pass these fees directly on to 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 surcharge. 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. The majority of this revenue is derived from the electric franchise fee and has been conservatively budgeted.

Projection Methodology: The main factor considered in projecting this revenue for the existing sources is the historical trend, which represents a slight increase from year to year. The FY 19/20 and FY 20/21 projections include a conservative growth rate of 1.0% for customer growth and take into account a reduction in fuel costs related to electric as a result of FPL’s ongoing investments in more efficient power generation.



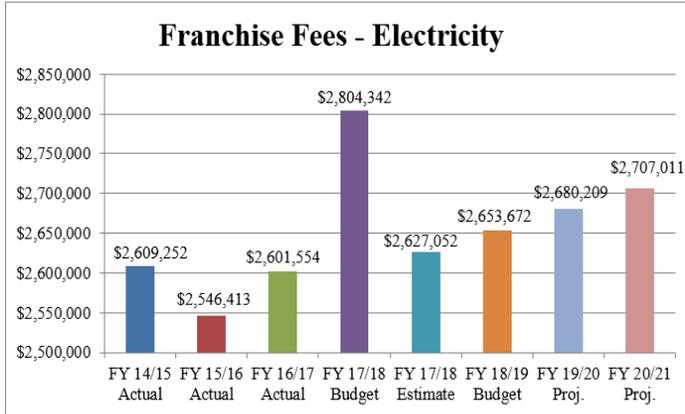
FY 18/19 FRANCHISE FEES TO TOTAL GENERAL FUND REVENUES



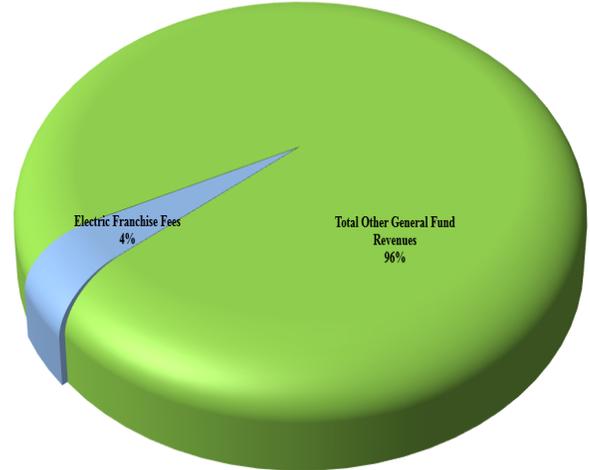
Franchise Fees – Electricity

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% on to the consumer by adding it directly to the monthly electric bill. The franchise fee payment is affected by both base rate and fuel surcharge changes made by FPL.

Projection Methodology: The main factor considered in projecting this revenue is the historical trend, which represents a slight increase from year to year. The FY 19/20 and FY 20/21 projections include a conservative growth rate of 1.0% for customer growth and take into account a reduction in fuel costs as a result of FPL’s ongoing investments in more efficient power generation.



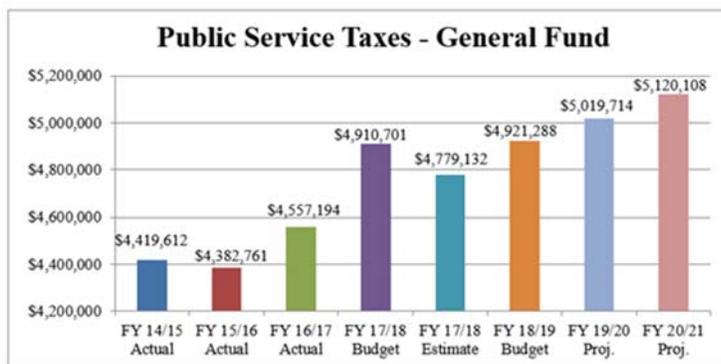
FY 18/19 ELECTRIC FRANCHISE FEES TO TOTAL GENERAL FUND REVENUES



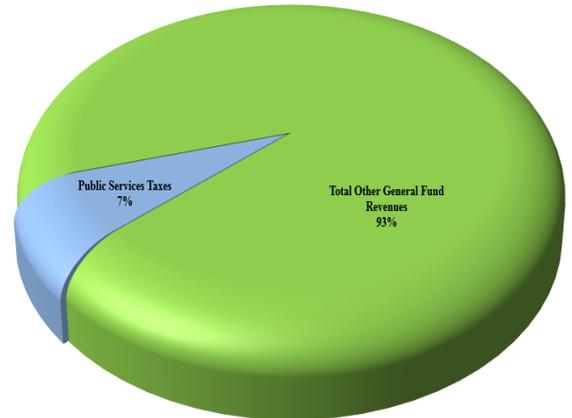
Public Service Taxes

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 (approximately 78%).

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 19/20 and FY 20/21 projections.



FY 18/19 PUBLIC SERVICE TAXES TO TOTAL GENERAL FUND REVENUES

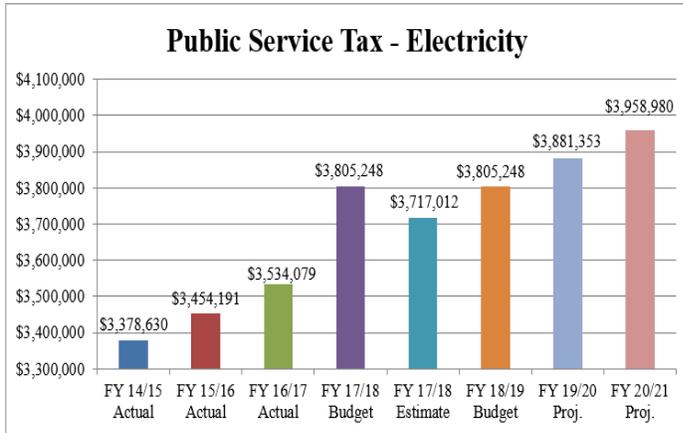


Public Service Tax – Electricity

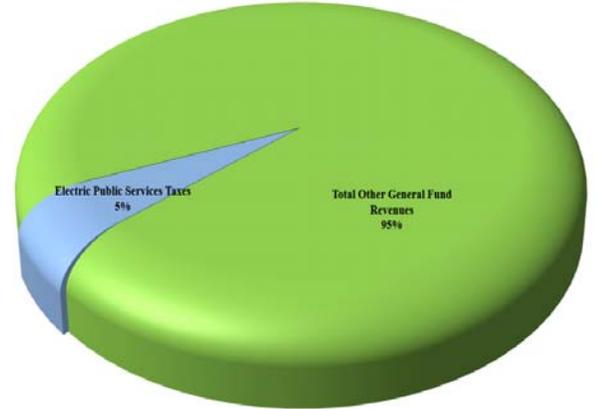
The City levies a 10% public service tax on the electric utility payments made within the City, through FPL. The electric public service tax payment is only affected by base rate changes, not

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 2.0% for both the FY 19/20 and FY 20/21 projections.



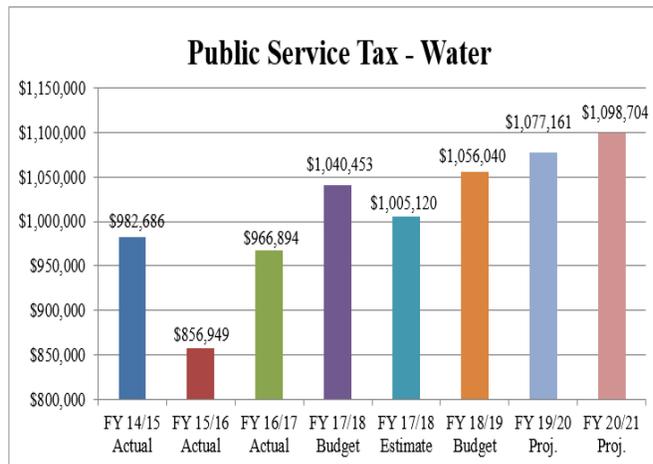
FY 18/19 ELECTRIC PUBLIC SERVICE TAXES TO TOTAL GENERAL FUND REVENUES



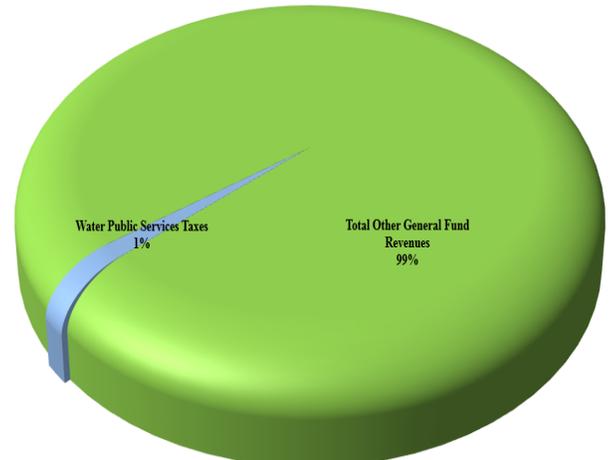
Public Service Tax – Water

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 the FY 15/16 actual. The FY 19/20 and FY 20/21 projections include a conservative growth rate of 2.0% for customer growth.



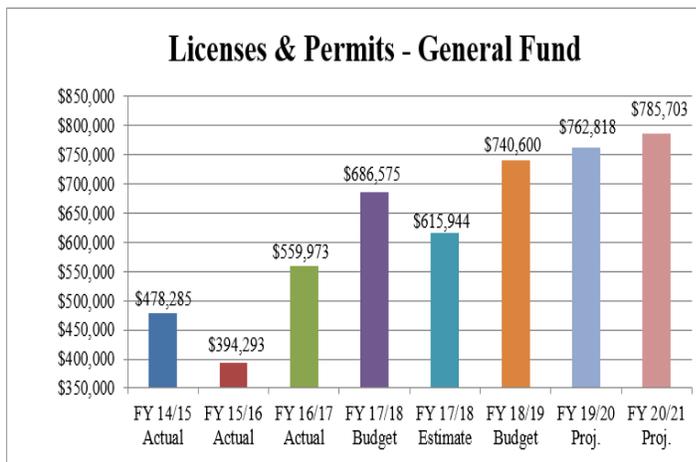
FY 18/19 WATER PUBLIC SERVICE TAXES TO TOTAL GENERAL FUND REVENUES



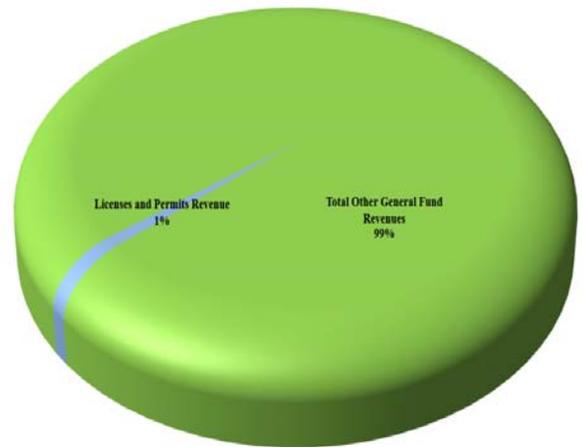
Licenses and Permits – General Fund

Licenses and permits, with the majority of the revenue coming from building permits, were all in the General Fund prior to the FY 18/19 Budget. Effective with the FY 18/19 Budget, the Building Division of the Development Services Department was set up as a Special Revenue Fund. The revenue remaining in the General Fund includes 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. Also included in the General Fund are zoning fees such as hotel registration fees and temporary use permits; and code enforcement fees such as vacation rental registration fees, foreclosed property registration fees and vacant property/lot registration fees. The chart below only reflects the licenses and permits which remained in the General Fund.

Projection Methodology: The main factor considered in projecting this revenue is the historical trend since FY 16/17 actual. Implementation and enforcement of new hotel registration fees, vacation rental registration fees, foreclosed property registration fees and vacant property/lot registration fees over the past three years will continue to increase as growth in the City occurs. The FY 19/20 and FY 20/21 projections include a moderate growth rate of 3.0%.



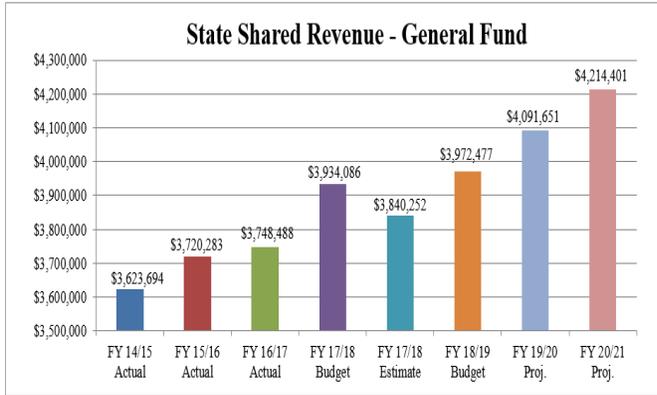
FY 18/19 LICENSES AND PERMITS REVENUE TO TOTAL GENERAL FUND REVENUES



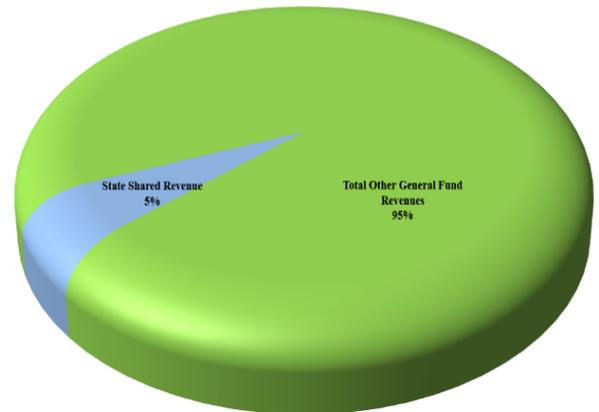
State Shared Revenue – General Fund (Intergovernmental Revenue)

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 3.0% for both the FY 19/20 and FY 20/21 projections, and information from the Florida Department of Revenue.



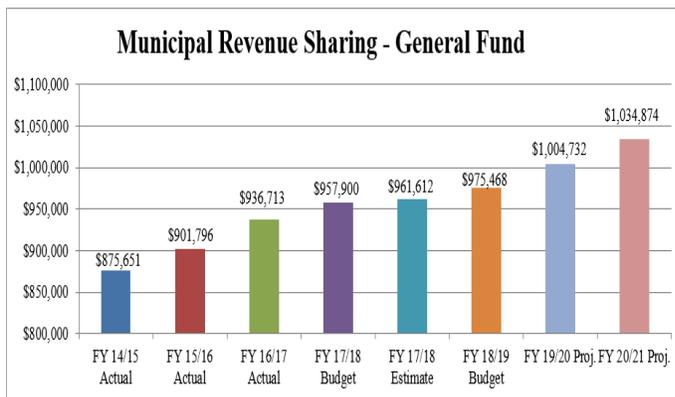
FY 18/19 STATE SHARED REVENUE TO TOTAL GENERAL FUND REVENUES



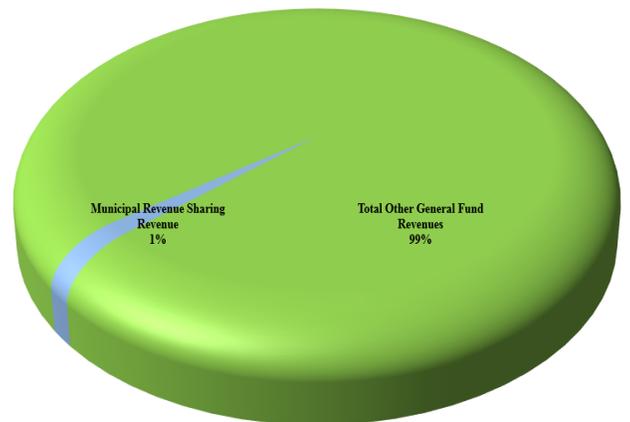
Municipal Revenue Sharing – General Fund (Intergovernmental Revenue)

The Florida Revenue Sharing Act of 1972 established a Revenue Sharing Trust Fund for Municipalities wherein 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 3.0% for both the FY 19/20 and FY 20/21 projections, and information from the Florida Department of Revenue.



FY 18/19 MUNICIPAL REVENUE SHARING REVENUE TO TOTAL GENERAL FUND REVENUES

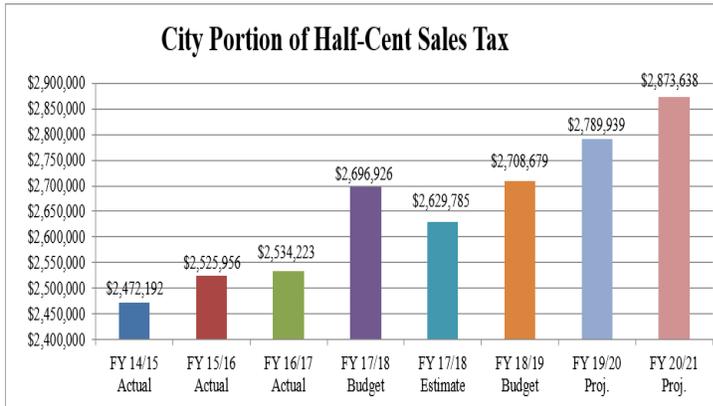


City Portion of Half-Cent Sales Tax- General Fund (Intergovernmental Revenue)

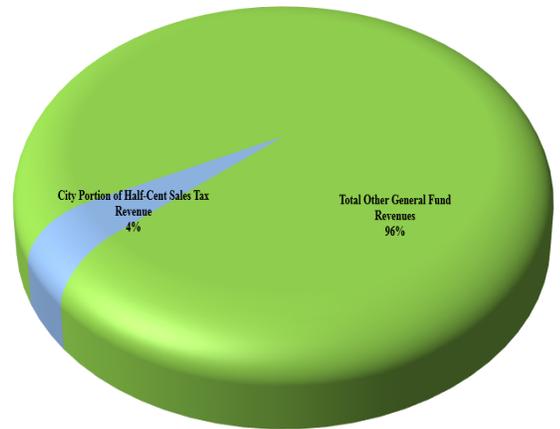
Authorized in 1982, the Local Government Half-Cent Sales Tax Program generates the largest amount of revenue for local governments from State revenue sources. The revenue is distributed to counties and municipalities based on a population driven allocation formula and strict eligibility requirements 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 3.0% for both the FY 19/20 and FY 20/21 projections, and information from the Florida Department of Revenue.



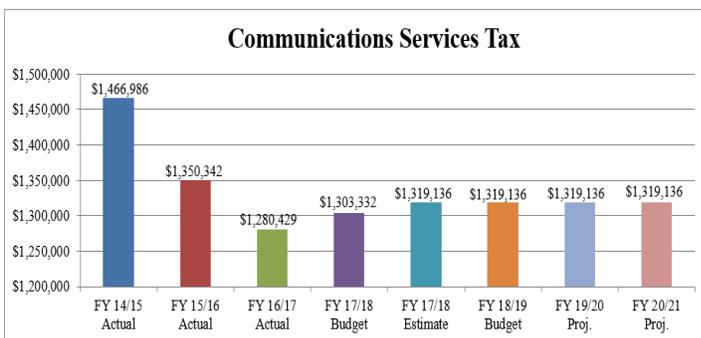
FY 18/19 CITY PORTION OF HALF-CENT SALES TAX REVENUE TO TOTAL GENERAL FUND REVENUES



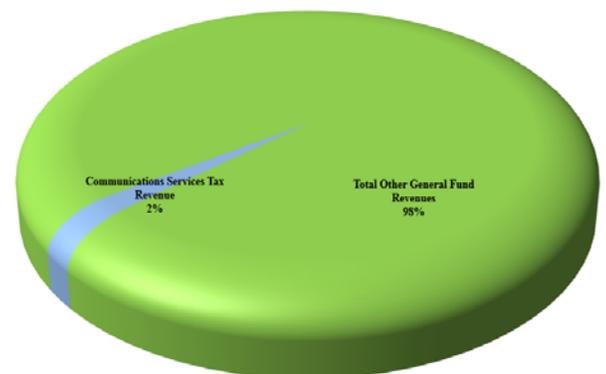
Communications Services Tax

The Communications Services 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 sources, 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 19/20 and FY 20/21 projections assume no growth from the FY 18/19 Budget.



FY 18/19 COMMUNICATIONS SERVICES TAX REVENUE TO TOTAL GENERAL FUND REVENUES

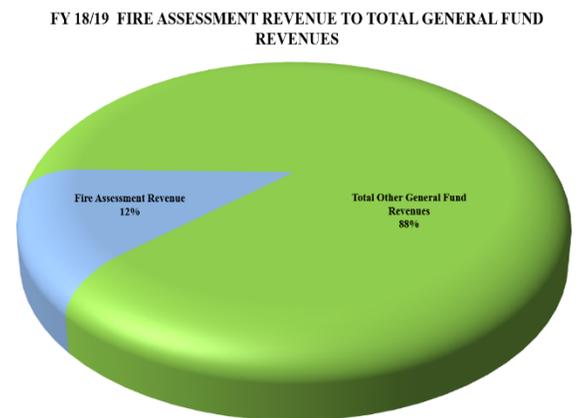
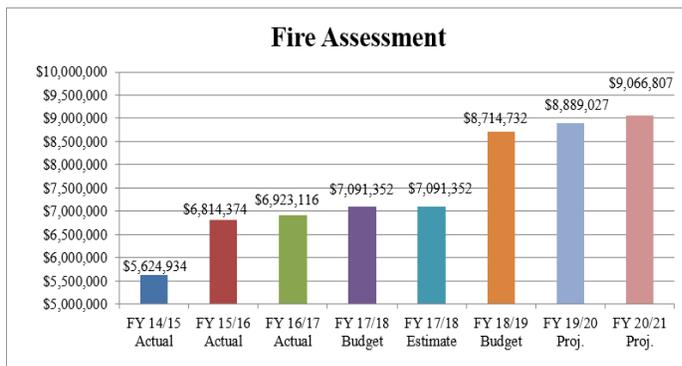


Fire Assessment

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 non-medical 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.

For FY 18/19, staff performed an analysis of the apportionment of calls related to life and property protection to determine the assessable costs, the methodology for apportionment and the rates by classification to recover the costs. Property types are assigned based on their designation by the Broward County Property Appraiser’s Office and the fee is apportioned according to the total time and number of vehicle responses to that property in comparison to other property types. The residential rate was increased from \$198 to \$251.11 as approved by the City Commission on April 18, 2018. The new fire assessment rates recover ninety (90%) of the total fire protection service costs budgeted. The remaining 10% 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 19/20 and FY 20/21, with the largest proportion consisting of residential property at a new rate of \$251.11 per unit. The projected years assume no rate change.

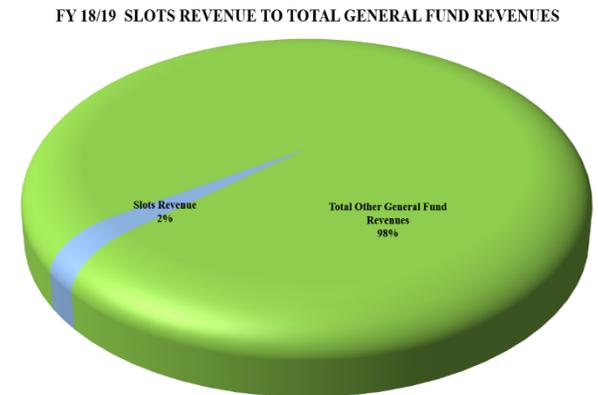
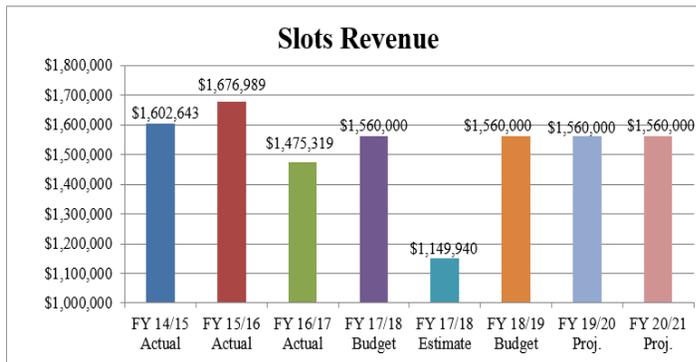


Slots Revenue

A Gross Slots Revenue percentage is imposed on the City’s pari-mutuel facilities (Gulfstream and Mardi Gras-now called the Big Easy Casino) based on an Agreement executed between each pari-mutuel facility and Broward County. The FY 18/19 Budget includes \$1,560,000 from this source.

Projection Methodology: Based on the historical trend of this revenue decreasing from year-to-year, both the FY 19/20 projection and FY 20/21 projection remain flat with the FY 18/19 Budget, which is the same amount as the FY 17/18 Budget. The FY 16/17 actual revenue and the FY 17/18 estimated revenue is unusually low due to Hurricane Irma which hit South Florida on September

10, 2017. The slot machine portion of Mardi Gras remained closed through the first half of FY 17/18 and reopened May 14, 2018 as the Big Easy Casino.

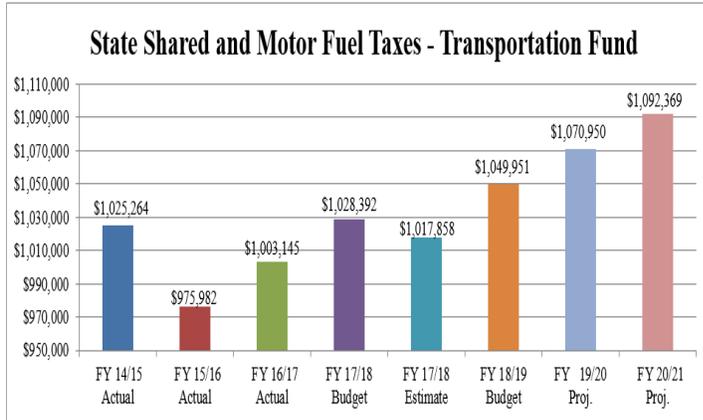


Special Fund

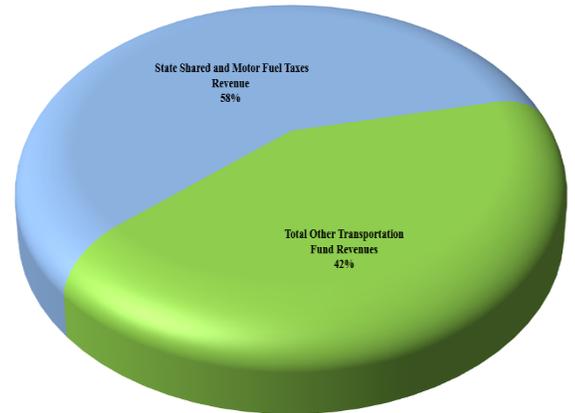
State Shared and Motor Fuel Taxes - Transportation Fund (Intergovernmental Revenue)

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 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 as 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, combined with the historical trend, which represents a slight increase from year to year, with the exception of FY 15/16 actual. Therefore, the projections for both FY 19/20 and FY 20/21 include a conservative growth rate of 2%.



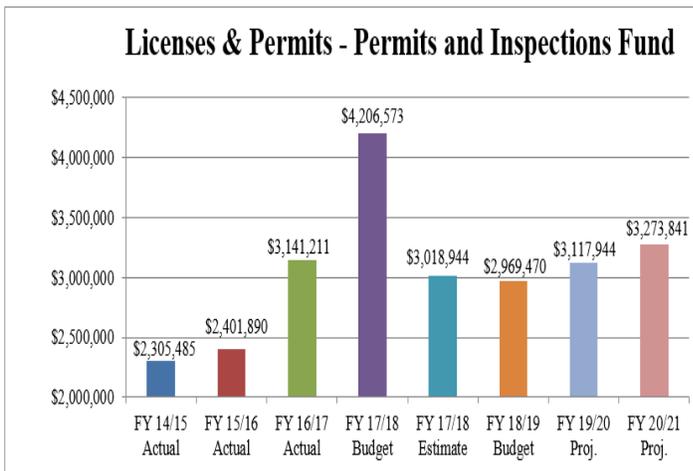
FY 18/19 STATE SHARED AND MOTOR FUEL TAXES REVENUE TO TOTAL TRANSPORTATION FUND REVENUES



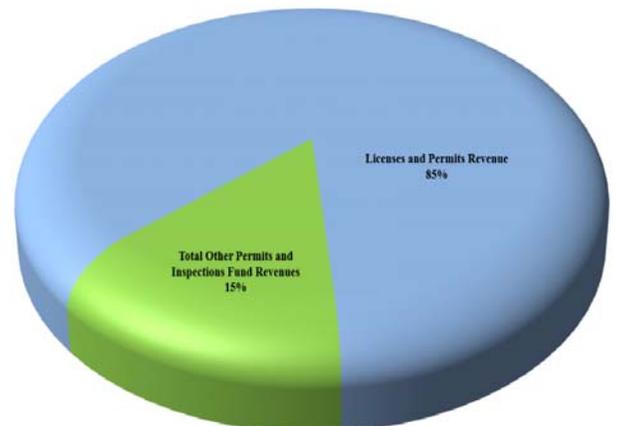
Licenses and Permits – Permits and Inspections Fund

Licenses and permits, with the majority of the revenue coming from building permits, were all in the General Fund prior to the FY 18/19 Budget. Effective with the FY 18/19 Budget, the Building Division of the Development Services Department was set up as a Special Revenue Fund. The revenue in this new Permits and Inspections Fund 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. The chart below only reflects the building permits which are now in the new Permits and Inspections Fund.

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 19/20 and FY 20/21 projections include a moderate growth rate of 5.0% for new construction. It is imperative that this growth rate be increased because it signals growth in the tax base at a higher rate than in recent years.



FY 18/19 LICENSES AND PERMITS REVENUE TO TOTAL PERMITS AND INSPECTIONS FUND REVENUES

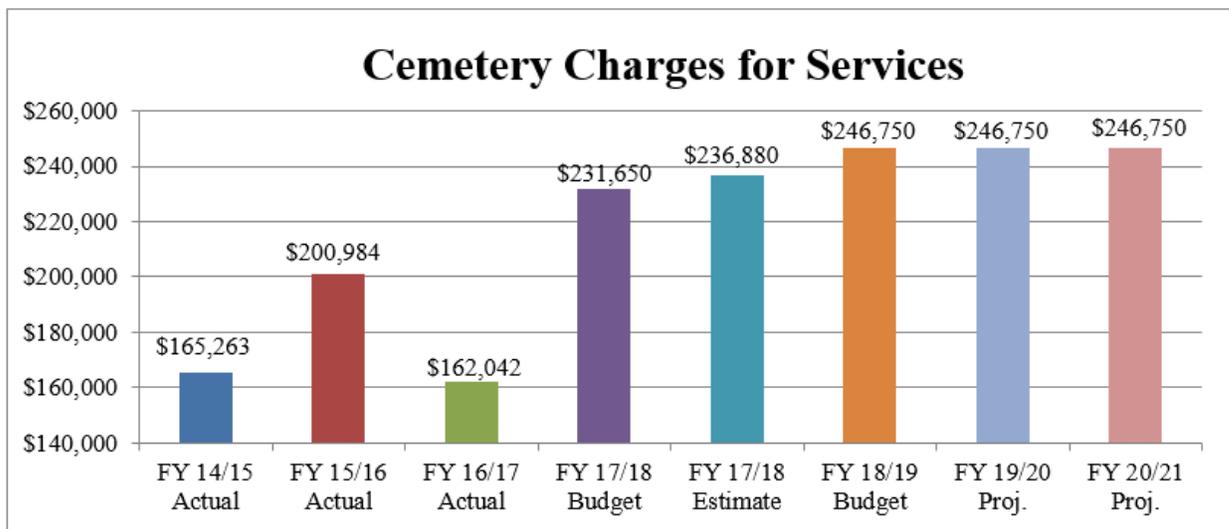


Enterprise Funds

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.

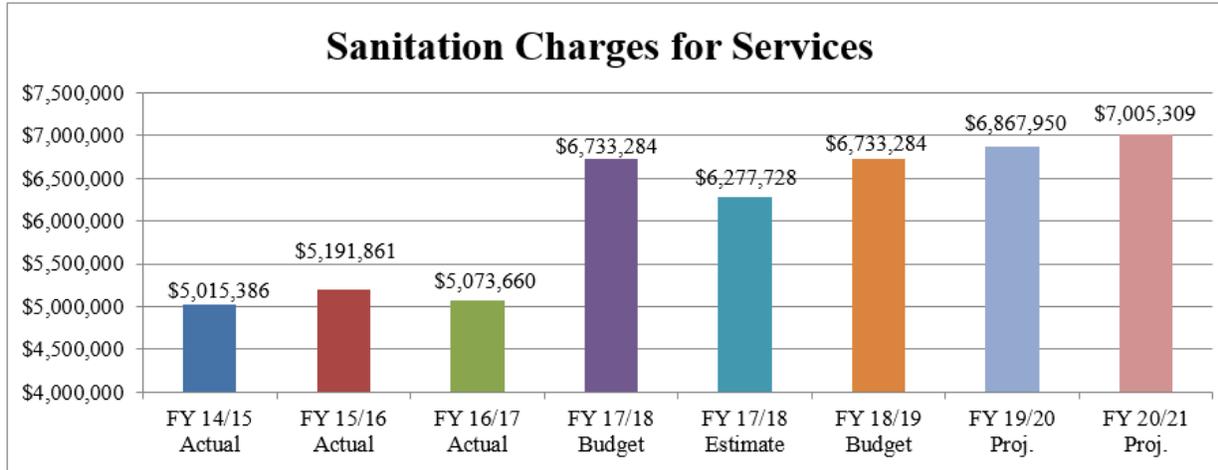
Projection Methodology: The FY 18/19 Budget includes fee increases for nonresidents ranging from \$18 to \$360 dependent on the type of service provided. Therefore, the FY 19/20 and FY 20/21 projections will remain flat with the FY 18/19 Budget.



Sanitation Charges for Services

The City provides timely sanitation services to the residents and businesses of Hallandale Beach. Sanitation revenues are currently generated by different user fees established for residential, multi-family and commercial garbage and recyclable collection and disposal services. Residential accounts are billed \$27.87 monthly and defined as dwellings with four or less units. The rates vary for the other types 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.

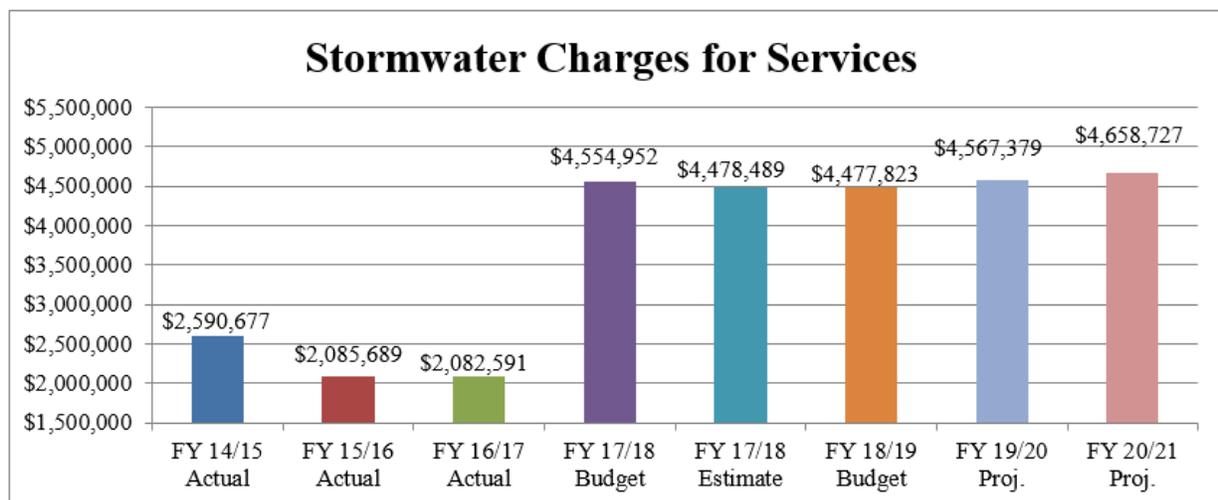
Projection Methodology: Since there are variations in growth the past few years, including a 48% increase in the Residential Refuse Disposal Fee and a 30% increase in the Multi-family and Commercial Refuse Disposal Fees in FY 17/18, the FY 19/20 and FY 19/20 projections include a conservative growth rate of 2%.



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). The Stormwater Drainage Fee for single family residential properties (classified as one ERU) is \$88.44 annually or \$7.37 monthly. The \$88.44 annual fee includes \$44.22 to fund the local share for the FEMA Grant for the Southwest Drainage Improvement Project. This same amount will be needed in FY 19/20 and a portion of FY 20/21 when the project is completed. 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: Since there are variations in growth the past few years and there was a rate increase in FY 17/18 from \$40.20 to \$88.44 annually for single family residential properties, the FY 19/20 and FY 20/21 projections include a conservative growth rate of 2%.

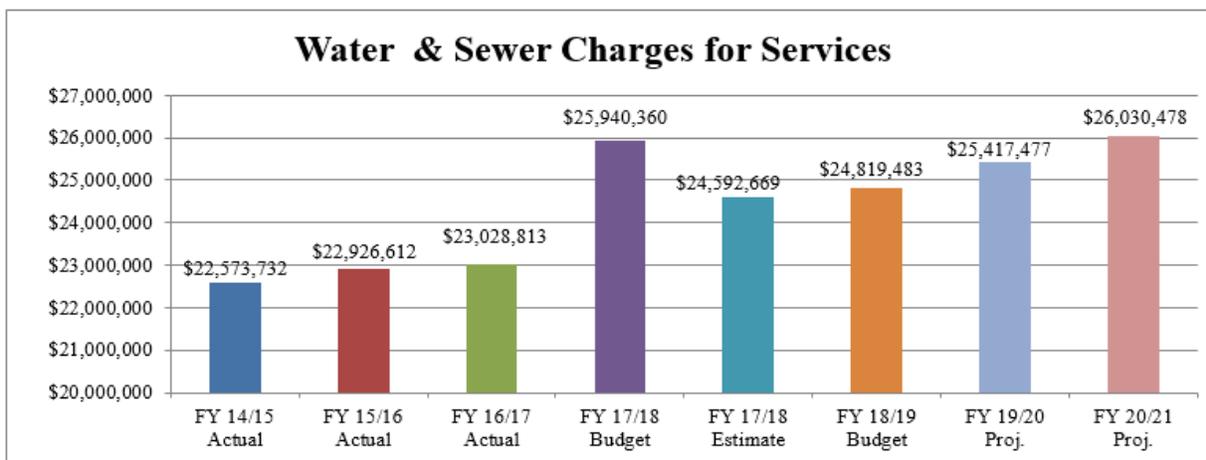


Water and Sewer (Utility) User Charges for Services

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 \$19.76, 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 \$19.81. 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. In other words, the more water a customer uses, the higher the rate for the incremental amounts. 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 are increases in the tap installation charges, the fire line meter inspection fee and, the connection and disconnection service charges in the FY 18/19 Budget.

These revenues have been analyzed in the rate study. The primary reason for the rate study is that the Utility Fund debt covenant compliance was in technical default. In accordance with the loan agreement, if in any fiscal year, the City fails to comply with the rate covenant, the City must hire a rate consultant to conduct a rate study. In the August 15, 2018 City Commission meeting, the Water, Wastewater and Stormwater Utility Rate Study was presented and discussed. The draft report recommended rate adjustments for both water and sewer. A determination was made by the City Commission regarding the changes to the water and sewer rates. However, the rate changes will not be implemented until the FY 19/20 Budget. In both FY 19/20 and FY 20/21, there will be a 3.0% rate increase in water and a 2.0% rate increase in sewer applied uniformly to the monthly base charge and usage charges. It should be clear that the technical default did not result in the debt service not being paid. In fact, the debt service was paid timely.

Projection Methodology: Rate increase of 3.0% in water and a 2.0% rate increase in sewer for both FY 19/20 and FY 20/21 combined with a 2.0% projected growth in the other water and sewer charges.



Water Rates

Usage Level (Gallons)	FY 17/18 Rates	FY 18/19 Rates
0-2,000	\$1.07	\$1.07
2,001-5,000	\$1.14	\$1.14
5,001-10,000	\$1.49	\$1.49
10,001-25,000	\$2.34	\$2.34
25,001 and over	\$2.55	\$2.55
Base Charge	\$19.76	\$19.76



Sewer Rates

Usage Level (Gallons)	FY 17/18 Rates	FY 18/19 Rates
0-2,000	\$4.05	\$4.05
2,001-5,000	\$4.19	\$4.19
5,001-10,000	\$4.37	\$4.37
10,001-25,000	\$4.85	\$4.85
25,001 and over	\$5.11	\$5.11
Base Charge	\$19.81	\$19.81



Expenditures

Following is a chart which reflects the increases and decreases in the six major fund types of the City. The FY 18/19 Budget for all City Funds totals \$136.7 million or \$8.4 million (6.6%) above the prior year's adopted budget. The increase in the total budget is primarily attributable to an increase of \$3.6 million in the Utility Fund for the State Revolving Fund Loan for the Sewer Inflow and Infiltration Project, combined with an increase of \$989,000 in Police Department expenses, an increase of \$1.3 million in Fire Department expenses and an increase of \$1.5 million for the Tax Increment Financing (TIF) payment to the Community Redevelopment Agency (CRA). The main contributor to the increases in Police and Fire are pension costs. The TIF property value within the HBCRA increased 9.4% over FY 17/18. The main reason for the increase in the TIF payment was mostly attributed to the .9355 mill increase in the General Fund. These increases were offset by a decrease of \$1.0 million in the Utility Impact Fee Fund.

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.

The following chart illustrates the major funds and their groupings, the various expenditure increases and decreases over FY 17/18, and several of the most notable items that affect the overall budget.

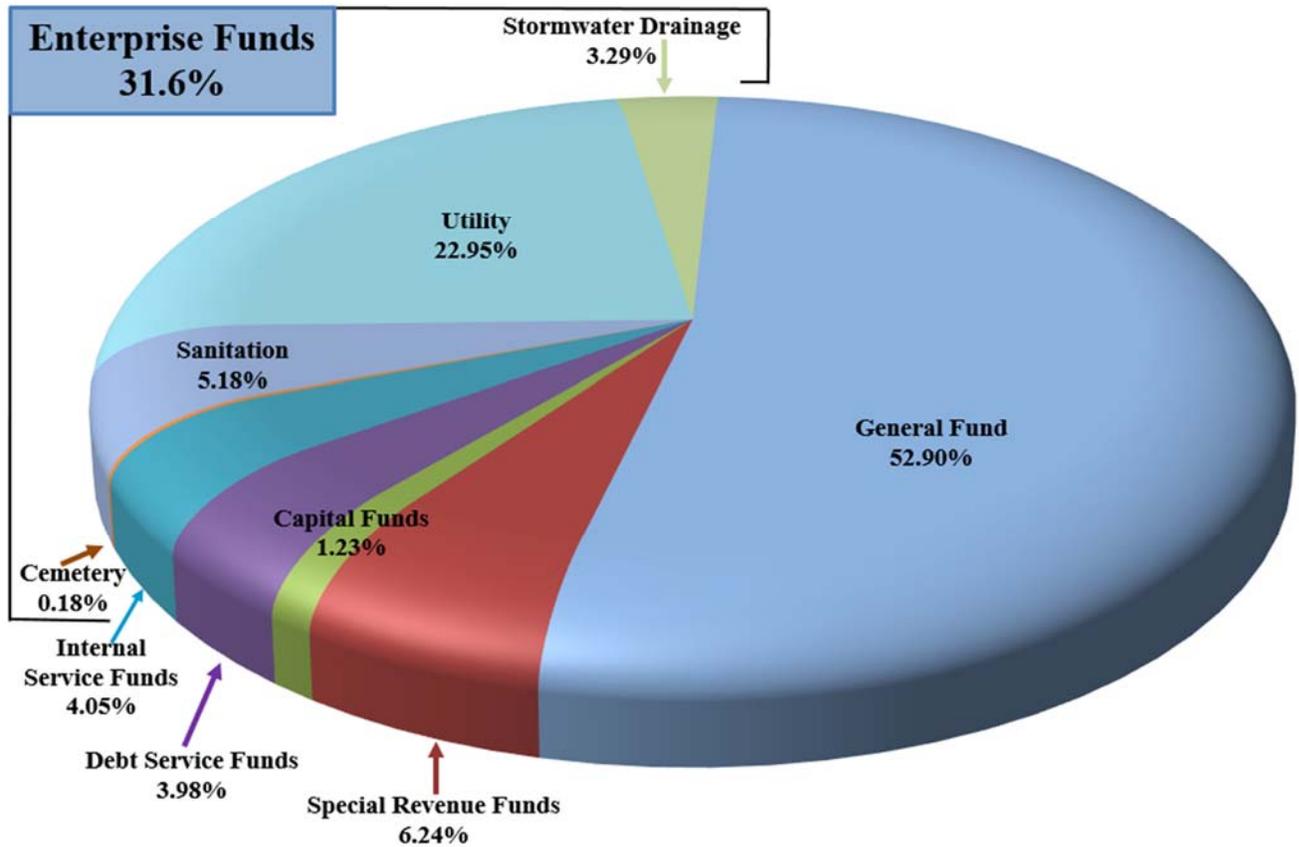


BUDGET SUMMARY – ALL FUNDS

	FY 17/18 Adopted Budget	FY 18/19 Adopted Budget	Amount Change	% Change
GENERAL FUND:				
General Fund	\$70,178,299	\$71,751,698	\$1,573,399	2.2%
Fire Assessment Renew & Replacement	545,000	545,000	0	0.0%
General Fund	\$70,723,299	\$72,296,698	\$1,573,399	2.2%
SPECIAL REVENUE FUNDS:				
Police Training Fund	\$15,100	\$43,265	\$28,165	186.5%
Police/Fire Outside Services	1,326,035	1,420,035	94,000	7.1%
Police Equitable Sharing	161,584	199,500	37,916	23.5%
Three Islands	421,609	437,930	16,321	3.9%
Golden Isles	327,464	348,770	21,306	6.5%
Transportation	1,978,508	1,808,636	(169,872)	-8.6%
Law Enforcement Trust	116,644	160,943	44,299	38.0%
Permits and Inspections*	0	3,480,017	3,480,017	NA
Grant Fund	49,370	632,328	582,958	1180.8%
TOTAL SPECIAL REVENUE FUNDS	\$4,396,314	\$8,531,424	\$4,135,110	94.1%
DEBT SERVICE FUNDS:				
Debt Service Fund GO Bonds	\$3,090,605	\$3,132,308	\$41,703	1.3%
Debt Service Capital Fund	2,451,038	2,300,788	(150,250)	-6.1%
TOTAL DEBT SERVICE FUND	\$5,541,643	\$5,433,096	(\$108,547)	-2.0%
CAPITAL FUNDS:				
Parks GO Bond	\$1,220,389	\$1,603,717	\$383,328	31.4%
Capital Projects	12,717	80,000	67,283	529.1%
TOTAL CAPITAL FUNDS	\$1,233,106	\$1,683,717	\$450,611	36.5%
ENTERPRISE FUNDS:				
Sanitation	\$7,124,128	\$7,073,128	(\$51,000)	-0.7%
Cemetery	231,750	246,750	15,000	6.5%
Stormwater	4,564,952	4,502,823	(62,129)	-1.4%
Utility	26,443,528	29,963,222	3,519,694	13.3%
Utility Impact Fee	2,423,162	1,410,545	(1,012,617)	-41.8%
TOTAL ENTERPRISE FUNDS	\$40,787,520	\$43,196,468	\$2,408,948	5.9%
INTERNAL SERVICE FUNDS:				
Fleet Services	\$3,133,560	\$2,616,200	(\$517,360)	-16.5%
General Liability Self-Insurance	1,348,800	1,879,059	530,259	39.3%
Workers' Compensation	1,073,087	1,040,099	(32,988)	-3.1%
TOTAL INTERNAL SERVICE FUNDS	\$5,555,447	\$5,535,358	(\$20,089)	-0.4%
TOTAL ALL FUNDS:	\$128,237,329	\$136,676,761	\$8,439,432	6.6%
<i>Less:</i>				
Capital Funds	(\$1,233,106)	(\$1,683,717)	(\$450,611)	36.5%
Internal Service Funds	(5,555,447)	(5,535,358)	20,089	-0.4%
Net Total All Funds	\$121,448,776	\$129,457,686	\$8,008,910	6.6%

* Effective with the FY 18/19 Budget, the Building Division in the General Fund was moved to a Special Revenue Fund.

FY 18/19 BUDGET SUMMARY – ALL FUNDS



Below is a brief synopsis of the six major fund types:

The largest fund is the **General Fund**, which provides \$72.3 million in funding for the many services available to City residents such as police, fire, parks/recreation, human services and all administrative services. In FY 18/19, the General Fund increased \$1,573,399 or 2.2% from the previous year.

The **Special Revenue Funds**, total \$8.5 million and include the Police Training Fund, Police/Fire Outside Services Fund, Police Equitable Sharing Fund, Three Islands Safe Neighborhood District, Golden Isles Safe Neighborhood District, Transportation Fund, Law Enforcement Trust Fund, Grant Fund and a new Permits and Inspections Fund. Effective with the FY 18/19 Budget, the Building Division of the Development Services Department was transferred from the General Fund and set up as the Permits and Inspections Fund. The funds under the Special Revenue Funds increased by \$4,135,110 or 94.1% from FY 17/18 primarily due to the addition of this new fund.

The **Debt Service Funds** total \$5.4 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 Debt Service Funds decreased by \$108,547 from FY 17/18.

The **Capital Funds** are used to budget capital projects, totaling \$1.7 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 \$43.2 million, which is an increase of \$2,408,948. These funds are supported by revenues from specific services or commodities provided to consumers. These funds include Utility, Sanitation, Cemetery, Stormwater and Utility Impact Fee. The main reason for the increase is due to the \$3.6 million budgeted in the Utility Fund for the State Revolving Fund Loan for the Sewer Inflow and Infiltration Project.

Finally, the **Internal Services Funds** discussed herein include General Liability Self-Insurance, Workers' Compensation and Fleet Services. These funds provide services to departments within the City. These funds totaling \$5.5 million, decreased by \$20,089 or -0.4%.

Major Cost Drivers

Some of the major cost drivers (both positive and negative) to the FY 18/19 Budget include the following:

- Pension cost for Police/Fire, General Employees, and Professional Management pension plans increased from last year's budget to FY 18/19 by approximately \$3,062,607.
- Citywide salary (salaries and wages for F/T & P/T employees) decrease of \$592,333 is primarily due to the nine months moratorium on positions, exempting first responders and sworn Police selling.
- Health insurance (includes all employees existing and new) – There is a projected 12% increase in health insurance cost. The employee share of the cost is being provided by the City.

Personnel Highlights

Personnel costs experienced a \$2,928,681 increase from the FY 17/18 adopted budget. This includes salaries, taxes, pension, insurance, and workers' compensation.

The Citywide position changes are as follows:

- **Budget Program and Monitoring**
 - ✓ Adding a Junior Budget Analyst to support current workload and expand program monitoring capability
- **Fire Department**
 - ✓ Eliminated a Command Staff position that is vacant due to retirement
- **Innovation Technology**
 - ✓ Adding an Assistant Director of Innovation Technology to allow expansion of the City's social media program
- **Parks and Recreation**
 - ✓ Added Office Assistant/Receptionist OB Johnson-Hepburn Center (Part-Time)
- **Police Department**
 - ✓ Adding a Police Clerk, I to provide service at the front desk



Retirement and Health Benefit Costs:

Based on the most recent actuarial valuation for the General Employees Retirement Plan, the City's budgeted annual required contribution (ARC) for FY 18/19 will decrease from \$2,506,098 to \$2,505,013 or a .04% decrease.

Based on the most recent actuarial valuation for the Police Officers and Firefighters Retirement Plan, the City's annual required contribution (ARC) for FY 18/19 increased from \$9,354,652 to \$11,359,528. There is much discussion about the methods available to establish a viable pension for Police and Fire. Suffice it to say that the FY 18/19 Budget includes the funding from the 178/185 tax on insurance premiums and the best estimate contributions from the Police and Fire Pension Board.

Based on the most recent actuarial valuation prepared for the Defined Benefit Professional/Management Employees Retirement Plan, the City's budgeted ARC for FY 18/19 will increase from \$725,270 to \$731,430 or a .8% increase.

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 City's match 401(a) plan is \$1,193,028 which compares to \$1,074,363 in FY 17/18.

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 for 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 \$935,621, which benefits 94% of our employees.

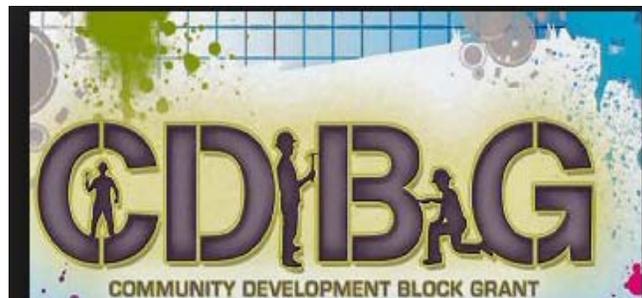
Funding in the base budget for the insurance category (health, dental, life, and disability) increased \$54,980, or .8% from \$6,815,134 to \$6,870,114. The proposed .9355 mill tax increase for FY 18/19 includes \$491,295 in reserves, so that the employees will not have to absorb their required portion of the cost increase. This is the equivalent of .0878 mills of property tax.

Highlights – Capital Improvement Projects

The City of Hallandale Beach has substantial infrastructure needs. The Capital Improvement Program will substantially increase throughout the budget process as a complete list of projects is developed before the August 13, 2018 Budget Workshop. The Capital Improvement Program enables a process whereby projects are evaluated and prioritized. The approved projects reflect the City's commitment to enhance the quality of life for our citizens and to provide a resilient infrastructure. 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 minimum cost of \$20,000.

A total of \$9,218,141 is presented in the FY 18/19 Capital Budget. This total includes funding consisting of \$5,618,141 of City funding (e.g. Stormwater Fund, Utility Fund), and \$3,600,000 funding from the State Revolving Fund Loan (SRF). A summary of the FY 18/19 projects is provided below (please see the Capital Improvement Section of this publication for additional details on projects within the Capital Improvement Program). This list will grow as the City Commission requested Five-year Capital Plan is developed for review by the City Commission this Summer.

- *Southwest Drainage Improvements (\$2.2M Stormwater Fees; \$6.5 Million Grant in FY 18/19)* – This project is for drainage improvements in the Southwest quadrant of the City, consisting of flood control gates, drainage pump stations, injection wells and storm drainage pipes. This ongoing project will extend over the next several years and will cost \$13 million when completed.
- *43rd Year Community Development Block Grant (CDBG) (\$50,000 City; \$108,737 Grant)* - Projects planned under the 43rd CDBG include various drainage projects, improvements to swales, sidewalk construction, and ADA ramp improvements.



- *High Service Pumps and Transfer Pumps (\$2.1M)* – 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.
- *Foster Road Watermain Upgrade (\$78,130)* - This funding is for the replacement of existing water main with a larger diameter pipe.
- *Water Treatment Plant – Nanofiltration Membrane Replacement (\$677,000)* – This project is for the removal and replacement of the membrane filters. If required by the Broward County Health Department (BCHD), the Contractor will obtain a permit to perform replacement and submit Bac-T testing for system clearance from the BCHD.

- *Water Treatment Plant – Degasifier Packing Media Replacement (\$125,000)* - This project consists of removal and replacement of the Degasifier Packing Media. If required by the Broward County Health Department (BCHD), the Contractor will be responsible for any permit and will submit Bac-T testing for system clearance from the BCHD.
- *Nanofiltration Plant – Modulating Actuators/Valves for Membrane Raw Water Influent Control (\$350,000)* - This project consists of the removal and replacement of fully open/fully closed raw water influent actuator/valve assemblies. Going forward into FY 19/20 – 22/23, additional valves and modulation actuators will be required to upgrade the older equipment on the two Nano-Filtration Skids.
- *Sanitary Sewer Rehabilitation I&I (\$3.6M)* – This funding is from the State Revolving Fund Loan. The project consists of rehabilitating sewer infrastructures to reduce or eliminate infiltration and inflow into the sewer system. As a result, there is less demand during rain events or from ground water thereby saving wear and tear of lifts stations and costs for treatment at the Hollywood Sewer Plant.
- *Note:*
 1. The above projects do not include the \$13,200,000 recommended traffic mitigation projects enumerated in the covenant to budget and appropriate loan and certain capital projects in the .9355 mill tax increase.
 2. The Parks GO Bond projects are also not included in the section, however, the projects include Bluesten Park, Chaves Lake, Sunrise Park, Ingles Park, Tennis Center/Golden Isles Park and the Historic Village. All of these projects will move forward in FY 18/19.



*Photo By
Bret K. Warren*

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 infrastructure and equipment.

Basis of Budgeting

The budgets for 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 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 the expenditure, (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 the revenue becomes susceptible to accrual, i.e., when the revenue becomes 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.

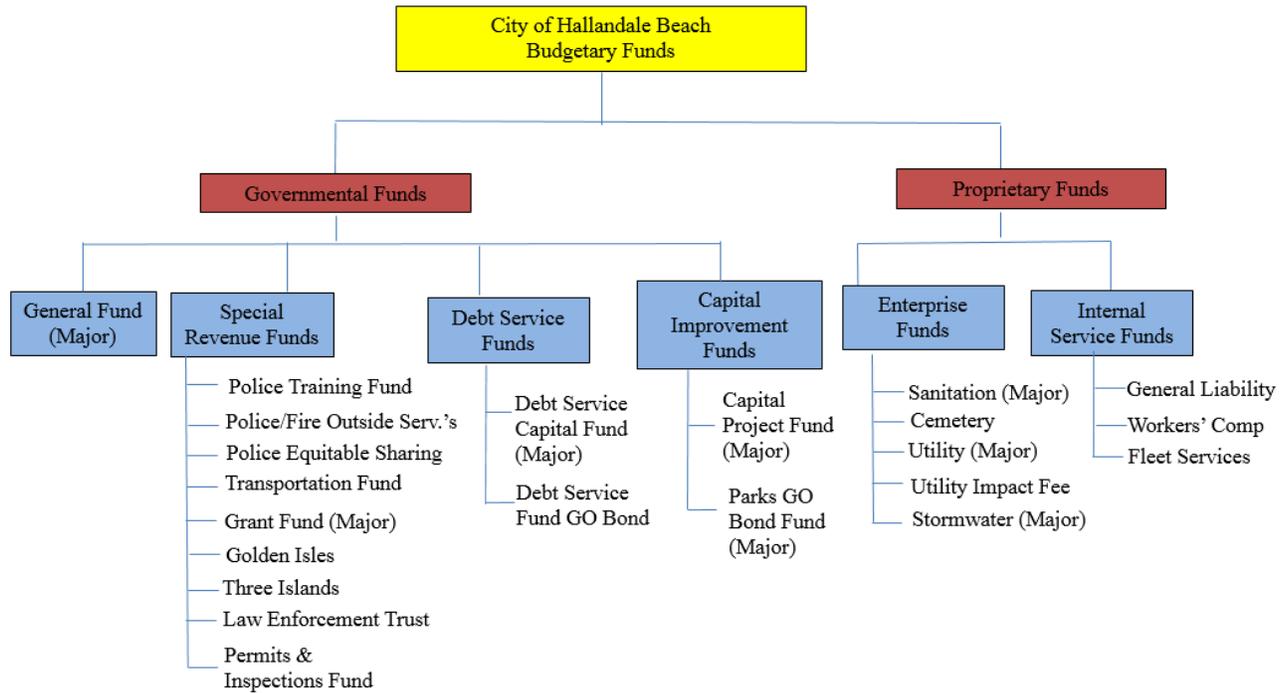
The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of "Generally Accepted Accounting Principles" (GAAP). In most cases, this conforms to the way the City prepares its budget. There are two exceptions: the treatment of depreciation expense and compensated 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/Fire Outside Services Fund (104)
 - Police Equitable Sharing Fund (110)
 - Three Islands Safe Neighborhood District Fund (120)
 - Golden Isles Safe Neighborhood District Fund (121)
 - Grant Fund (150)

- Transportation Fund (160)
- Law Enforcement Trust Fund (165)
- Permits and Inspections Fund (170)
- *Debt Service Funds* are used to account for the accumulation of resources to pay debt, and the actual payment of long-term debt principal and interest and related costs. Included in the budget are the following funds:
 - Debt Service GO Bonds Fund (202)
 - Debt Service Capital Fund (248)
- *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:
 - Parks General Obligation Bond Capital Fund (302)
 - Capital Projects Fund (348)

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)
 - Stormwater Drainage Fund (440)
 - Utility Fund (490)
 - Utility Impact Fee Fund (491)
- 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)
- 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.

Balanced 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 18/19 budget is balanced primarily by conservative expenditure forecasts and reasonably expected revenues. Budget transfers are as follows: up to \$5,000 needs Department Director and Budget Director approval; \$5,001 to \$15,000 needs Department Director, Budget Director, and Deputy/Assistant City Manager approvals; and \$15,001 to \$50,000 needs Department Director, Budget Director, Deputy/Assistant City Manager and City Manager approval. The City

Commission must be notified in writing of any budget transfers in excess of the City Manager’s limits.

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.

During the FY 17/18 Budget Hearings the City Commission enhanced the policy on reserves by adding a provision in the budget ordinance that sets a floor for reserves in the major funds as follows:

FUND	% of ANNUAL EXPENDITURE
General Fund	16%
Utility Fund	12%
Stormwater Fund	12%
Fleet Services Fund	12%
Sanitation Fund	12%
Liability/Self Insurance Fund	12%
Workers Compensation	12%

General Fund – In the General Fund, there will be a reservation of fund balance of no less than 16% 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. 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. Except for the funds listed on the table above.

Enterprise Funds – The City has created 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, if that specific fund is not mentioned on the table above.

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 three Internal Service Funds to account for 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. A provision in the budget ordinance has set a floor for each of the Internal Service Funds as listed on the table above.

Revenue Policies

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

The City estimates its annual revenues by an objective, analytical process. The City will project revenues for the next year and will update this projection annually. Each existing and potential revenue source will be re-examined 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 difficult to predict revenues such as building permits for new construction based on high probability of receipt.

The City Commission identifies the way 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 with the City Manager and Department Directors, in which all fees are reviewed and the level of cost recovery plus a reasonable cushion 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. In simple language, if the reserves are necessary to balance a segment of the budget, this will be disclosed.

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 \$57.5 million General Obligation Bond to improve and construct additional parks around the City. Implementing this program is now well underway.

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 \$559,374,639 and the balance of the GO debt as of September 30, 2018 is \$55,475,000.

For the time first time in the City's 91-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

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 the first principal payment was due on July 1, 2017 and each July 1 thereafter until the maturity date of July 1, 2046.

The Revenue Bonds, Series 2007A were issued for the purpose of financing the acquisition of park land. The bonds were refunded in FY 15/16 and are now known as "Capital Improvement Refunding Revenue Bonds, Series 2016" with an issuance date of June 29, 2016. The bonds are not a General Obligation Bond. The interest rates are 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.

In addition to the refunding of the Revenue Bonds, Series 2007A, an additional \$8,270,000 for the construction of the Main Fire Station was added to this issue. 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.



BUDGET IN BRIEF

City of Hallandale Beach Debt Service Requirements

Year Ending September 30,	Governmental Activities					
	Revenue Bonds Series 2016		O.B. Johnson BONDS Series 2015		Revenue Bonds G.O. BONDS	
	Principal	Interest	Principal	Interest	Principal	Interest
2019	1,365,000	934,787	1,325,000	317,016	1,065,000	2,014,006
2020	1,435,000	864,787	1,360,000	280,976	1,120,000	1,960,756
2021	1,505,000	791,287	1,395,000	243,984	1,175,000	1,904,756
2022	1,580,000	714,163	1,435,000	206,040	1,230,000	1,846,006
2023	1,660,000	633,163	1,475,000	167,008	1,295,000	1,784,506
2024-2028	9,655,000	1,810,063	4,665,000	255,952	7,505,000	7,884,531
2029-2033	2,510,000	501,844	-	-	9,460,000	5,928,831
2034-2038	1,725,000	81,600	-	-	11,085,000	4,302,431
2039-2043	-	-	-	-	12,855,000	2,536,781
2044-2046	-	-	-	-	8,685,000	548,440
	\$ 21,435,000	\$ 6,331,694	\$ 11,655,000	\$ 1,470,976	\$ 55,475,000	\$ 30,711,044

Year Ending September 30,	Business Type Activities					
	Revenue Note Series 2012		Revenue Bonds Series 2014A		State Revolving Loan	
	Principal	Interest	Principal	Interest	Principal	Interest
2019	310,000	23,244	520,000	82,013	25,545	6,857
2020	315,000	17,593	530,000	70,200	25,897	6,505
2021	320,000	11,850	545,000	58,106	26,255	6,147
2022	330,000	3,008	560,000	45,675	26,617	5,785
2023	-	-	565,000	33,019	26,984	5,418
2024-2028	-	-	1,185,000	26,831	140,611	21,399
2029-2033	-	-	-	-	150,584	11,426
2034-2038	-	-	-	-	82,487	1,776
2039-2043	-	-	-	-	-	-
2044-2046	-	-	-	-	-	-
	\$ 1,275,000	\$ 55,695	\$ 3,905,000	\$ 315,844	\$ 504,980	\$ 65,313

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 to mitigate 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. The City's Comprehensive Emergency Operating Plan (CEOP) is in the process of a complete update.

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 distributes an asset register to the 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 monthly budget reports comparing actual versus budgeted revenue and expense activity. These reports appear on the City Commission agenda for full transparency.

Investment Policies

The City's Investment Policy is very complex. Highlights appear below:

- 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 to minimize 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 Renewal and Replacement reserve for the Utility Fund. 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 add additional funding to 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 from operating funds in one fiscal year.

Throughout the years, the City has developed reasonable equipment replacement schedules and various replacement accounts have been established providing funding mechanisms and availability 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 18/19 budget was predicated on the June 2016 Cost Allocation Plan and some changes from the previous plan were scheduled to be phased in over a three-year period. Due to the budget shortfall in the General Fund for the upcoming fiscal year, the decision was made not to continue the three-year phase reduction of the revenue coming into the General Fund. Instead, dollars were budgeted to update the allocation plan in FY 18/19. 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 charges approved and includes other operating transfers.

BUDGET IN BRIEF

**CITY OF HALLANDALE BEACH
SCHEDULE OF ADMINISTRATIVE CHARGES AND INTERFUND TRANSFERS
FY 18/19 ADOPTED BUDGET**

		REVENUES									
		Gen Liab.	Debt Service	Debt Service	Utility	Transp.	Sanitation	Storm Water	CRA		
		Self Ins.	Capital	GO Bond	490	160	410	440	130	Total	
		570	248	202							
		001									
	General		1,458,173	693,708			300,000	140,000		6,677,546	\$9,269,427
	Police/Fire Outside Svcs	112,409									\$112,409
	Transportation	174,570	31,700								\$206,270
	Permits & Inspections	679,538	44,379								\$723,917
	Sanitation	1,944,298	69,739		143,187						\$2,157,224
	Cemetery	47,621	9,510		12,070						\$69,201
	Utility	2,407,061	161,668			13,261	75,684	21,541			\$2,679,215
	Stormwater	170,502	25,360		406,837	474					\$603,173
	Golden Isles	12,911									\$12,911
	Three Islands	43,876									\$43,876
	CRA	344,625		1,288,371							\$1,632,996
	Fleet	196,388	28,530								\$224,918
	General Liability	74,428									\$74,428
	Workers' Comp	7,763	50,000								\$57,763
	GO Bond Capital				874,034						\$874,034
	Fire Assessment			318,709							\$318,709
		\$6,215,990	\$1,879,059	\$2,300,788	\$874,034	\$562,094	\$313,735	\$215,684	\$21,541	\$6,677,546	\$19,060,471



*Photo By
Bret K. Warren*

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

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.

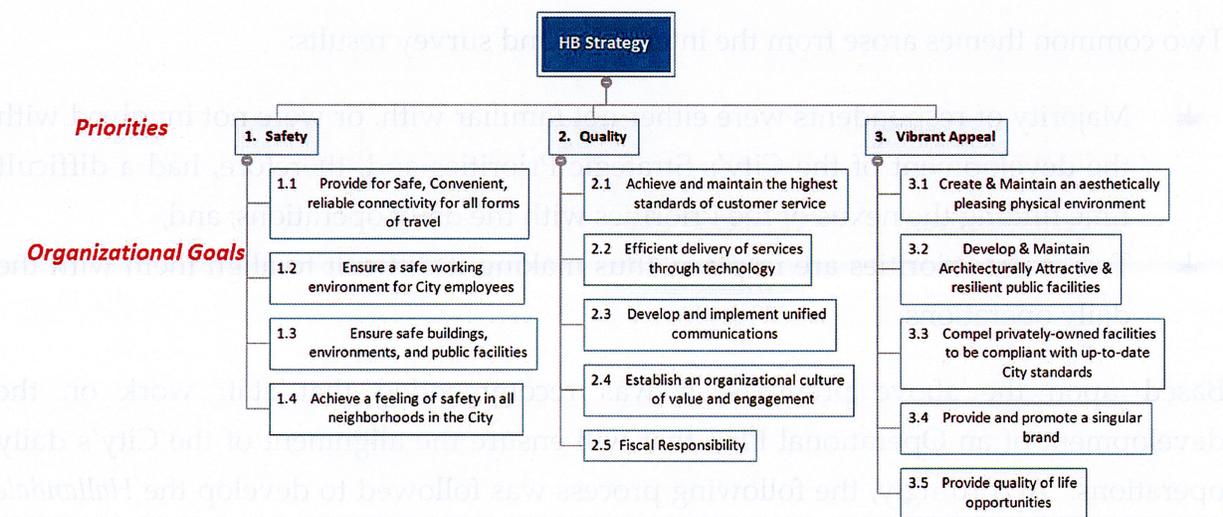
Based upon the above premises, it was recommended that staff work on the development of an Operational Plan that will ensure the alignment of the City's daily operations. Accordingly, the following process was followed to develop the *Hallandale Beach Strategy*:

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

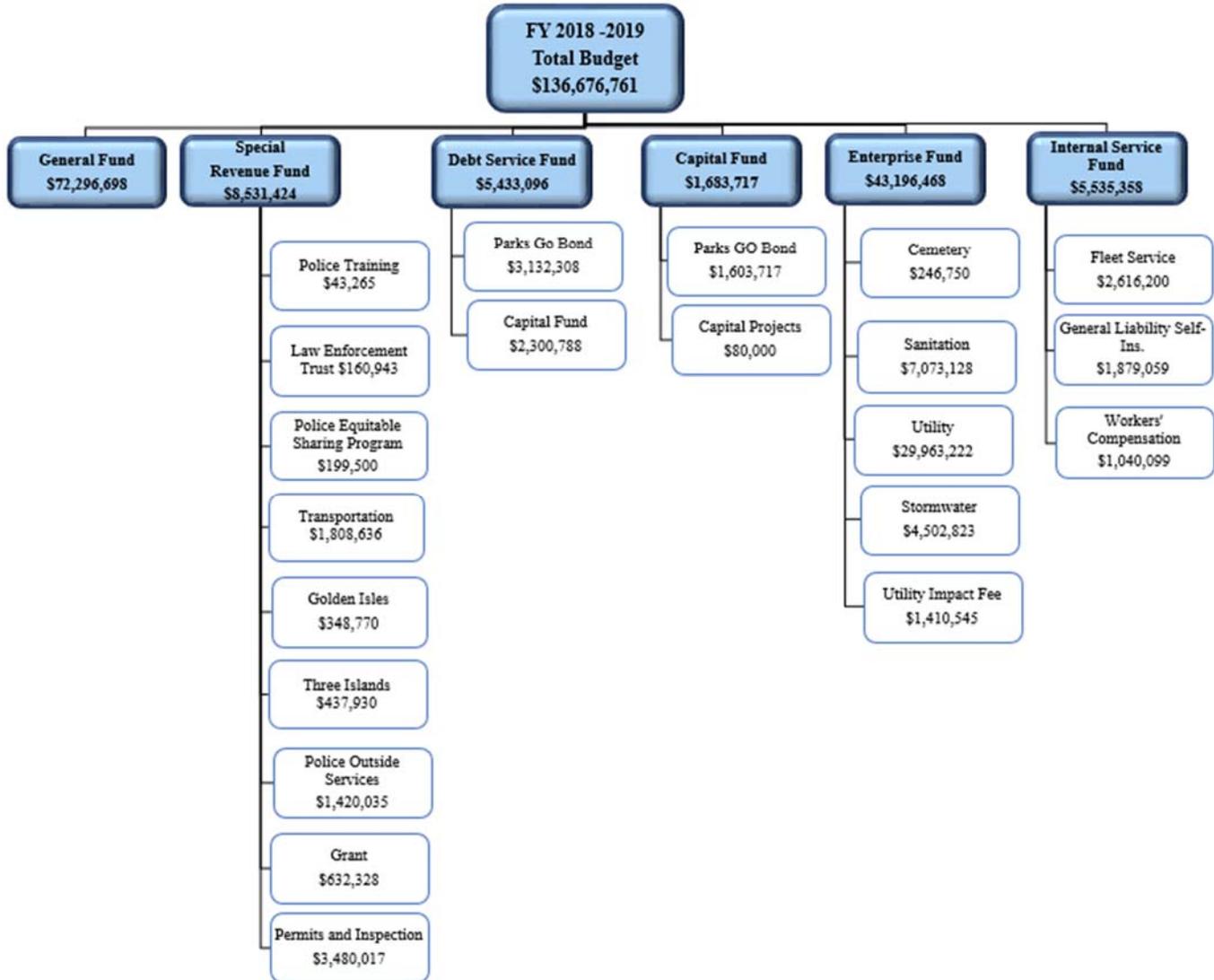
City of Hallandale Beach Fund Summaries



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Section - 5

FUND SUMMARIES





FUND SUMMARIES

Change in Fund Balance

<u>Fund</u>	<u>FY 17/18</u>			
	<u>Estimated Revenues</u>	<u>Estimated Expenditures</u>	<u>Excess (Deficiency) of Revenues over Expenditures</u>	<u>9/30/2018 Projected Fund Balance</u>
001 General Fund	\$ 64,902,272	\$ 69,821,654	\$ (4,919,382)	\$ 10,587,738
103 Police Training Fund	12,426	15,100	(2,674)	63,859
104 Police Outside Services Fund	1,327,967	1,208,691	119,276	72,668
110 Police Equitable Sharing Fund	67,224	207,336	(140,112)	648,407
120 Three Islands District	413,998	262,284	151,714	571,613
121 Golden Isles District	318,515	184,250	134,265	637,189
150 Grant Fund	802,894	798,931	3,963	3,963
160 Transportation Fund	1,879,014	1,828,011	51,003	193,578
165 Law Enforcement Trust Fund	180,243	110,897	69,346	379,405
170 Permits and Inspections Fund	-	-	-	-
202 Debt Service Fund GO Bond	3,073,680	3,079,756	(6,076)	(20,462)
248 Debt Service Capital Fund	2,451,018	2,451,778	(760)	30,407
302 Parks GO Bond Capital Fund	850,376	12,817,049	(11,966,673)	46,449,846
348 Capital Projects Fund	1,420,948	3,072,938	(1,651,990)	2,121,117
410 Sanitation Fund	7,036,116	6,457,250	578,866	1,595,838
420 Cemetery Fund(Inc. Perpetual)	222,064	228,892	(6,828)	271,759
440 Stormwater Drainage	4,983,640	1,402,595	3,581,045	7,372,426
490 Utility Fund*	26,783,040	18,415,072	8,367,968	29,255,560
491 Utility Impact Fee	487,223	-	487,223	1,279,835
530 Fleet Maintenance	3,776,274	1,357,284	2,418,990	458,652
570 General Liability Self Ins. Trust	1,853,317	1,698,189	155,128	(1,034,983)
575 Workers Comp. Self Insurance	1,046,886	707,069	339,817	697,841
Total All Funds	\$ 123,889,135	\$ 126,125,026	\$ (2,235,891)	\$ 101,636,256

<u>Fund</u>	<u>FY 18/19</u>				
	<u>Budgeted Revenues</u>	<u>Budgeted Expenditures</u>	<u>Excess (Deficiency) of Revenues over Expenditures</u>	<u>9/30/2019 Projected Fund Balance</u>	<u>% Change in Fund Balance</u>
001 General Fund	\$ 71,471,263	\$ 72,296,698	\$ (825,435)	\$ 9,762,303	-7.8%
103 Police Training Fund	17,500	43,265	(25,765)	\$ 38,094	-40.3%
104 Police Outside Services Fund	1,420,035	1,420,035	-	\$ 72,668	0.0%
110 Police Equitable Sharing Fund	350	199,500	(199,150)	\$ 449,257	-30.7%
120 Three Islands District	437,930	304,776	133,154	\$ 704,767	23.3%
121 Golden Isles District	348,770	215,114	133,656	\$ 770,845	21.0%
150 Grant Fund	632,328	632,328	-	\$ 3,963	0.0%
160 Transportation Fund	1,808,636	1,808,636	-	\$ 193,578	0.0%
165 Law Enforcement Trust Fund	150	160,943	(160,793)	\$ 218,612	-42.4%
170 Permits and Inspections Fund	3,480,017	3,428,680	51,337	\$ 51,337	0.0%
202 Debt Service Fund GO Bond	3,132,308	3,132,308	-	\$ (20,462)	0.0%
248 Debt Service Capital Fund	2,300,788	2,300,788	-	\$ 30,407	0.0%
302 Parks GO Bond Capital Fund	112,250	1,603,717	(1,491,467)	\$ 44,958,379	-3.2%
348 Capital Projects Fund	80,000	-	80,000	\$ 2,201,117	3.8%
410 Sanitation Fund	7,073,128	6,675,277	397,851	\$ 1,993,689	24.9%
420 Cemetery Fund(Inc. Perpetual)	246,750	236,250	10,500	\$ 282,259	3.9%
440 Stormwater Drainage	4,502,843	4,502,823	20	\$ 7,372,446	0.0%
490 Utility Fund*	29,963,222	29,963,222	-	\$ 29,255,560	0.0%
491 Utility Impact Fee	1,410,545	-	1,410,545	\$ 2,690,380	110.2%
530 Fleet Maintenance	2,616,200	1,934,658	681,542	\$ 1,140,194	148.6%
570 General Liability Self Ins. Trust	1,879,059	1,598,454	280,605	\$ (754,378)	-27.1%
575 Workers Comp. Self Insurance	1,040,099	771,263	268,836	\$ 966,677	38.5%
Total All Funds	\$ 133,974,171	\$ 133,228,735	\$ 745,436	\$ 102,381,692	0.7%

General Fund Five - Year Forecast Summary

The General Fund Five-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 revenue growth of 3.8% and shows the need to hold the line on expenditures in order to maintain adequate working capital over the next five years. The adopted millage rate for FY 17/18 was 5.3093. In FY 18/19, the City increased the overall combined millage rate, which includes the General Fund and the debt service millage. The General Fund millage rate was increased by 1.0098 mills and the debt service millage was reduced by 0.0743. The financial plan indicates a level millage rate, but a five percent increase in property values for FY 19/20 through FY 22/23, which might be conservative based on the last few years' increases. In FY 18/19 \$5.5 million of one-time revenues were used to balance the budget. These dollars are a non-recurring source, which will make the FY 19/20 even more challenging to balance. One-time revenues should only be used for one-time items, i.e. a piece of equipment, capital projects, and etc.

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 five 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 19/20 through FY 22/23, by generating additional revenues through revenue enhancements and/or reductions of the overall expenditures. The General Fund salaries and benefits for the next five years are projecting to be anywhere from 73 to 75 percent of the total budget, in some departments it is as high as 95 percent. When personnel cost makes up the majority of the total budget, it is very difficult to reduce cost without touching salaries and/or benefits. Since, there is a nine-month moratorium on positions, expenditure reductions might have to be done through attrition.
- 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 19/20 through FY 22/23. 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 14-15	FY 15-16	%	FY 16-17	%	FY 17-18	%	FY 18-19	%	FY 19-20	%	FY 20-21	%	FY 21-22	%	FY 22-23	%
	Actual	Actual	Change	Actual	Change	Budget	Change	Projection	Change	Projection	Change	Projection	Change	Projection	Change	Projection	Change
Revenues																	
Ad Valorem Tax	\$21.18	\$23.16	9.4%	\$21.34	-7.8%	\$27.84	30.4%	\$34.29	23.2%	\$36.00	5.0%	\$37.80	5.0%	\$39.69	5.0%	\$41.68	5.0%
Utility (Public) Service Tax	\$4.42	4.38	-0.9%	4.56	4.0%	4.91	7.7%	4.92	0.2%	\$5.02	2.0%	\$5.12	2.0%	\$5.27	3.0%	\$5.43	3.0%
Franchise Taxes	\$4.18	3.99	-4.4%	3.93	-1.5%	4.18	6.3%	4.05	-3.1%	\$4.13	2.0%	\$4.21	2.0%	\$4.29	2.0%	\$4.38	2.0%
Intergovernmental	3.62	3.72	2.8%	3.77	1.1%	3.93	4.5%	4.16	5.7%	4.28	3.0%	4.41	3.0%	4.54	3.0%	4.68	3.0%
Licenses And Permits	2.78	2.80	0.6%	3.81	36.0%	4.89	28.5%	0.74	-84.9%	0.76	3.0%	0.79	3.0%	0.81	3.0%	0.83	3.0%
Fines & Forfeitures	0.51	0.63	23.7%	0.38	-40.2%	0.50	31.3%	0.52	5.5%	0.50	-4.2%	0.50	0.0%	0.50	0.0%	0.50	0.0%
Fire Assessments	5.63	6.81	21.1%	6.92	1.7%	7.09	2.4%	8.71	22.9%	8.89	2.0%	9.07	2.0%	9.25	2.0%	9.43	2.0%
Charges For Services	10.48	10.33	-1.5%	9.14	-11.5%	8.89	-2.8%	8.63	-2.9%	8.63	0.0%	8.63	0.0%	8.63	0.0%	8.63	0.0%
Other Revenues	2.89	3.65	26.3%	2.32	-36.4%	4.49	93.5%	3.29	-26.7%	2.89	-12.1%	2.89	0.0%	2.89	0.0%	2.89	0.0%
Subtotal	55.69	59.48	6.8%	56.17	-5.6%	\$66.72	18.8%	\$69.31	3.9%	71.10	2.6%	73.41	3.3%	75.88	3.4%	78.45	3.4%
Transfers In	5.39	2.52	-53.3%	0.12	-95.2%	2.12	1655.4%	2.16	1.6%	0.60	-72.0%	0.60	0.0%	0.60	0.0%	0.60	0.0%
Total Revenues	\$61.08	\$62.00	1.5%	\$56.29	-7.8%	\$68.84	11.0%	\$71.47	3.8%	\$71.71	0.3%	\$74.02	3.2%	\$76.48	3.3%	\$79.06	3.4%
Expenses																	
Salaries And Benefits	\$44.08	\$46.76	6.1%	\$48.79	4.3%	\$51.39	5.3%	\$52.72	2.6%	\$54.65	3.7%	\$56.59	3.5%	\$58.52	3.4%	\$60.46	3.3%
Operating Costs	7.64	8.63	12.9%	9.51	10.2%	9.98	4.9%	7.67	-23.2%	7.90	3.0%	8.14	3.0%	8.38	3.0%	8.63	3.0%
Capital	4.21	2.04	-51.6%	0.36	-82.3%	0.19	-47.1%	0.21	8.9%	0.20	-3.8%	1.30	550.0%	1.30	0.0%	1.30	0.0%
Other	0.50	0.60	20.4%	0.49	-17.7%	1.55	213.6%	1.71	10.1%	0.60	-64.8%	0.60	0.0%	0.60	0.0%	0.60	0.0%
Subtotal	56.44	58.03	2.8%	59.15	1.9%	63.11	6.7%	62.30	-1.3%	63.35	1.7%	66.62	5.2%	68.80	3.3%	70.99	3.2%
Interfund Transfer	4.11	5.74	39.8%	0.86	-85.1%	7.61	787.1%	9.99	31.3%	10.49	5.0%	11.02	5.0%	11.57	5.0%	12.15	5.0%
Total Expenses	\$60.54	\$63.77	5.3%	\$60.01	-5.9%	\$70.72	10.9%	\$72.29	2.2%	\$73.84	2.1%	\$77.64	5.1%	\$80.37	3.5%	\$83.13	3.4%
Surplus/Deficit	\$0.54	(\$1.77)		(\$3.72)		(\$1.88)		(\$0.83)		(\$2.14)		(\$3.62)		(\$3.89)		(\$4.08)	

General Fund

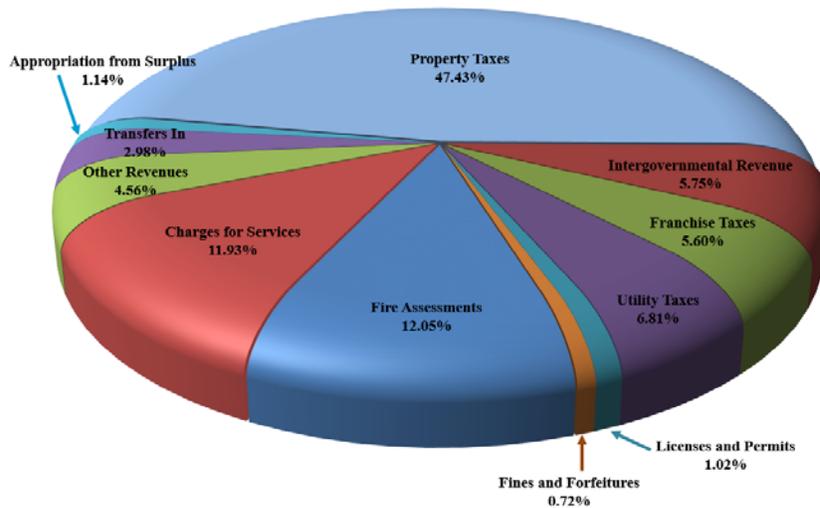
Budget Overview

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, budget and finance functions, computer operations, procurement and legal services.

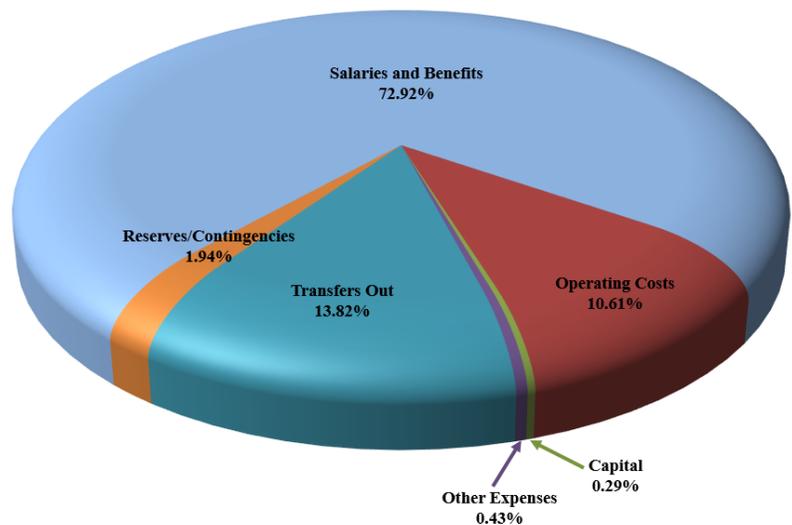
The FY 18/19 General Fund Budget of \$72,296,698 increased by \$1,573,399 or 2.2%. The following table and corresponding chart provide the budgetary changes, and major revenue and expense categories utilized to balance the \$72.3 million General Fund Budget.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
General Fund					
Revenues					
Property Taxes	\$25,687,755	\$27,839,455	\$34,287,020	\$6,447,565	23.2%
Utility Taxes	\$4,557,194	\$4,910,701	\$4,921,288	\$10,587	0.2%
Franchise Taxes	\$3,937,759	\$4,178,924	\$4,047,682	(\$131,242)	-3.1%
Intergovernmental Revenue	\$3,828,507	\$3,934,086	\$4,157,485	\$223,399	5.7%
Licenses and Permits	\$3,701,184	\$4,893,148	\$740,600	(\$4,152,548)	-84.9%
Fines and Forfeitures	\$377,651	\$495,000	\$522,500	\$27,500	5.6%
Fire Assessments	\$6,923,116	\$7,091,352	\$8,714,732	\$1,623,380	22.9%
Charges for Services	\$9,353,883	\$8,885,365	\$8,628,418	(\$256,947)	-2.9%
Other Revenues	\$2,182,901	\$4,492,344	\$3,294,129	(\$1,198,215)	-26.7%
Subtotal	\$60,549,950	\$66,720,375	\$69,313,854	\$2,593,479	3.9%
Transfers In	\$111,512	\$2,124,000	\$2,157,409	\$33,409	1.6%
Approp. from Surplus/Fund Bal.	\$0	\$1,878,924	\$825,435	(\$1,053,489)	-56.1%
Total Revenues	\$60,661,462	\$70,723,299	\$72,296,698	\$1,573,399	2.2%
Expenses					
Personnel	\$49,330,150	\$51,388,396	\$52,717,393	\$1,328,997	2.6%
Operating	\$8,805,629	\$9,981,990	\$7,670,757	(\$2,311,233)	-23.2%
Capital	\$361,975	\$191,550	\$208,375	\$16,825	8.8%
Subtotal	\$58,497,754	\$61,561,936	\$60,596,525	(\$965,411)	-1.6%
Other	\$575,652	\$565,250	\$307,381	(\$257,869)	-45.6%
Transfers Out	\$4,789,868	\$7,611,648	\$9,993,136	\$2,381,488	31.3%
Reserves/Contingencies	\$0	\$984,465	\$1,399,656	\$415,191	42.2%
Total Expenses	\$63,863,274	\$70,723,299	\$72,296,698	\$1,573,399	2.2%

FY 18/19 GENERAL FUND REVENUES



FY 18/19 GENERAL FUND EXPENDITURES



Revenue Highlights

- *Ad Valorem Taxes (+\$6,447,565)* - The July property values from the Broward County Property Appraiser increased by 4.1% over last year. The budget is based on an operating millage rate of 6.3191, an increase of 1.0098 mills over the FY 17/18 millage rate of 5.3093.
- *Utility Service Taxes (+\$10,587)* – Increase primarily in water service utility taxes due to projected customer growth and increased water usage within the City.

- *Franchise Taxes (-\$131,242)* – Decrease in electric franchise fees due to a projected reduction in fuel costs compared to the FY 17/18 Budget.
- *Intergovernmental State and County Shared Revenues (+223,399)* – The increase in revenue is primarily due to the transfer of the School Resource Officer Grant of \$185,008 from the Grant Fund to the General Fund effective with the FY 18/19 Budget, to offset the related expenses. Also, there is an increase of \$17,568 in the City’s portion of revenue received from the State Revenue Sharing Trust Fund and the Local Government Half-Cent Sales Tax revenue increased \$11,753.
- *Licenses and Permits (-\$4,152,548)* – A decrease of \$4,206,573 in building permit revenue is due to the Building Division being transferred out of the General Fund and set up as a Special Revenue Fund effective with the FY 18/19 Budget. This reduction was partially offset by an increase of \$94,065 in the hotel and vacation rental registration fees.
- *Fines and Forfeitures (+\$27,500)* – The increase in revenue is primarily due to an increase of \$30,000 in parking citations combined with an increase of \$15,000 in code compliance fines. This increase is offset by a reduction of \$25,000 in revenue the City receives as a percentage of the court fines assessed by the Broward County Clerk of the Courts.
- *Fire Assessment Fee (+\$1,623,380)* – Increase in Fire Assessment revenue due to increases in the rates for the different property types with the residential rate increasing from \$198.00 to \$251.11 per unit.
- *Charges for Services (-\$256,947)* – There is a reduction in revenue of \$435,768 for plan review fees charged by the Building Division which are now recorded in the Permits and Inspections Fund, reduction of \$313,911 related to Interlocal Services Agreements between the City of Hallandale Beach and the Hallandale Beach Community Redevelopment Agency (HBCRA), reduction of \$107,165 in Fire Department plan review fees, reduction of \$103,375 in development review fees for development applications submitted to the Planning and Zoning Division and a \$80,000 reduction in fire rescue medical transport service fees. These decreases are partially offset by a \$679,538 increase for the administrative charge to the new Permits and Inspections Fund (indirect cost charges to other funds based on all the support being provided by the General Fund funded service departments) combined with an \$100,000 increase in fire safety inspection fees.
- *Appropriation from Surplus and Fund Balance (-\$1,053,489)* – There was a reduction in the appropriation of fund balance needed to balance the fund in FY 18/19.

Expenditure Highlights

The major increases/decreases are summarized as follows:

- Personal Services category increased **\$1,328,997** due to COLAs, merit increases, staffing changes, pension costs and health insurance.
- Operating Costs decreased by **\$2,311,233** as a result of cost cutting measures across all departments with the major items consisting of a \$885,151 reduction in the lease payment to the Fleet Services Fund for vehicle replacement which will be deferred for a year, \$510,222 in consultants/professional services, \$404,684 in outside services, \$298,677 in internet subscriptions, \$109,779 in computer hardware/software maintenance, \$72,110 in employee training and \$72,000 reduction in the purchase of vehicles/trucks.
- Other category decreased **\$257,869** primarily due to a \$195,119 reduction in the Community Partnership Grants for Human Services, reduction of \$52,750 in Community Partnership Grants and other grants provided by the Police Department and \$10,000 reduction in the City subsidized Hurricane Shutter Program for residents.
- Transfers Out increased by **\$2,381,488** due to an increase of \$1,479,189 in the Tax Increment Financing (TIF) payment from the City to the Hallandale Beach Community Redevelopment Agency (HBCRA), \$388,073 increase in the transfer to the General Liability Fund, \$300,000 transfer to the Transportation Fund to balance the fund, and \$250,000 transfer from the City to the Hallandale Beach Community Redevelopment Agency for the first repayment of the City amount due to the HBCRA partially offset by a \$35,774 reduction in the transfer to the Debt Service Capital Fund.



Highlights

Surpluses and Reserves

The FY 18/19 Budget shows a \$9,762,303 of unassigned total General Fund Balance at the end of the year (this amount is based upon a *projected* FY 17/18 fund balance). This represents approximately 13.50% 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%). As part of the FY 18/19 Budget Ordinance, the Commission has set thresholds for reserves in the major funds (see page 3-40). 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 ⁽²⁾	Total Fund Balance ⁽¹⁾	Unassigned Fund Balance	Total Fund Balance as a Percentage of Revised Budget
2013/2014	\$3,756,953,430	5.6833	\$57,790,373	\$63,689,595	-\$4,828,367	\$21,247,382	\$17,391,085	33.36%
2014/2015	\$4,125,142,910	5.1918	\$60,441,737	\$67,333,219	\$540,414	\$21,787,796	\$19,901,455	32.36%
2015/2016	\$4,495,095,870	5.1918	\$64,056,552	\$71,322,689	-\$1,844,463	\$19,847,070	\$18,963,282	30.98%
2016/2017	\$4,958,104,990	5.1918	\$68,516,988	\$72,993,612	-\$3,582,334	\$16,264,736	\$15,507,120	23.74%
2017/2018	\$5,249,650,560	5.3093	\$70,223,299	\$73,931,639	-\$4,919,382	\$10,587,738	\$10,587,738	15.08%
2018/2019	\$5,439,134,540	6.3191	\$72,296,698	\$72,726,738	-\$825,435	\$9,762,303	\$9,762,303	13.50%

Notes:

- (1) Total Fund Balance from CAFR (FY 13/14 - 16/17); Projections for FY 17/18; Adopted Budget for FY 18/19
- (2) Actuals from CAFR (FY 13/14 - 16/17); Projections for FY 17/18



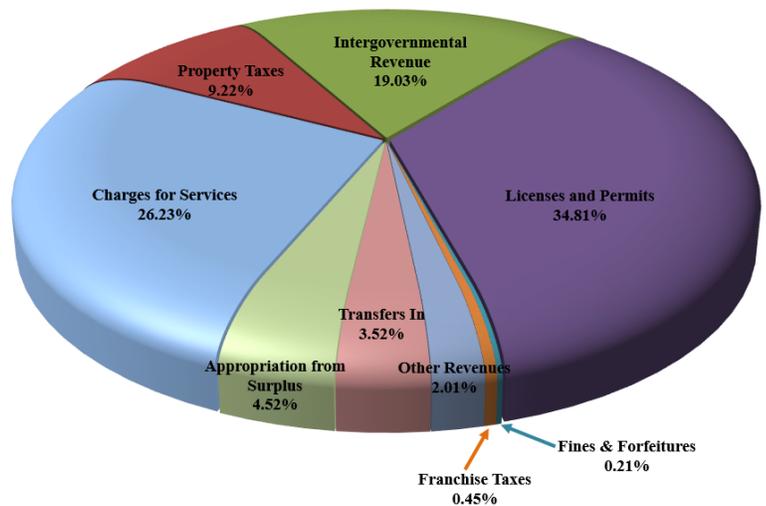
Special Revenue Funds

Budget Overview

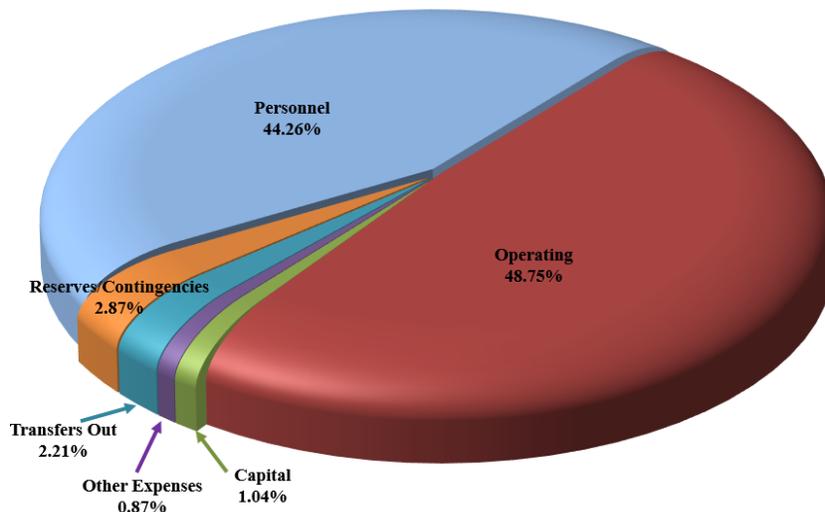
Special Revenue Funds are programs in which revenues are generated for a specific purpose established by the City Commission, or specifically authorized by state or county law. Generally, the Commission is limited in the generation of revenues and alteration of the specific expenditure criteria applicable 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/Fire Outside Services Fund
- Permits and Inspections Fund
- Grant Fund

FY 18/19 COMBINED SPECIAL REVENUE FUNDS REVENUES



FY 18/19 COMBINED SPECIAL REVENUE FUNDS EXPENDITURES



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

Golden Isles Safe Neighborhood District

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 increased \$21,306 or 6.5% as the July property values from the Broward County Property Appraiser increased by 7.7% over last year. The budget is based on level millage of 1.0934.

The Golden Isles Expenditure Budget of \$327,464 increased \$21,306 or 6.5% above the prior year's budget.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Golden Isles Safe Neighborhood District					
Revenues					
Property Taxes	\$293,476	\$326,564	\$348,770	\$22,206	6.8%
Other Revenues	\$335	\$900	\$0	(\$900)	-100.0%
Total Revenues	\$293,811	\$327,464	\$348,770	\$21,306	6.5%
Expenses					
Operating	\$201,537	\$206,402	\$307,748	\$101,346	49.1%
Capital	\$71,264	\$70,000	\$28,000	(\$42,000)	-60.0%
Subtotal	\$272,801	\$276,402	\$335,748	\$59,346	21.5%
Reserves/Contingencies	\$0	\$51,062	\$13,022	(\$38,040)	-74.5%
Total Expenses	\$272,801	\$327,464	\$348,770	\$21,306	6.5%



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 \$16,321 or 3.9% as the July property values from the Broward County Property Appraiser increased by 4.6% over last year and the budget is based on level millage of .6600.

The Three Islands Expenditure Budget of \$437,930 increased \$16,321 or 3.9% above the prior year's budget primarily due to an increase in working reserves.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Three Islands Safe Neighborhood District					
Revenues					
Property Taxes	\$385,164	\$420,509	\$437,930	\$17,421	4.1%
Other Revenues	\$371	\$1,100	\$0	(\$1,100)	-100.0%
Total Revenues	\$385,535	\$421,609	\$437,930	\$16,321	3.9%
Expenses					
Operating	\$344,401	\$287,401	\$289,274	\$1,873	0.7%
Capital	\$44,987	\$0	\$0	\$0	N/A
Subtotal	\$389,388	\$287,401	\$289,274	\$1,873	0.7%
Reserves/Contingencies	\$0	\$134,208	\$148,656	\$14,448	10.8%
Total Expenses	\$389,388	\$421,609	\$437,930	\$16,321	3.9%

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 five buses providing public transportation within Hallandale Beach for free.

The Transportation Fund Revenue Budget decreased \$169,872 or 8.6% over last year primarily due to a decrease in charges for services as traffic mitigation fees of \$432,878 were combined with traffic impact fees and parking meter receipts decreased \$88,800. These decreases were partially offset by an increase of \$27,000 in engineering fees. Also, there was a \$300,000 transfer in from the General Fund to balance the Transportation Fund.

The Transportation Fund Expenditure Budget of \$1,808,636 decreased \$169,872 or 8.6%, primarily due to a decrease in operating costs for consultants/professional services of \$161,066

FUND SUMMARIES

and a reduction in electricity of \$18,728 offset by an increase in transfers out to other funds to pay for its fair share of general liability insurance.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Transportation Fund					
Revenues					
Charges for Services	\$303,341	\$912,309	\$419,935	(\$492,374)	-54.0%
Intergovernmental Revenue	\$1,003,145	\$1,028,392	\$1,049,951	\$21,559	2.1%
Franchise Taxes	\$41,718	\$37,507	\$38,750	\$1,243	3.3%
Other Revenues	\$5,001	\$300	\$0	(\$300)	-100.0%
Subtotal	\$1,353,205	\$1,978,508	\$1,508,636	(\$469,872)	-23.7%
Transfers In	\$725,013	\$0	\$300,000	\$300,000	N/A
Total Revenues	\$2,078,218	\$1,978,508	\$1,808,636	(\$169,872)	-8.6%
Expenses					
Personnel	\$756,478	\$767,462	\$779,607	\$12,145	1.6%
Operating	\$1,006,287	\$1,157,776	\$979,206	(\$178,570)	-15.4%
Capital	\$147,843	\$0	\$0	\$0	N/A
Subtotal	\$1,910,608	\$1,925,238	\$1,758,813	(\$166,425)	-8.6%
Transfers Out	\$0	\$23,200	\$31,700	\$8,500	36.6%
Reserves/Contingencies	\$0	\$30,070	\$18,123	(\$11,947)	-39.7%
Total Expenses	\$1,910,608	\$1,978,508	\$1,808,636	(\$169,872)	-8.6%

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 18/19, a total of \$17,500 is budgeted.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Police Training Fund					
Revenues					
Fines and Forfeitures	\$19,400	\$15,000	\$17,500	\$2,500	16.7%
Other Revenues	\$41	\$100	\$0	(\$100)	-100.0%
Subtotal	\$19,441	\$15,100	\$17,500	\$2,400	15.9%
Appropriation from Surplus	\$0	\$0	\$25,765	\$25,765	N/A
Total Revenues	\$19,441	\$15,100	\$43,265	\$28,165	186.5%
Expenses					
Operating	\$18,936	\$15,100	\$43,265	\$28,165	186.5%
Total Expenses	\$18,936	\$15,100	\$43,265	\$28,165	186.5%

Law Enforcement Trust Fund

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 \$160,943 increased \$44,299, or 38.0% due to the increase of \$40,000 for public safety training and an increase of \$5,000 for the Police Explorers Program.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Law Enforcement Trust Fund					
Revenues					
Fines and Forfeitures	\$152,321	\$0	\$0	\$0	N/A
Intergovernmental Revenue	\$11,478	\$0	\$0	\$0	N/A
Other Revenues	\$169	\$700	\$150	(\$550)	-78.6%
Subtotal	\$163,968	\$700	\$150	(\$550)	-78.6%
Appropriation from Surplus	\$0	\$115,944	\$160,793	\$44,849	38.7%
Total Revenues	\$163,968	\$116,644	\$160,943	\$44,299	38.0%
Expenses					
Personnel	\$11,478	\$0	\$0	\$0	N/A
Operating	\$151,603	\$42,394	\$86,693	\$44,299	104.5%
Capital	\$0	\$0	\$0	\$0	N/A
Subtotal	\$163,081	\$42,394	\$86,693	\$44,299	104.5%
Other Expenses	\$0	\$74,250	\$74,250	\$0	0.0%
Total Expenses	\$163,081	\$116,644	\$160,943	\$44,299	38.0%

Police Equitable Sharing Fund

The Police Equitable Sharing Fund accounts for the receipt of revenue from the confiscation and subsequent forfeiture of property as a result of law enforcement action, in federal cases supported by agencies within the Department of Justice. Federal law authorizes the Attorney General to share federally forfeited property with participating state and local law enforcement agencies

For FY 18/19, the Equitable Sharing Expenditure Budget is \$199,500 and includes: Glock pistol replacements of \$80,000, police training programs in the amount of \$78,700, Vice Intelligence and Narcotics (V-I-N) Unit investigative expenses of \$20,000, and specialized equipment purchases of \$10,000.



FUND SUMMARIES

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Police Equitable Sharing Fund					
Revenues					
Fines and Forfeitures	\$329,079	\$0	\$0	\$0	N/A
Other Revenues	\$369	\$300	\$350	\$50	16.7%
Subtotal	\$329,448	\$300	\$350	\$50	16.7%
Appropriation from Surplus	\$0	\$161,284	\$199,150	\$37,866	23.5%
Total Revenues	\$329,448	\$161,584	\$199,500	\$37,916	23.5%
Expenses					
Operating	\$107,998	\$148,464	\$199,500	\$51,036	34.4%
Capital	\$43,827	\$13,120	\$0	(\$13,120)	-100.0%
Total Expenses	\$151,825	\$161,584	\$199,500	\$37,916	23.5%

Police/Fire Outside Services Fund

This fund was established to account for revenues received and salaries paid as a result of police and fire personnel performing off-duty services for private business or organizations within the City of Hallandale Beach. Under current procedures, users of these services are billed at hourly rates as negotiated by the Hallandale Beach Police Benevolent Association and pursuant to City Ordinance for fire outside services. 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 \$112,409 for the administration of the Police/Fire Outside Services Program. The total budget is at \$1,420,035.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Police/Fire Outside Services Fund					
Revenues					
Charges for Services	\$1,329,214	\$1,247,035	\$1,307,626	\$60,591	4.9%
Other Revenues	\$111,514	\$79,000	\$112,409	\$33,409	42.3%
Total Revenues	\$1,440,728	\$1,326,035	\$1,420,035	\$94,000	7.1%
Expenses					
Personnel	\$1,295,819	\$1,247,035	\$1,307,626	\$60,591	4.9%
Subtotal	\$1,295,819	\$1,247,035	\$1,307,626	\$60,591	4.9%
Transfers Out	\$111,512	\$79,000	\$112,409	\$33,409	42.3%
Expenses Total	\$1,407,331	\$1,326,035	\$1,420,035	\$94,000	7.1%

Permits and Inspections Fund

This fund was established in FY 18/19 to segregate the revenues and expenditures for the Building Division of the Development Services Department to be in compliance with Florida Statutes.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Permits and Inspections Fund					
Revenues					
Charges for Services	\$0	\$0	\$510,547	\$510,547	N/A
Licenses and Permits	\$0	\$0	\$2,969,470	\$2,969,470	N/A
Total Revenues	\$0	\$0	\$3,480,017	\$3,480,017	N/A
Expenses					
Personnel	\$0	\$0	\$1,387,104	\$1,387,104	N/A
Operating	\$0	\$0	\$1,922,759	\$1,922,759	N/A
Capital	\$0	\$0	\$60,500	\$60,500	N/A
Subtotal	\$0	\$0	\$3,370,363	\$3,370,363	N/A
Transfers Out	\$0	\$0	\$44,379	\$44,379	N/A
Reserves/Contingencies	\$0	\$0	\$65,275	\$65,275	N/A
Total Expenses	\$0	\$0	\$3,480,017	\$3,480,017	N/A



Grant Fund

This fund was established in FY 17/18 to accurately account for the financial management of grant programs, whereby the receipt of funds and the related disbursements for these programs are in compliance with the specific grant reporting requirements. The Grant Fund Expenditure Budget of \$632,328 includes personnel costs of \$301,492 for the various types of grants and operating costs of \$221,760 for the Broward County Mass Transit Grant, \$65,904 for local grants, \$21,333 for state grants and \$21,839 for federal grants.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Grant Fund					
Revenues					
Intergovernmental Revenue	\$989,856	\$49,370	\$573,901	\$524,531	1,062.4%
Other Revenues	\$0	\$0	\$58,427	\$58,427	N/A
Total Revenues	\$989,856	\$49,370	\$632,328	\$582,958	1,180.8%
Expenses					
Personnel	\$413,123	\$49,370	\$301,492	\$252,122	510.7%
Operating	\$485,128	\$0	\$330,836	\$330,836	N/A
Capital	\$79,605	\$0	\$0	\$0	N/A
Subtotal	\$977,856	\$49,370	\$632,328	\$582,958	1,180.8%
Other Expenses	\$12,000	\$0	\$0	\$0	N/A
Total Expenses	\$989,856	\$49,370	\$632,328	\$582,958	1,180.8%



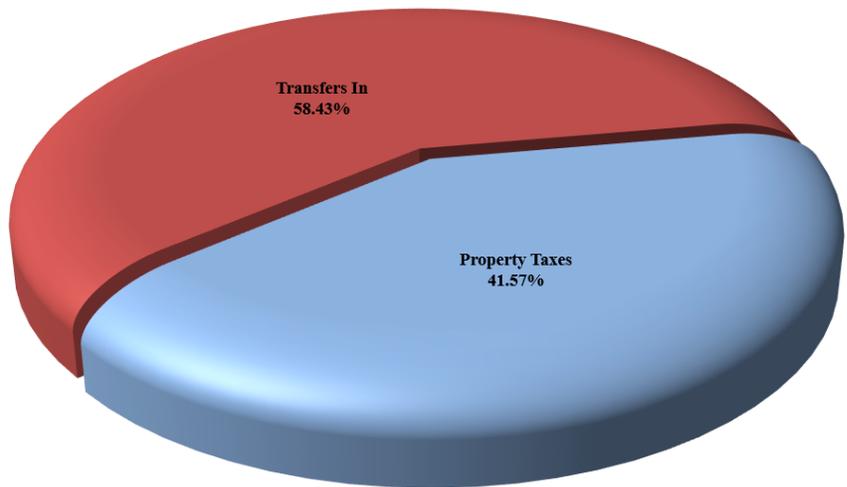
Debt Service Funds

Budget Overview

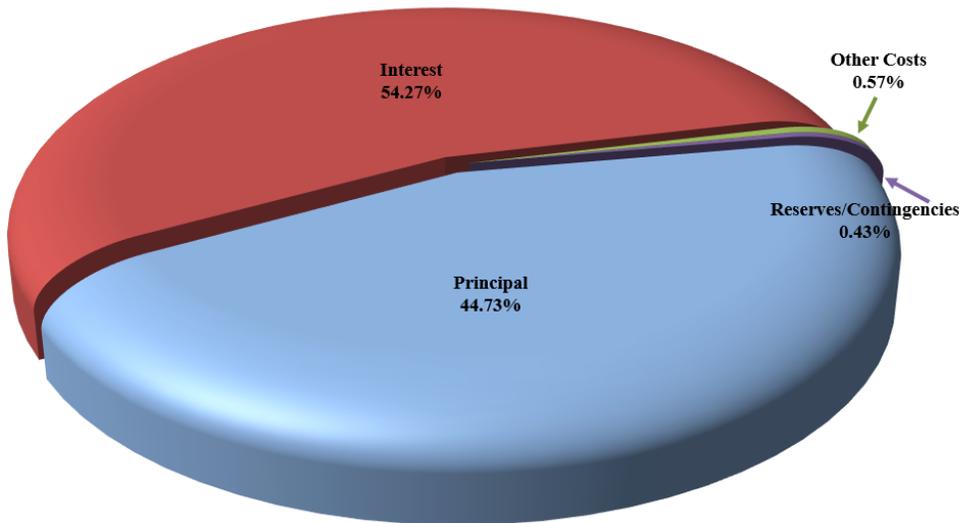
The Debt Service Funds are used to account for the repayment of voter approved general obligation debt, as well as other government borrowing activities for long-term financing. The Debt Service Funds category includes:

- Debt Service Fund GO Bond
- Debt Service Capital Fund

FY 18/19 DEBT SERVICE FUNDS REVENUES



FY 18/19 DEBT SERVICE FUNDS EXPENSES





FUND SUMMARIES

Debt Service Fund GO Bond

The Debt Service Fund was established to account for the repayment of the voter approved General Obligation (GO) Bond. FY 18/19 is the third year of debt service payment for the GO Bond, which was issued in June 2016. The related millage for the repayment of the debt is .4162 mills.

The FY 18/19 budget is \$3,132,308; \$1,065,000 in principal payments, \$2,014,006 in interest and \$30,000 for other debt service related costs.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Debt Service Fund GO Bond					
<u>Revenues</u>					
Property Taxes	\$2,998,544	\$2,571,950	\$2,258,274	(\$313,676)	-12.2%
Other Revenues	\$687	\$0	\$0	\$0	N/A
Subtotal	\$2,999,231	\$2,571,950	\$2,258,274	(\$313,676)	-12.2%
Transfers In	\$0	\$518,655	\$874,034	\$355,379	68.5%
Total Revenues	\$2,999,231	\$3,090,605	\$3,132,308	\$41,703	1.3%
<u>Expenses</u>					
Debt Service	\$3,013,618	\$3,090,605	\$3,109,006	\$18,401	0.6%
Reserves/Contingencies	\$0	\$0	\$23,302	\$23,302	N/A
Total Expenses	\$3,013,618	\$3,090,605	\$3,132,308	\$41,703	1.3%

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 18/19 budget is \$2,300,788; \$1,365,000 in principal payments, \$934,788 in interest and \$1,000 for other debt service related costs for the Main Fire Station and the Series 2007A Refunding.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Debt Service Capital Fund					
<u>Revenues</u>					
Other Revenues	\$1,677	\$0	\$0	\$0	N/A
Transfers In	\$714,973	\$2,451,038	\$2,300,788	(\$150,250)	-6.1%
Total Revenues	\$716,650	\$2,451,038	\$2,300,788	(\$150,250)	-6.1%
<u>Expenses</u>					
Debt Service	\$685,483	\$2,451,038	\$2,300,788	(\$150,250)	-6.1%
Total Expenses	\$685,483	\$2,451,038	\$2,300,788	(\$150,250)	-6.1%

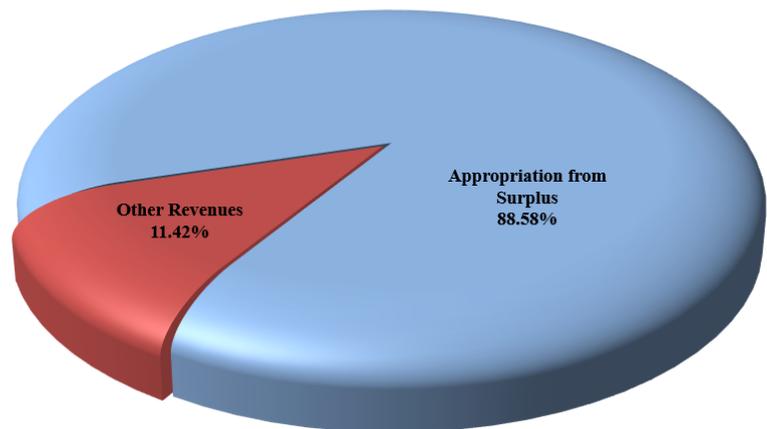
Capital Improvement Funds

Budget Overview

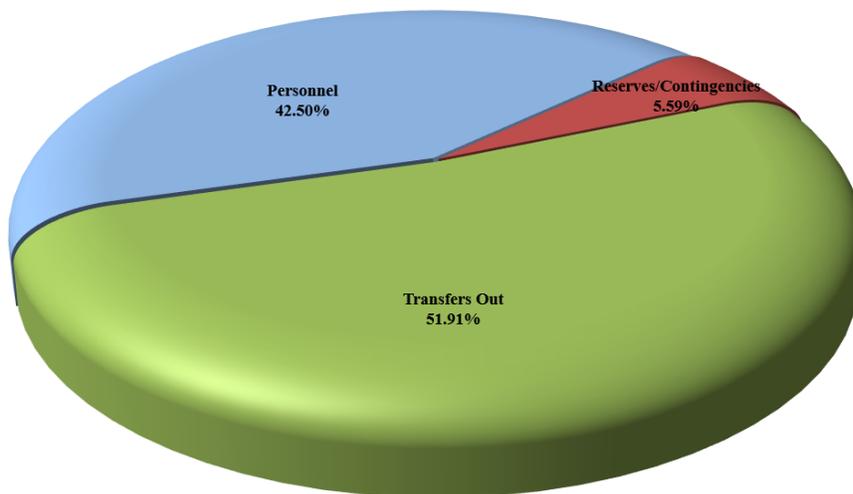
Capital Improvement Funds are established to account for the financial resources to be used for the acquisition and construction of major capital facilities; as well as for the purchase of equipment and the construction of major improvements to City facilities. The Capital Improvement Funds category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

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

FY 18/19 CAPITAL IMPROVEMENT FUNDS REVENUES



FY 18/19 CAPITAL IMPROVEMENT FUNDS EXPENDITURES



Parks General Obligation (GO) Bond Capital Fund

The Parks GO Bond Capital Fund was established in FY 15/16 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 \$1.6 million planned for expenditure in FY 18/19. The total planned expenditure under the GO Bond is \$58.5 million.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Parks GO Bond Capital Fund					
Revenues					
Other Revenues	\$375,819	\$336,000	\$112,250	(\$223,750)	-66.6%
Subtotal	\$375,819	\$336,000	\$112,250	(\$223,750)	-66.6%
Appropriation from Surplus	\$0	\$884,389	\$1,491,467	\$607,078	68.6%
Total Revenues	\$375,819	\$1,220,389	\$1,603,717	\$383,328	31.4%
Expenses					
Personnel	\$174,292	\$689,734	\$715,602	\$25,868	3.8%
Operating	\$212,509	\$12,000	\$0	(\$12,000)	-100.0%
Capital	\$1,399,914	\$0	\$0	\$0	N/A
Subtotal	\$1,786,715	\$701,734	\$715,602	\$13,868	2.0%
Transfers Out	\$0	\$518,655	\$874,034	\$355,379	68.5%
Reserves/Contingencies	\$0	\$0	\$14,081	\$14,081	N/A
Total Expenses	\$1,786,715	\$1,220,389	\$1,603,717	\$383,328	31.4%



Capital Projects Fund

The Capital Projects Fund was established to account for specific Capital Program expenditures. For FY 18/19, the Capital Projects Fund expenditure budget is \$80,000. Since revenues (interest income) exceeded expenditures, the excess funds went into a reserve.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Capital Projects Fund					
Revenues					
Other Revenues	\$365,593	\$12,717	\$80,000	\$67,283	529.1%
Subtotal	\$365,593	\$12,717	\$80,000	\$67,283	529.1%
Transfers In	\$100,000	\$0	\$0	\$0	N/A
Total Revenues	\$465,593	\$12,717	\$80,000	\$67,283	529.1%
Expenses					
Personnel	\$101,710	\$12,717	\$0	(\$12,717)	-100.0%
Operating	\$271,469	\$0	\$0	\$0	N/A
Capital	\$6,207,727	\$0	\$0	\$0	N/A
Subtotal	\$6,580,906	\$12,717	\$0	(\$12,717)	-100.0%
Debt Service	\$1,198,699	\$0	\$0	\$0	N/A
Reserves/Contingencies	\$0	\$0	\$80,000	\$80,000	N/A
Total Expenses	\$7,779,605	\$12,717	\$80,000	\$67,283	529.1%



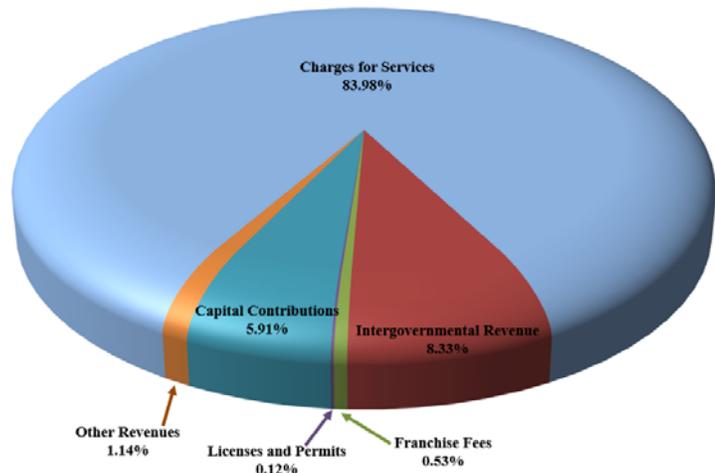
Enterprise Funds

Budget Overview

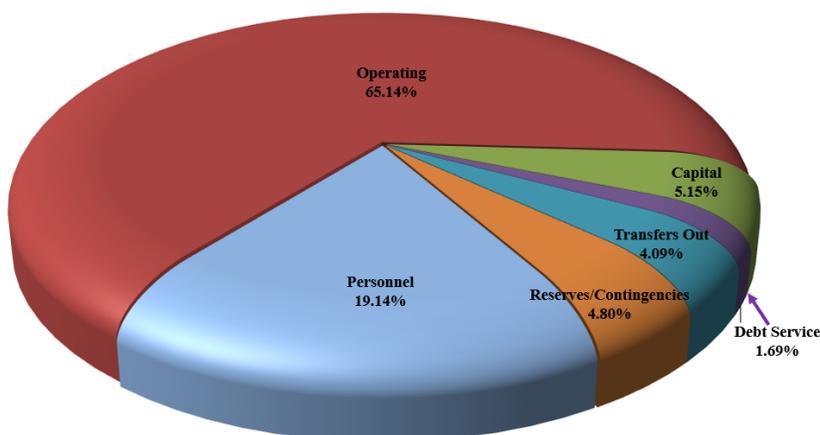
Enterprise Funds are established to provide accountability for expenditures and revenues of various operations and programs that are primarily financed through user fees. Enterprise Funds are an excellent budgetary method to determine the revenue to expenditure ratio, performance level and financial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

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

FY 18/19 COMBINED ENTERPRISE FUNDS REVENUES



FY 18/19 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 \$246,750 increased \$15,000 primarily due to an increase in the reserve for excess revenues, combined with an increase in the administrative charges offset by a decrease in part-time employees.



	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Cemetery Fund					
<u>Revenues</u>					
Charges for Services	\$162,042	\$231,650	\$246,750	\$15,100	6.5%
Other Revenues	\$26	\$100	\$0	(\$100)	-100.0%
Total Revenues	\$162,068	\$231,750	\$246,750	\$15,000	6.5%
<u>Expenses</u>					
Personnel	\$133,838	\$133,451	\$120,296	(\$13,155)	-9.9%
Operating	\$99,865	\$86,671	\$100,017	\$13,346	15.4%
Capital	\$8,957	\$5,000	\$5,000	\$0	0.0%
Subtotal	\$242,660	\$225,122	\$225,313	\$191	0.1%
Transfers Out	\$0	\$6,300	\$9,510	\$3,210	51.0%
Reserves/Contingencies	\$0	\$328	\$11,927	\$11,599	3,536.3%
Total Expenses	\$242,660	\$231,750	\$246,750	\$15,000	6.5%

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 18/19.

The Sanitation Fund Expenditure Budget of \$7,073,128 decreased \$51,000 or -0.7% primarily due to a reduction in the administrative charge to the Fleet Services Fund for the maintenance and replacement of the Sanitation vehicles.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Sanitation Fund					
Revenues					
Charges for Services	\$5,073,660	\$6,733,284	\$6,733,284	\$0	0.0%
Franchise Taxes	\$185,527	\$227,344	\$227,344	\$0	0.0%
Licenses and Permits	\$35,847	\$50,000	\$50,000	\$0	0.0%
Other Revenues	(\$55,704)	\$113,500	\$62,500	(\$51,000)	-44.9%
Total Revenues	\$5,239,330	\$7,124,128	\$7,073,128	(\$51,000)	-0.7%
Expenses					
Personnel	\$2,188,900	\$1,791,562	\$1,786,974	(\$4,588)	-0.3%
Operating	\$3,640,594	\$3,337,907	\$3,290,565	(\$47,342)	-1.4%
Subtotal	\$5,829,494	\$5,129,469	\$5,077,539	(\$51,930)	-1.0%
Transfers Out	\$50,000	\$1,554,700	\$1,569,739	\$15,039	1.0%
Reserves/Contingencies	\$0	\$439,959	\$425,850	(\$14,109)	-3.2%
Total Expenses	\$5,879,494	\$7,124,128	\$7,073,128	(\$51,000)	-0.7%



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. There are no changes in the Stormwater Drainage rates for FY 18/19.

The Stormwater Drainage Fund Expenditure Budget of \$4,502,823 decreased \$62,129 or -1.4%, due to a decrease in debt service partially offset by an increase in outside services of \$100,00 for repairs and maintenance of pipes and storm water stations combined with an increase of \$86,000 in the City match from \$2,175,000 to \$2,261,000 in outside services for the Southwest Drainage Improvement Project.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Stormwater Fund					
Revenues					
Charges for Services	\$2,082,591	\$4,554,952	\$4,477,823	(\$77,129)	-1.7%
Intergovernmental Revenue	\$914,984	\$0	\$0	\$0	N/A
Other Revenues	\$13,215	\$10,000	\$25,000	\$15,000	150.0%
Subtotal	\$3,010,790	\$4,564,952	\$4,502,823	(\$62,129)	-1.4%
Debt Proceeds	\$3,580	\$0	\$0	\$0	N/A
Total Revenues	\$3,014,370	\$4,564,952	\$4,502,823	(\$62,129)	-1.4%
Expenses					
Personnel	\$427,397	\$672,011	\$681,979	\$9,968	1.5%
Operating	\$3,393,884	\$3,530,941	\$3,726,230	\$195,289	5.5%
Capital	\$399	\$25,000	\$25,000	\$0	0.0%
Subtotal	\$3,821,680	\$4,227,952	\$4,433,209	\$205,257	4.9%
Debt Service	\$40,055	\$273,517	\$31,413	(\$242,104)	-88.5%
Transfers Out	\$50,000	\$10,500	\$25,360	\$14,860	141.5%
Reserves/Contingencies	\$0	\$52,983	\$12,841	(\$40,142)	-75.8%
Total Expenses	\$3,911,735	\$4,564,952	\$4,502,823	(\$62,129)	-1.4%

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 \$31,373,767 increased \$2,507,077 or 8.7% above the prior year primarily due to the \$3.6 million in intergovernmental revenue budgeted for the State Revolving Fund Loan for the Sewer Inflow and Infiltration Project. This increase was partially offset by a decrease in charges for services. There are no changes in the monthly water and sewer user rates in the FY 18/19 budget.

The Utility Fund Expenditure Budget of \$31,373,767 increased \$2,507,077 or 8.7%, primarily due to an increase in operating costs consisting of a 3.6 million increase in consultants/professional services for the State Revolving Fund for the Sewer Inflow and Infiltration Project, an increase of \$852,000 in consultants/professional services for various water treatment plant projects and an increase of \$146,500 in wastewater treatment costs to the City of Hollywood. These increases were partially offset by a net decrease in capital expenditures of \$1,475,985 due to reduced funding of \$1,929,376 for sewer pump station #8 rehabilitation partially offset by an increase of \$397,391 for the replacement of the high service pumps and transfer pumps at the water treatment plant. Reserves/contingencies decreased due to reduced funding of the Utility Fund operating reserve.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Utility/Utility Impact Fee Funds					
Revenues					
Charges for Services	\$23,028,813	\$25,940,360	\$24,819,483	(\$1,120,877)	-4.3%
Intergovernmental Revenue	\$0	\$0	\$3,600,000	\$3,600,000	N/A
Capital Contributions	\$1,071,619	\$841,290	\$2,551,284	\$1,709,994	203.3%
Other Revenues	\$68,564	\$316,000	\$403,000	\$87,000	27.5%
Subtotal	\$24,168,996	\$27,097,650	\$31,373,767	\$4,276,117	15.8%
Debt Proceeds	\$6,922	\$0	\$0	\$0	N/A
Appropriation from Surplus	\$0	\$1,769,040	\$0	(\$1,769,040)	-100.0%
Total Revenues	\$24,175,918	\$28,866,690	\$31,373,767	\$2,507,077	8.7%
Expenses					
Personnel	\$5,244,057	\$5,596,124	\$5,677,226	\$81,102	1.4%
Operating	\$18,174,712	\$16,154,094	\$21,019,442	\$4,865,348	30.1%
Capital	\$31,359	\$3,669,376	\$2,193,391	(\$1,475,985)	-40.2%
Subtotal	\$23,450,128	\$25,419,594	\$28,890,059	\$3,470,465	13.7%
Debt Service	\$94,019	\$680,986	\$699,498	\$18,512	2.7%
Transfers Out	\$825,013	\$111,600	\$161,668	\$50,068	44.9%
Reserves/Contingencies	\$0	\$2,654,510	\$1,622,542	(\$1,031,968)	-38.9%
Total Expenses	\$24,369,160	\$28,866,690	\$31,373,767	\$2,507,077	8.7%

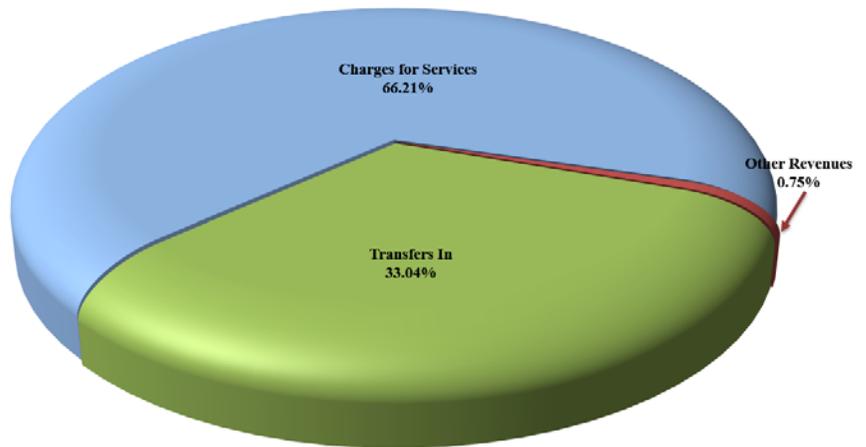
Internal Service Funds

Budget Overview

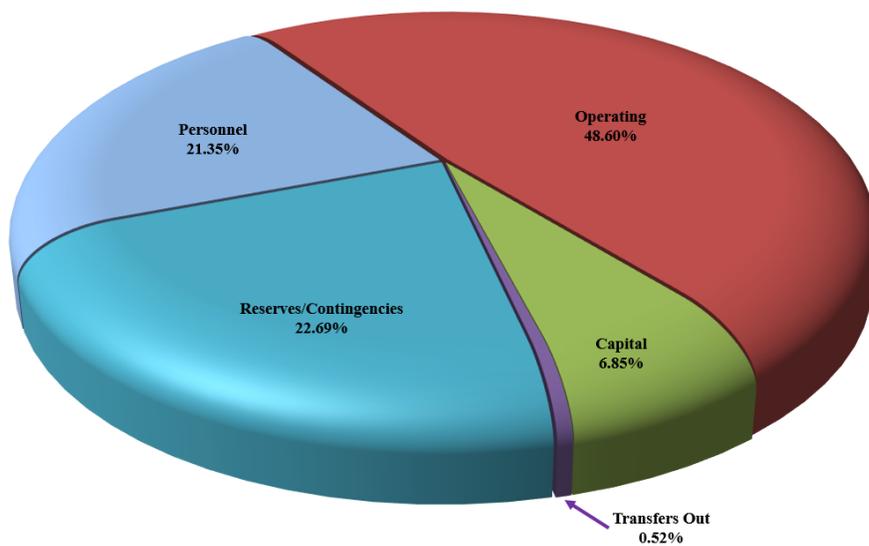
Internal Service Funds are established to finance, administer and account for a department which provides goods and services to other City departments; and charges for these goods and services on a cost-reimbursement basis. The Internal Service Funds category includes:

- Workers' Compensation Fund
- General Liability Self-Insurance Fund
- Fleet Services Fund

FY 18/19 COMBINED INTERNAL SERVICE FUNDS REVENUES



FY 18/19 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 \$1,040,099.

The Expenditure Budget for the Workers' Compensation Fund is \$1,040,099.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Workers' Compensation Fund					
Revenues					
Charges for Services	\$1,097,902	\$1,068,387	\$1,040,099	(\$28,288)	-2.6%
Other Revenues	\$122,279	\$4,700	\$0	(\$4,700)	-100.0%
Subtotal	\$1,220,181	\$1,073,087	\$1,040,099	(\$32,988)	-3.1%
Transfers In	\$412,690	\$0	\$0	\$0	N/A
Total Revenues	\$1,632,871	\$1,073,087	\$1,040,099	(\$32,988)	-3.1%
Expenses					
Operating	\$1,043,671	\$714,675	\$771,263	\$56,588	7.9%
Subtotal	\$1,043,671	\$714,675	\$771,263	\$56,588	7.9%
Transfers Out	\$705,143	\$0	\$0	\$0	N/A
Reserves/Contingencies	\$0	\$358,412	\$268,836	(\$89,576)	-25.0%
Total Expenses	\$1,748,814	\$1,073,087	\$1,040,099	(\$32,988)	-3.1%

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

FUND SUMMARIES

expenditures of the Self-Insurance Program. The total revenues are mainly derived from transfers from operating funds which are budgeted at \$1,829,059.

The Expenditure Budget for the General Liability Self-Insurance Fund is \$1,879,059.

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
General Liability - Self Insurance Fund					
Revenues					
Charges for Services	\$50,000	\$50,000	\$50,000	\$0	0.0%
Other Revenues	\$205,570	\$3,500	\$0	(\$3,500)	-100.0%
Subtotal	\$255,570	\$53,500	\$50,000	(\$3,500)	-6.5%
Transfers In	\$905,143	\$1,295,300	\$1,829,059	\$533,759	41.2%
Total Revenues	\$1,160,713	\$1,348,800	\$1,879,059	\$530,259	39.3%
Expenses					
Personnel	\$252,469	\$228,436	\$236,293	\$7,857	3.4%
Operating	\$863,670	\$1,112,564	\$1,357,244	\$244,680	22.0%
Capital	\$0	\$7,800	\$0	(\$7,800)	-100.0%
Subtotal	\$1,116,139	\$1,348,800	\$1,593,537	\$244,737	18.1%
Reserves/Contingencies	\$0	\$0	\$285,522	\$285,522	N/A
Total Expenses	\$1,116,139	\$1,348,800	\$1,879,059	\$530,259	39.3%

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 \$2,574,657 for FY 18/19 and fully cover the budgeted operating expenditures of the Fleet Services Fund. The Expenditure Budget of \$2,616,200 decreased \$517,360 or -16.5% due to a reduction of \$588,298 in vehicle and equipment purchases.



FUND SUMMARIES

	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Fleet Services Fund					
Revenues					
Charges for Services	\$3,436,959	\$3,098,107	\$2,574,657	(\$523,450)	-16.9%
Other Revenues	\$88,445	\$35,453	\$41,543	\$6,090	17.2%
Total Revenues	\$3,525,404	\$3,133,560	\$2,616,200	(\$517,360)	-16.5%
Expenses					
Personnel	\$781,017	\$867,253	\$945,275	\$78,022	9.0%
Operating	\$2,375,191	\$526,951	\$561,437	\$34,486	6.5%
Capital	(\$2,031)	\$967,598	\$379,300	(\$588,298)	-60.8%
Subtotal	\$3,154,177	\$2,361,802	\$1,886,012	(\$475,790)	-20.1%
Transfers Out	\$0	\$18,900	\$28,530	\$9,630	51.0%
Reserves/Contingencies	\$0	\$752,858	\$701,658	(\$51,200)	-6.8%
Total Expenses	\$3,154,177	\$3,133,560	\$2,616,200	(\$517,360)	-16.5%

VEHICLE FLEET MANAGEMENT

Assessing operating efficiency in driving fleet value and performance



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													
								Permits and Inspections		Parks G.O. Bond Capital		Police Forfeitures and Outside Services Funds*		General Liability/Workers' Comp Funds
	General Fund	Utility Fund	Stormwater Fund	Sanitation Fund	Cemetery Fund	Transportation Fund	Inspections Fund	Fleet Services Fund	Bond Capital Fund	Capital Projects Fund	Services Funds*	Neighborhood District Funds	Comp Funds	
General Government														
City Commission	√													
City Manager	√													
City Attorney	√													
City Clerk	√													
Budget & Program Monitoring	√													
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	√													
Custodial 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.	√													

*Police Training Fund
 Police/Fire Outside Services Fund
 Police Equitable Sharing Fund
 Law Enforcement Trust Fund



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		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	1.0	1.00	0.0	0.00%	0.00	0.00%
Deputy City Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Deputy City Manager/CRA Director	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Assistant City Manager	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Grants Manager	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Grants Coordinator	0.0	0.00	1.0	0.50	1.0	1.00	0.0	0.00%	0.50	100.00%
Economic Development Manager	0.0	0.00	0.0	0.12	0.0	0.00	0.0	NA	-0.12	-100.00%
Economic Development Coordinator	0.0	0.00	0.0	0.12	0.0	0.00	0.0	NA	-0.12	-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%
Senior Administrative Assistant	1.0	1.00	2.0	2.00	2.0	2.00	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
Department Total	7.0	7.00	8.0	7.74	9.0	9.00	1.0	12.50%	1.26	16.28%
BUDGET & PROGRAM MONITORING										
Full Time										
Senior Budget Analyst	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Budget Analyst	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Junior Budget Analyst	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Director of Budget & Program Monitoring	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Department Total	0.0	0.00	3.0	3.00	4.0	4.00	1.0	33.33%	1.00	33.33%
PROCUREMENT DEPARTMENT										
Full Time										
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	2.0	2.00	2.0	2.00	2.0	2.00	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	1.0	1.00	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%
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	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Deputy City Attorney	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Legal Office Manager	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	4.00	4.00	5.00	5.00	5.00	5.00	0.0	0.00%	0.00	0.00%
FINANCE DEPARTMENT										
Finance										
Full Time										
Assistant Director of Finance	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Director of Finance	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Senior Administrative Assistant	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Senior Accountant	1.0	1.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Senior Budget Analyst	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Budget Analyst	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Budget Manager	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Accountant III	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Accountant II	1.0	1.00	2.0	2.00	1.0	1.00	-1.0	-50.00%	-1.00	-50.00%
Accountant I	1.0	1.00	1.0	1.00	2.0	2.00	1.0	100.00%	1.00	100.00%
Accounting Coordinator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Junior Accountant	0.0	0.00	0.0	0.00	2.0	2.00	2.0	NA	2.00	N/A
Payroll Specialist	0.0	0.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Accounting Clerk III	3.0	3.00	2.0	2.00	0.0	0.00	(2.0)	-100.00%	(2.00)	-100.00%
Accounts Payable Coordinator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Sub-Total	13.0	13.00	11.0	11.00	12.0	12.00	1.0	9.09%	1.00	9.09%



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		Position Change		FTE Change	
	Authorized Position	FTEs	Authorized Position	FTEs	Authorized Position	FTEs	#	%	#	%
Utility Billing										
Full Time										
Associate Controller	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Controller	0.0	0.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Assistant Director of Finance	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Utility Billing Supervisor	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	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	4.0	4.00	4.0	4.00	0.0	0.00%	0.00	0.00%
Fiscal Clerk I	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Customer Relations Representative	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Operations Manager-Finance	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Part Time										
Accounting Clerk I	0.0	0.00	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Fiscal Clerk I	2.0	1.26	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Sub-Total	9.0	8.26	9.0	8.25	9.0	8.25	0.0	0.00%	0.00	0.00%
Full Time	20.0	20.0	18.0	18.0	19.0	19.0	1.0	5.56%	1.00	5.56%
Part Time	2.00	1.26	2.00	1.25	2.00	1.25	0.0	0.00%	0.00	0.00%
Department Total	22.00	21.26	20.00	19.25	21.00	20.25	1.0	5.00%	1.00	5.20%
INNOVATION TECHNOLOGY DEPARTMENT										
Full Time										
Chief Information Officer	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Assistant City Manager/Chief Information Officer	0.0	0.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Assistant Director of IT	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Senior IT System Analyst	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
IT Specialist	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
IT Project Coordinator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
IT Infrastructure Manager	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%
IT Application Support Analyst	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	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Senior Admin Assistant	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	7.0	7.00	7.0	7.00	0.0	0.00%	0.00	0.00%
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 Director of Human Resources	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Human Resources Strategic/Operations Associate	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Human Resources Generalist	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Benefits Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Human Resources Assistant	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time										
Recruiter & Staffing Specialist	0.0	0.00	1.0	0.32	1.0	0.63	0.0	0.00%	0.31	95.31%
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	6.0	6.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%
Part Time	1.0	0.5	2.0	0.82	2.0	1.13	0.0	0.00%	0.31	37.20%
Department Total	7.0	6.50	7.0	5.82	7.0	6.13	0.0	0.00%	0.31	5.24%
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 Assistant	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%



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
POLICE DEPARTMENT										
<u>Police Administration</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	2.0	2.00	(1.0)	-33.33%	(1.00)	-33.33%
Police Officer	16.0	16.00	16.0	16.00	12.0	12.00	(4.0)	-25.00%	(4.00)	-25.00%
Full Time - Civilian Personnel										
Accredit./Training Compliance Manager	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Police Training Coordinator	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Communications/Records Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Police Administrative Analyst	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Police Investigative Assistant	0.0	0.00	0.0	0.00	2.0	2.00	2.0	NA	2.00	N/A
Court Liaison Officer	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Criminal I.D. Technician	0.0	0.00	0.0	0.00	2.0	2.00	2.0	NA	2.00	N/A
Community Service Aide II	1.0	1.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Crime Analyst	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Community Service Aide I	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
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	6.0	6.00	7.0	7.00	1.0	16.67%	1.00	16.67%
Victim Advocate	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Special Projects Coordinator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Part Time - Sworn Personnel										
Traffic Information Enforcement Officer	1.0	0.50	1.0	0.50	0.0	0.00	(1.0)	-100.00%	(0.50)	-100.00%
Police Officer	0.0	0.00	1.0	0.62	0.0	0.00	(1.0)	-100.00%	(0.62)	-100.00%
School Resource Officer	0.0	0.00	0.0	0.00	4.0	3.00	4.0	NA	3.00	N/A
Part Time - Civilian Personnel										
Administrative Office Assistant	1.0	0.50	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Police Clerk	1.0	0.50	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Diversion Program Coord	1.0	0.50	1.0	0.50	0.0	0.00	(1.0)	-100.00%	(0.50)	-100.00%
Sub-Total	42.0	40.00	39.0	37.62	40.0	39.00	1.0	2.56%	1.38	3.67%
<u>Office of the Chief</u>										
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	2.0	2.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Police Captain	1.0	1.00	1.0	1.00	2.0	2.00	1.0	100.00%	1.00	100.00%
Police Officer	0.0	0.00	0.0	0.00	9.0	9.00	9.0	NA	9.00	N/A
Full Time - Civilian Personnel										
Senior Administrative Assistant	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	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Police Training Coordinator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Police Administrative Analyst	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Accredit./Training Compliance Manager	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
PAL Program Coordinator	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
PAL Program Assistant Coordinator	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Athletic Assistant	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Part Time - Sworn Personnel										
Police Officer	1.0	0.50	1.0	0.75	0.0	0.00	(1.0)	-100.00%	(0.75)	-100.00%
Part Time - Civilian Personnel										
Athletic Assistant	2.0	1.00	2.0	1.00	1.0	0.50	(1.0)	-50.00%	(0.50)	-50.00%
Sub-Total	13.0	11.50	14.0	12.75	21.0	20.50	7.0	50.00%	7.75	60.78%
<u>Uniformed Patrol</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	2.0	2.00	2.0	2.00	1.0	1.00	(1.0)	-50.00%	(1.00)	-50.00%
Police Sergeant	8.0	8.00	6.0	6.00	11.0	11.00	5.0	83.33%	5.00	83.33%
Police Officer	40.0	40.00	43.0	43.00	57.0	57.00	14.0	32.56%	14.00	32.56%
Full Time - Civilian Personnel										
Community Service Aide I	8.0	8.00	7.0	7.00	8.0	8.00	1.0	14.29%	1.00	14.29%
Community Service Aide II	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
PAL Program Coordinator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
PAL Program Assistant Coordinator	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Athletic Assistant	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Part Time - Civilian Personnel										
Athletic Assistant	0.0	0.00	0.0	0.00	1.0	0.50	1.0	NA	0.50	N/A
Part Time - Sworn Personnel										
Police Officer	2.0	1.00	2.0	1.25	1.0	0.63	(1.0)	-50.00%	(0.62)	-49.60%
School Resource Officer	4.0	3.00	4.0	3.00	0.0	0.00	(4.0)	-100.00%	(3.00)	-100.00%
Traffic Information Enforcement Officer	0.0	0.00	0.0	0.00	1.0	0.50	1.0	NA	0.50	N/A
Sub-Total	65.0	63.00	65.0	63.25	85.0	83.63	20.0	30.77%	20.38	32.22%



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		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	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Police Captain	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Police Sergeant	3.0	3.00	4.0	4.00	0.0	0.00	(4.0)	-100.00%	(4.00)	-100.00%
Police Officer	19.0	19.00	16.0	16.00	0.0	0.00	(16.0)	-100.00%	(16.00)	-100.00%
Full Time - Civilian Personnel										
Victim Advocate	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Criminal I.D. Technician	2.0	2.00	2.0	2.00	0.0	0.00	(2.0)	-100.00%	(2.00)	-100.00%
Crime Analyst	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Administrative Office Assistant IV	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Administrative Office Assistant II	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Police Investigative Assistant	0.0	0.00	2.0	2.00	0.0	0.00	(2.0)	-100.00%	(2.00)	-100.00%
Community Service Aide II	0.0	0.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Community Service Aide I	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Sub-Total	31.0	31.00	29.0	29.00	0.0	0.00	(29.0)	-100.00%	(29.00)	-100.00%
Full Time	138.00	138.00	135.00	135.00	138.00	138.00	3.0	2.22%	3.00	2.22%
Part Time	13.0	7.50	12.0	7.62	8.0	5.13	(4.0)	-33.33%	(2.49)	-32.68%
Department Total	151.0	145.50	147.0	142.62	146.0	143.13	(1.0)	-0.68%	0.51	0.36%
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	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Special Projects Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Senior Administrative Assistant	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Assistant	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	8.0	8.00	(1.0)	-11.11%	(1.00)	-11.11%
<u>Fire Suppression</u>										
Full Time										
Fire/Rescue Captain	6.0	6.00	6.0	6.00	6.0	6.00	0.0	0.00%	0.00	0.00%
Firefighter/Paramedic	23.0	23.00	22.0	22.00	22.0	22.00	0.0	0.00%	0.00	0.00%
Driver Engineer/Paramedic	4.0	4.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%
Sub-Total	33.0	33.00	33.0	33.00	33.0	33.00	0.0	0.00%	0.00	0.00%
<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	9.0	9.00	9.0	9.00	9.0	9.00	0.0	0.00%	0.00	0.00%
Firefighter/Paramedic	15.0	15.00	16.0	16.00	16.0	16.00	0.0	0.00%	0.00	0.00%
Driver Engineer/Paramedic	8.0	8.00	7.0	7.00	7.0	7.00	0.0	0.00%	0.00	0.00%
Sub-Total	33.0	33.00	33.0	33.00	33.0	33.00	0.0	0.00%	0.00	0.00%
<u>Fire Prevention</u>										
Full Time										
Div. Chief of Fire Prevention/Public Educ.	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Div. Chief of Fire Prevention/Fire Marshal	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant Fire Marshal	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Fire Marshal	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Fire Safety Inspector II	1.0	1.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Fire Safety Inspector	2.0	2.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	5.0	5.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		Position Change		FTE Change	
	Authorized Position	FTEs	Authorized Position	FTEs	Authorized Position	FTEs	#	%	#	%
<u>Fire Ocean Rescue</u>										
Full Time										
Ocean Lifeguard Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Ocean Lifeguard	7.0	7.00	7.0	7.00	7.0	7.00	0.0	0.00%	0.00	0.00%
Part Time										
Ocean Lifeguard	5.0	3.13	5.0	2.69	5.0	3.13	0.0	0.00%	0.44	16.17%
Sub-Total	13.0	11.13	13.0	10.69	13.0	11.13	0.0	0.00%	0.44	4.07%
Full Time	88.0	88.00	88.0	88.00	87.0	87.00	(1.0)	-1.14%	(1.00)	-1.14%
Part Time	5.0	3.13	5.0	2.69	5.0	3.13	0.0	0.00%	0.44	16.17%
Department Total	93.0	91.13	93.0	90.69	92.0	90.13	(1.0)	-1.08%	(0.56)	-0.62%
DEPARTMENT OF PUBLIC WORKS										
<u>Administration</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%
Administrative Office Assistant II	2.0	2.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Sub-Total	3.0	3.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
<u>Capital Improvements</u>										
Full Time										
Administrative Office Assistant	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	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Asst. Director of Public Works/Capital Projects	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Capital Projects Manager	1.0	1.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Sub-Total	3.0	3.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%
<u>Property & Grounds 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 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	2.50	4.0	2.50	4.0	2.50	0.0	0.00%	0.00	0.00%
Sub-Total	11.0	9.50	11.0	9.50	11.0	9.50	0.0	0.00%	0.00	0.00%
<u>Construction & Maintenance</u>										
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	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Carpenter/Mason	2.0	2.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Master Electrician	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
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	7.0	7.00	(1.0)	-12.50%	(1.00)	-12.50%
<u>Custodial Services</u>										
Full Time										
Public Service Worker II	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Service Worker I	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	0.0	0.00	2.0	1.25	1.0	0.63	(1.0)	-50.00%	(0.63)	-50.00%
Sub-Total	0.0	0.00	4.0	3.25	3.0	2.63	(1.0)	-25.00%	(0.63)	-19.23%
Full Time	21.0	21.0	23.0	23.0	22.0	22.0	(1.0)	-4.35%	(1.00)	-4.35%
Part Time	4.0	2.5	6.0	3.75	5.0	3.13	(1.0)	-16.67%	(0.63)	-16.67%
Department Total	25.0	23.50	29.0	26.75	27.0	25.13	(2.0)	-6.90%	(1.63)	-6.07%



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		Position Change		FTE Change	
	Authorized Position	FTEs	Authorized Position	FTEs	Authorized Position	FTEs	#	%	#	%
DEVELOPMENT SERVICES DEPARTMENT										
<u>Administration</u>										
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%
Special Projects Coordinator	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%
Sub-Total	2.0	2.00	2.0	2.00	3.0	3.00	1.0	50.00%	1.00	50.00%
<u>Planning & Zoning</u>										
Full Time										
Mobility/Transportation Planner	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Business License Specialist	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Assistant	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Office Assistant Receptionist	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
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	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Zoning Technician	0.0	0.00	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	7.0	7.00	8.0	8.00	7.0	7.00	(1.0)	-12.50%	(1.00)	-12.50%
<u>Building Inspection</u>										
Full Time										
Building Official	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Chief Building/Housing Inspector	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Chief Plumbing/Housing Inspector	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Chief Electrical/Housing Inspector	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Chief Mechanical Inspector	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Structural Examiner/Inspector	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Building Inspector/Plans Examiner	0.0	0.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Permit Coordinator	0.0	0.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Permit Services Supervisor	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Lead Permit Clerk	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Permit Clerk	3.0	3.00	4.0	3.50	0.0	0.00	(4.0)	-100.00%	(3.50)	-100.00%
Structural Plans Examiner	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Electrical Inspector/Plans Examiner	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Sub-Total	13.0	13.00	14.0	13.50	0.0	0.00	(14.0)	-100.00%	(13.50)	-100.00%
<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 Assistant	1.0	1.00	1.0	1.00	2.0	2.00	1.0	100.00%	1.00	100.00%
Sub-Total	7.0	7.00	7.0	7.00	8.0	8.00	1.0	14.29%	1.00	14.29%
Full Time	29.0	29.0	31.0	30.5	18.0	18.0	(13.0)	-41.94%	(12.50)	-40.98%
Department Total	29.0	29.0	31.0	30.5	18.0	18.0	(13.0)	-41.94%	(12.50)	-40.98%
HUMAN SERVICES DEPARTMENT										
<u>Human Services</u>										
Full Time										
Director of Human Services	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Assistant Director Human Services	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Senior Services Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Youth Services Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Human Services Administrative Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Administrative Assistant	2.0	2.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Senior Office Assistant Receptionist	0.0	0.00	1.0	1.00	1.0	1.00	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%



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		Position Change		FTE Change	
	Authorized Position	FTEs	Authorized Position	FTEs	Authorized Position	FTEs	#	%	#	%
HUMAN SERVICES DEPARTMENT										
<u>Human Services - (Cont'd)</u>										
Part Time										
Office Assistant Receptionist	0.0	0.00	1.0	0.50	1.0	0.50	0.0	0.00%	0.00	0.00%
Certified Teacher	2.0	0.48	7.0	2.10	7.0	2.10	0.0	0.00%	0.00	0.00%
Teacher Aide	2.0	1.00	3.0	1.50	3.0	1.50	0.0	0.00%	0.00	0.00%
Teacher Assistant	4.0	2.00	8.0	4.00	8.0	3.29	0.0	0.00%	(0.71)	-17.79%
Food Service Aide	1.0	0.45	2.0	0.50	2.0	1.00	0.0	0.00%	0.50	100.00%
Van Driver	2.0	1.25	4.0	2.5	4.0	2.50	0.0	0.00%	0.00	0.00%
Youth Aide (Seasonal)	7.0	1.12	7.0	1.17	7.0	1.01	0.0	0.00%	(0.16)	-13.68%
Sub-Total	28.0	16.30	42.0	22.27	42.0	21.90	0.0	0.00%	(0.37)	-1.67%
<u>Hallandale Opportunity Project</u>										
HOP Administrator	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
HOP Analyst	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Sub-Total	2.0	2.0	0.0	0.0	0.0	0.00	0.0	NA	0.00	N/A
Full Time	12.0	12.00	10.0	10.00	10.0	10.00	0.0	0.00%	0.00	0.00%
Part Time	18.0	6.30	32.0	12.27	32.0	11.90	0.0	0.00%	(0.37)	-3.03%
Department Total	30.0	18.30	42.0	22.27	42.0	21.90	0.0	0.00%	(0.37)	-1.67%
PARKS & RECREATION DEPARTMENT										
<u>Administration</u>										
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 Assistant	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Office Assistant Receptionist	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Sub-Total	4.00	4.00	4.00	4.00	4.00	4.00	0.0	0.00%	0.00	0.00%
<u>Special Events/CCC</u>										
Full Time										
Events Marketing Volunteer Coordinator	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
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	1.0	0.75	1.0	0.73	1.0	0.63	0.0	0.00%	(0.10)	-13.79%
Sub-Total	3.0	2.38	3.0	2.35	3.0	2.25	0.0	0.00%	(0.10)	-4.26%
<u>Foster Park</u>										
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	4.63	10.0	6.58	10.0	6.35	0.0	0.00%	(0.23)	-3.42%
Recreation Aide (Seasonal)	2.0	0.42	2.0	0.40	2.0	0.42	0.0	0.00%	0.02	4.48%
Sub-Total	11.0	7.05	14.0	8.98	14.0	8.77	0.0	0.00%	(0.21)	-2.31%
<u>Johnson Park</u>										
Full Time										
Public Service Worker I	2.0	2.00	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%
Recreation Leader	2.0	2.00	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	10.0	6.25	10.0	6.40	10.0	6.25	0.0	0.00%	(0.15)	-2.27%
Rec Aide (Seasonal)	2.0	0.42	1.0	0.21	1.0	0.21	0.0	0.00%	0.00	0.00%
Sub-Total	17.0	11.67	16.0	11.61	16.0	11.46	0.0	0.00%	(0.15)	-1.25%
<u>Bluesten Park</u>										
Full Time										
Recreation Supervisor	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Part Time										
Parks Maintenance Worker I	6.0	4.13	0.0	0.00	2.0	1.00	2.0	NA	1.00	N/A
Rec Aide (Seasonal)	3.0	0.63	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Sub-Total	10.0	5.76	1.0	1.00	3.0	2.00	2.0	200.00%	1.00	100.00%



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		Position Change		FTE Change	
	Authorized Position	FTEs	Authorized Position	FTEs	Authorized 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%
Pool Lead 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	4.0	2.50	4.0	2.50	3.0	1.88	(1.0)	-25.00%	(0.63)	-25.00%
Pool Lifeguard (Seasonal)	6.0	1.14	6.0	1.14	6.0	1.14	0.0	0.00%	0.00	0.00%
Recreation Aide	1.0	0.63	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	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Head Lifeguard	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Part Time										
Pool Lifeguard	4.0	2.50	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Pool Lifeguard (Seasonal)	6.0	1.14	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Recreation Aide	1.0	0.63	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Sub-Total	28.0	14.54	14.0	7.27	13.0	6.65	(1.0)	-7.14%	(0.63)	-8.60%
<u>Parks Maintenance</u>										
Full Time										
Parks Maintenance Supervisor	2.0	2.00	2.0	2.00	1.0	1.00	(1.0)	-50.00%	(1.00)	-50.00%
Park Maintenance Worker II	3.0	3.00	3.0	3.00	1.0	1.00	(2.0)	-66.67%	(2.00)	-66.67%
Park Maintenance Worker I	8.0	8.00	9.0	9.00	3.0	3.00	(6.0)	-66.67%	(6.00)	-66.67%
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	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Part Time										
Public Service Worker	7.0	4.38	8.0	5.32	5.0	3.13	(3.0)	-37.50%	(2.20)	-41.28%
Sub-Total	22.0	19.38	24.0	21.32	11.0	9.13	(13.0)	-54.17%	(12.20)	-57.20%
<u>Parks Landscaping</u>										
Full Time										
Parks Maintenance Supervisor	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Park Maintenance Worker II	0.0	0.00	0.0	0.00	2.0	2.00	2.0	NA	2.00	N/A
Park Maintenance Worker I	0.0	0.00	0.0	0.00	6.0	6.00	6.0	NA	6.00	N/A
Park Landscape Maintenance Technician	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Part Time										
Parks Maintenance Worker	0.0	0.00	0.0	0.00	3.0	1.88	3.0	NA	1.88	N/A
Sub-Total	0.0	0.00	0.0	0.00	13.0	11.88	13.0	NA	11.88	N/A
<u>Parks Facilities Operations</u>										
Full Time										
Area Coordinator	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Parks & Recreation Supervisor	0.0	0.00	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	2.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Youth Green Team Aide	12.0	2.28	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Recreation Aide	5.0	3.13	5.0	3.13	5.0	3.13	0.0	0.00%	(0.00)	-0.16%
Sub-Total	22.0	9.41	8.0	6.13	8.0	6.13	0.0	0.00%	(0.00)	-0.08%
<u>Parks Marina Facility</u>										
Part Time										
Marina Assistant	2.0	1.25	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Sub-Total	2.0	1.25	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Full Time	37.0	37.0	35.0	35.0	35.0	35.00	0.0	0.00%	0.00	0.00%
Part Time	82.0	38.4	51.0	28.9	52.0	28.53	1.0	1.96%	(0.37)	-1.29%
Department Total	119.0	75.43	86.0	63.90	87.0	63.53	1.0	1.16%	(0.37)	-0.59%



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
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	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
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	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Department Total	11.0	10.63	10.0	10.00	10.0	10.00	0.0	0.00%	0.00	0.00%
PERMITS AND INSPECTIONS FUND										
Full Time										
Building Official	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Chief Building Inspector	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Chief Plumbing/Housing Inspector	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Chief Electrical/Housing Inspector	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Chief Mechanical Inspector	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Structural Examiner/Inspector	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Permit Services Supervisor	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Lead Permit Clerk	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Permit Clerk	0.0	0.00	0.0	0.00	4.0	4.00	4.0	NA	4.00	N/A
Plans Examiner Inspector	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Electrical Inspector/Plans Examiner	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Department Total	0.0	0.00	0.0	0.00	14.0	14.00	14.0	NA	14.00	N/A
SANITATION FUND										
<u>Trash & Recycling</u>										
Full Time										
Heavy Equipment Operator	3.0	3.00	2.0	2.00	5.0	5.00	3.0	150.00%	3.00	150.00%
Public Service Supervisor	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Part Time										
Public Service Worker	0.0	0.00	0.0	0.00	2.0	1.25	2.0	NA	1.25	N/A
Sanitation Operator	0.0	0.00	1.0	0.50	0.0	0.00	(1.0)	-100.00%	(0.50)	-100.00%
Sub-Total	3.0	3.00	3.0	2.50	8.0	7.25	5.0	166.67%	4.75	190.00%
<u>Solid Waste Collection</u>										
Full Time										
Assistant Superintendent	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%
Public Works Superintendent	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Public Service Supervisor	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A
Heavy Equipment Operator	9.0	9.00	9.0	9.00	0.0	0.00	(9.0)	-100.00%	(9.00)	-100.00%
Sanitation Operator	0.0	0.00	0.0	0.00	6.0	6.00	6.0	NA	6.00	N/A
Refuse Collector	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%
Administrative Assistant	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	2.50	4.0	2.50	1.0	0.63	(3.0)	-75.00%	(1.88)	-75.00%
Sub-Total	19.0	17.50	19.0	17.50	13.0	12.63	(6.0)	-31.58%	(4.88)	-27.86%
<u>Clean City Services</u>										
Full Time										
Public Service Worker II	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Public Service Worker I	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Part Time										
Public Service Worker	2.0	1.25	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Sub-Total	4.0	3.25	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Full Time	20.0	20.0	17.0	17.00	18.0	18.00	1.0	5.88%	1.00	5.88%
Part Time	6.0	3.75	5.0	3.00	3.0	1.88	(2.0)	-40.00%	(1.13)	-37.50%
Department Total	26.0	23.75	22.0	20.00	21.0	19.88	(1.0)	-4.55%	(0.13)	-0.63%
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	1.25	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	1.25	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Department Total	3.0	2.25	3.0	2.25	3.0	2.25	0.0	0.00%	0.00	0.00%



DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		Position Change		FTE Change		
	Authorized Position	FTEs	Authorized Position	FTEs	Authorized Position	FTEs	#	%	#	%	
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	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%	
Public Service Supervisor	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%	
Agenda Liaison/Green Initiative Coordinator	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		0.0	1.0	0.63	1.0	0.63	0.0	0.00%	0.00	0.00%	
	Full Time	5.0	5.0	7.0	7.0	7.0	7.0	0.0	0.00%	0.00	0.00%
	Part Time	0.0	0.00	1.0	0.63	1.0	0.63	0.0	0.00%	0.00	0.00%
	Department Total	5.0	5.00	8.0	7.63	8.0	7.63	0.0	0.00%	0.00	0.00%
UTILITY FUND											
<u>Water Administration</u>											
Full Time											
Assist City Manager/ Public Works Director	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%	
Director of PW/Utilities & Engineering	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A	
Utility Engineer	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A	
Engineer III	0.0	0.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%	
Engineer I	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%	
Office Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%	
Senior Administration Asst	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%	
Public Works Inspector	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%	
Assistant Director of Pub Works/Utilities	1.0	1.00	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%	
Assistant Director of Pub Works/Administr	0.0	0.00	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	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A	
	Sub-Total	11.0	11.00	11.0	11.00	10.0	10.00	(1.0)	-9.09%	(1.00)	-9.09%
<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 A	4.0	4.00	4.0	4.00	2.0	2.00	(2.0)	-50.00%	(2.00)	-50.00%	
Water Plant Operator B	2.0	2.00	2.0	2.00	3.0	3.00	1.0	50.00%	1.00	50.00%	
Water Plant Operator C	3.0	3.00	3.0	3.00	4.0	4.00	1.0	33.33%	1.00	33.33%	
Water Plant Operator I/Trainee	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%	
Water Treatment Plant Chief Operator	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	12.0	12.00	0.0	0.00%	0.00	0.00%
<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	2.0	2.00	2.0	2.00	0.0	0.00%	0.00	0.00%	
Utility Inventory Warehouse Assistant	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A	
Meter Repairworker	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%	
Heavy Equipment Operator	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%	
Inflow Infiltration Mechanic	0.0	0.00	1.0	1.00	1.0	1.00	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%	
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	14.0	13.25	14.0	13.25	14.0	13.25	0.0	0.00%	0.00	0.00%
<u>Water Plant Maintenance</u>											
Full Time											
Plant Mechanic I	1.0	1.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A	
Plant Mechanic II	1.0	1.00	2.0	2.00	1.0	1.00	(1.0)	-50.00%	(1.00)	-50.00%	
Utility Instrument Control TechI	0.0	0.00	0.0	0.00	1.0	1.00	1.0	NA	1.00	N/A	
Public Service Worker II	1.0	1.00	1.0	1.00	0.0	0.00	(1.0)	-100.00%	(1.00)	-100.00%	
	Sub-Total	3.0	3.00	3.0	3.00	3.0	3.00	0.0	0.00%	0.00	0.00%

DEPARTMENTAL SUMMARY

Positions	FY 17		FY 18		FY 19		Position Change		FTE Change	
	Authorized Position	FTEs	Authorized Position	FTEs	Authorized Position	FTEs	#	%	#	%
Sewer Collection										
Full Time										
Electrician I	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Project Manager	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Utilities Electrician	0.0	0.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
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	2.0	2.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Inflow/Infiltration Mechanic	2.0	2.00	1.0	1.00	1.0	1.00	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	13.0	13.00	11.0	11.00	11.0	11.00	0.0	0.00%	0.00	0.00%
Full Time	51.0	51.00	49.0	49.00	48.0	48.00	(1.0)	-2.04%	(1.00)	-2.04%
Part Time	2.0	1.25	2.0	1.25	2.0	1.25	0.0	0.00%	0.00	0.00%
Department Total	53.0	52.25	51.0	50.25	50.0	49.25	(1.0)	-1.96%	(1.00)	-1.99%
FLEET SERVICES FUND										
Full Time										
Fleet Services 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	1.0	1.00	1.0	1.00	1.0	1.00	0.0	0.00%	0.00	0.00%
Skilled Mechanic	5.0	5.00	5.0	5.00	5.0	5.00	0.0	0.00%	0.00	0.00%
Administrative Assistant	0.0	0.00	1.0	1.00	2.0	2.00	1.0	100.00%	1.00	100.00%
Warehouse Clerk I	1.0	1.00	0.0	0.00	0.0	0.00	0.0	NA	0.00	N/A
Department Total	9.0	9.00	9.0	9.00	10.0	10.00	1.0	11.11%	1.00	11.11%
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%
Risk Management Assistant	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	484.0	484.00	476.00	475.24	482.0	482.00	6.0	1.26%	5.76	1.21%
PART TIME	132.0	63.50	120.0	63.42	114.0	59.18	(6.0)	-5.00%	(4.25)	-6.69%
TOTAL AUTHORIZED POSITIONS	616.0	547.50	596.0	538.66	596.0	541.18	0.0	0.00%	1.51	0.28%



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:

Budget Program and Monitoring

Added Junior Budget Analyst

Fire Department

Eliminate a Command Staff position

Innovation Technology

Added Assistant Director of Innovation Technology

Parks and Recreation

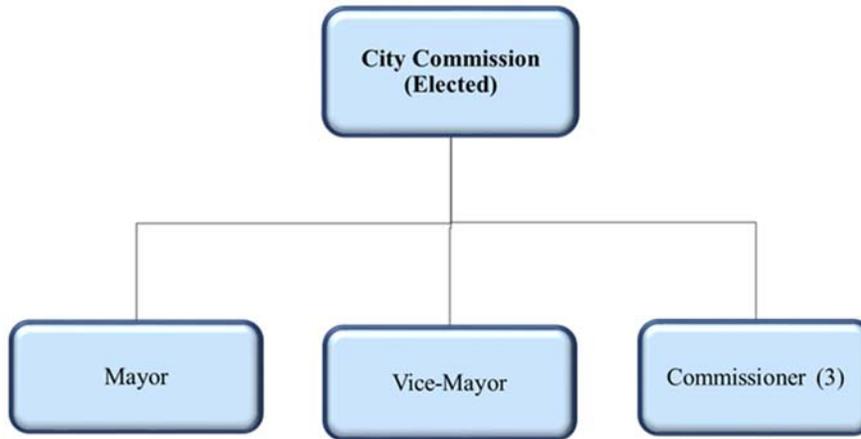
Added Office Assistant/Receptionist OB Johnson-Hepburn Center (Part-Time)

Police Department

Added Police Clerk I

Public Works

Reclassification of Skilled Mechanic to Skilled Mechanic/Welder

*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.

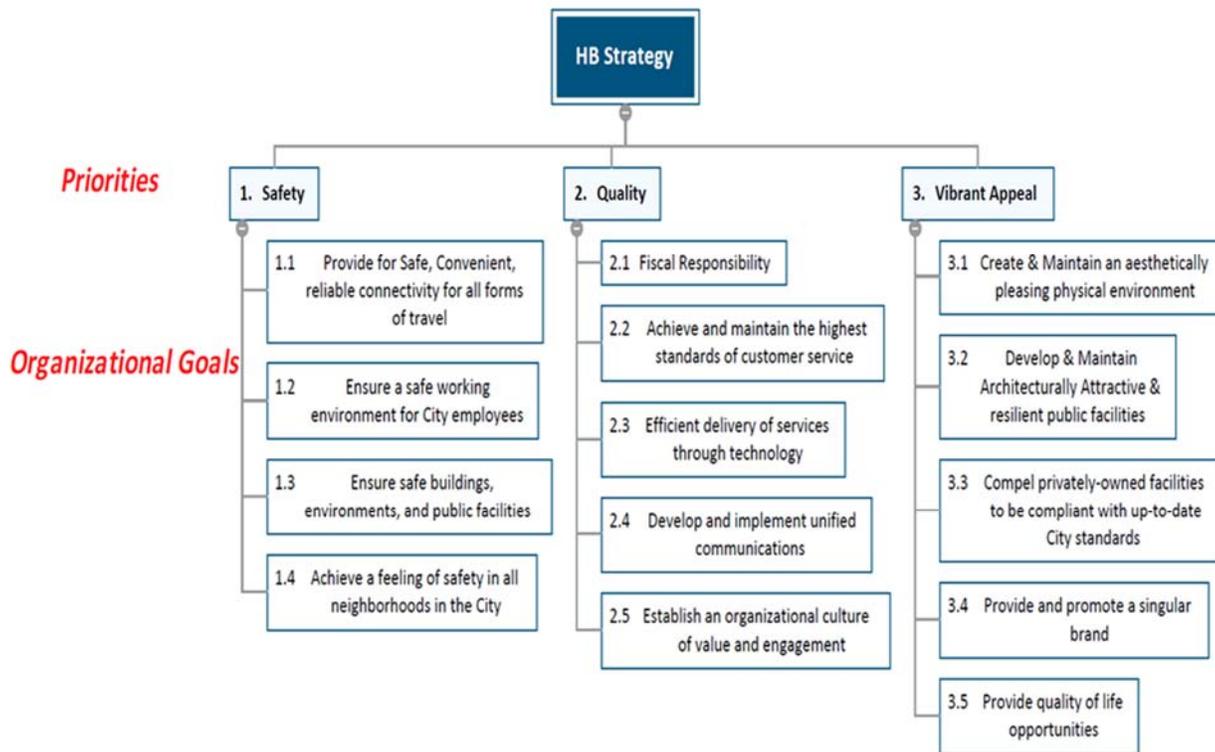
The City Commission is responsible for enacting all ordinances and resolutions that establish City policy and ensure performance of all duties and obligations imposed upon the City by law. Also, the City Commission is responsible for adopting the annual budget and hiring the City Manager and City Attorney. 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 multiple budget workshops to discuss the major issues that will be impacting the upcoming budget and 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 business surveys, Budget Awareness Information, Public Participation during City Commission Meetings and Workshops, 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.

Expenditures by Category

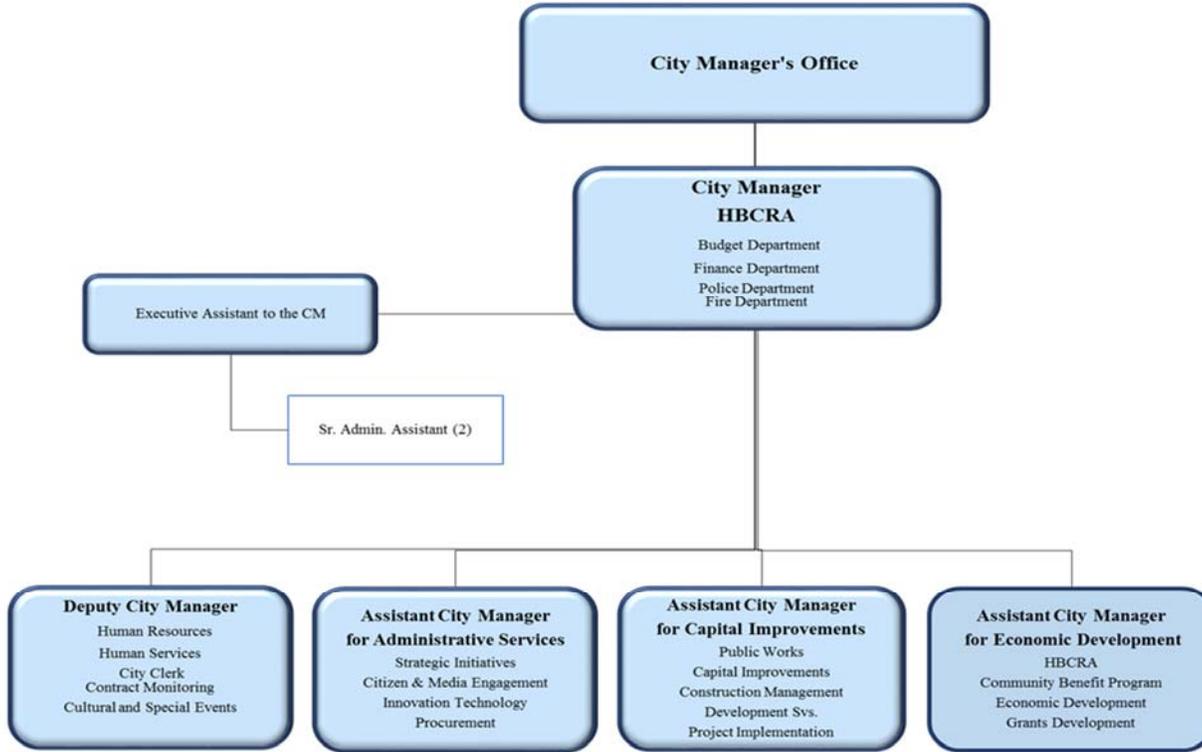
Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Persomel	\$296,619	\$311,905	\$376,884	\$64,979	20.8%
Operating	\$127,233	\$208,943	\$113,527	(\$95,416)	-45.7%
Total	\$423,851	\$520,848	\$490,411	(\$30,437)	-5.8%

Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Elected	5	5	5
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, one (1) Deputy City Manager, two (2) Assistant City Managers, one (1) Grants Manager, one (1) Executive Assistant to the City Manager, two (2) Senior

Administrative Assistants and one (1) Grants Coordinator. 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

Grants Office

MEASURES	FY 2018		FY 2019
	GOAL	ACTUAL	GOAL
Grants reviewed for compliance and maintained in dedicated MUNIS project accounts	100%	100%	100%
Grant files digitized in the ERP system	20%	20%	100%

*Grants office did not exist prior to FY 2018

Expenditures by Category

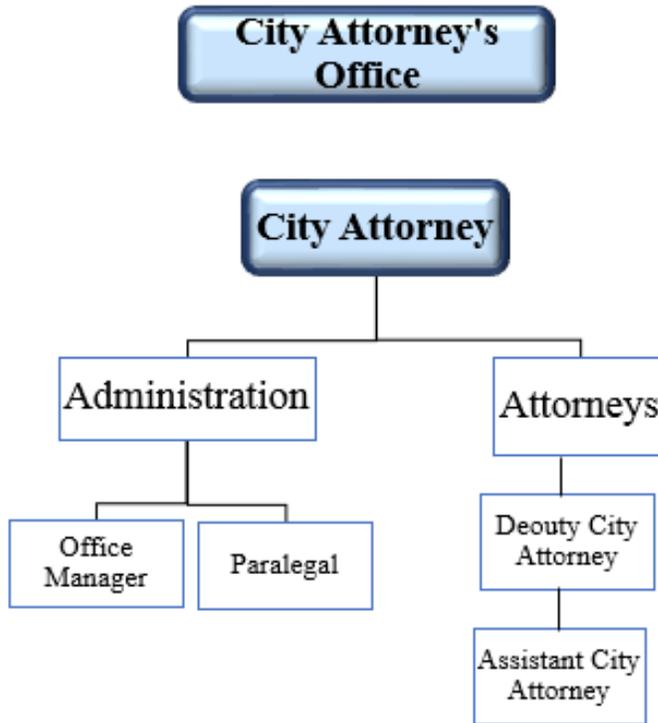
Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$1,110,288	\$1,267,236	\$1,434,354	\$167,118	13.2%
Operating	\$35,913	\$137,297	\$119,122	(\$18,175)	-13.2%
Total	\$1,146,201	\$1,404,533	\$1,553,476	\$148,943	10.6%

Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	7	8	9
Part - Time	0	0	0
Total	7	8	9

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
Provide Quality Legal Services to All Clients.		●	
Remain Proficient in the Area of Local Government Law.		●	

Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Persomel	\$555,382	\$780,230	\$740,934	(\$39,296)	-5.0%
Operating	\$481,662	\$512,060	\$512,107	\$47	0.0%
Total	\$1,037,044	\$1,292,290	\$1,253,041	(\$39,249)	-3.0%

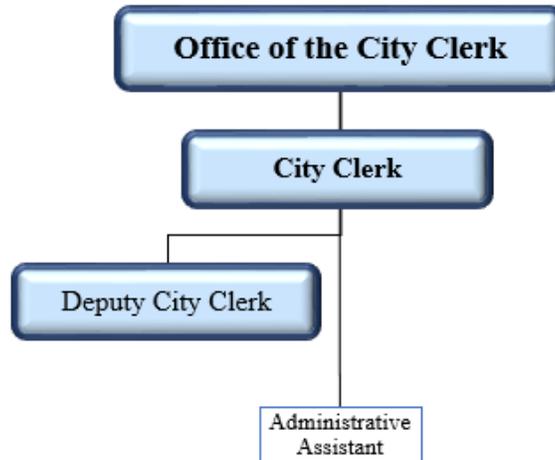
Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	4	5	5
Part - Time	0	0	0
Total	4	5	5



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

PRIORITY AREAS

GOALS	Safety	Quality	Vibrant Appeal
Update and Educate City Staff on Records Management Policy.	●		
Provide High Level of Customer Service.		●	

Performance Measures

Strategic Priorities: Safety; Quality

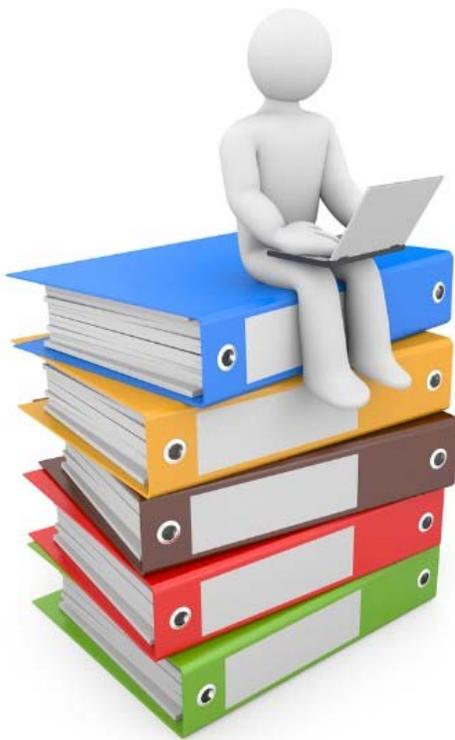
MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Provide annual report to the State of Florida on the status of records destroyed in cubic feet.	YES	YES	YES	YES
Conduct an annual records management training class Citywide; and continue the annual destruction of eligible records.	YES	YES	YES	YES
Obtain and maintain an outstanding survey rating of 4 for the level of services provided by the City Clerk's Office.	YES	YES	YES	YES
Percentage of Commission meeting Agendas and backup published 1 week prior to the meeting date.	98%	100%	100%	100%
Percentage of Boards and Committees vacancies filled 14 days of application receipt.	N/A	N/A	N/A	100%
Percentage of Public Records Requests for records that are readily accessible completed within 72 business hours of receipt.	98%	95%	98%	95%
Percentage of City Commission meetings recorded with Closed Caption.	NEW	95%	100%	100%

Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$288,580	\$295,435	\$324,802	\$29,367	9.9%
Operating	\$80,266	\$144,840	\$120,270	(\$24,570)	-17.0%
Total	\$368,846	\$440,275	\$445,072	\$4,797	1.1%

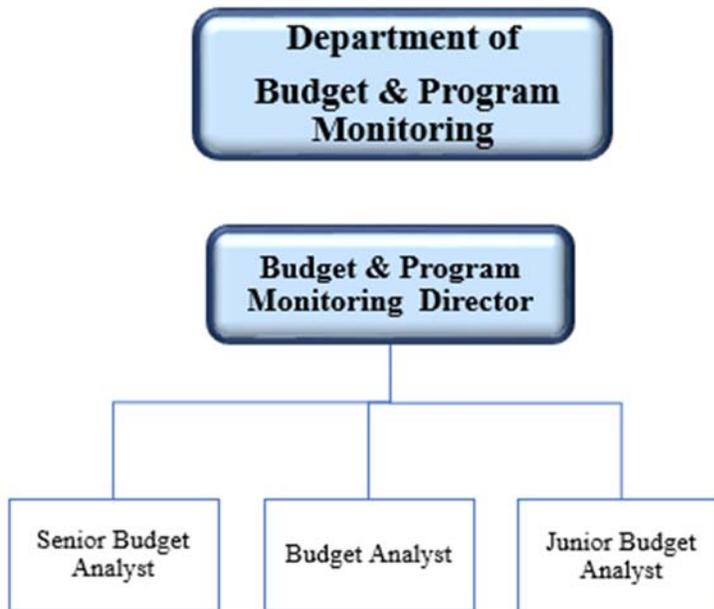
Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	3	3	3
Part - Time	0	0	0
Total	3	3	3



Department of Budget and Program Monitoring

Organization Chart



Function

The Department of Budget and Program Monitoring coordinates the preparation of the City’s annual operating and 5-Year Capital Improvement Program (CIP) budgets and monitors the status after adoption. This includes providing financial and budgetary information for the City Manager, City Commission and City departments; as well as being responsible for policy implementation relating to budgetary practices and controls. The Department also supports the City’s strategic plan and facilities performance measure reporting and monitor program and projects. The City of Hallandale Beach has received the Government Finance Officers Association (GFOA) Distinguished Budget Award for 31 years.

Departmental Goals

GOALS	PRIORITY AREAS		
	Safety	Quality	Vibrant Appeal
Fiscal Responsibility		●	
Provide Accurate and Timely Financial Information through Process Improvements.		●	

Performance Measures

Strategic Priority: Quality

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Continue to receive the GFOA Distinguished Budget Presentation Award for the 31st consecutive year.	Yes	Yes	Yes	Yes
Provide accurate and timely financial information through process improvements.	Yes	Yes	Yes	Yes
Analyze year-to-date actual revenues and expenditures to budget and research variance fluctuations.	Yes	Yes	Yes	Yes

Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Persomnel	\$0	\$430,743	\$518,215	\$87,472	20.3%
Operating	\$0	\$26,702	\$25,837	(\$865)	-3.2%
Total	\$0	\$457,445	\$544,052	\$86,607	18.9%

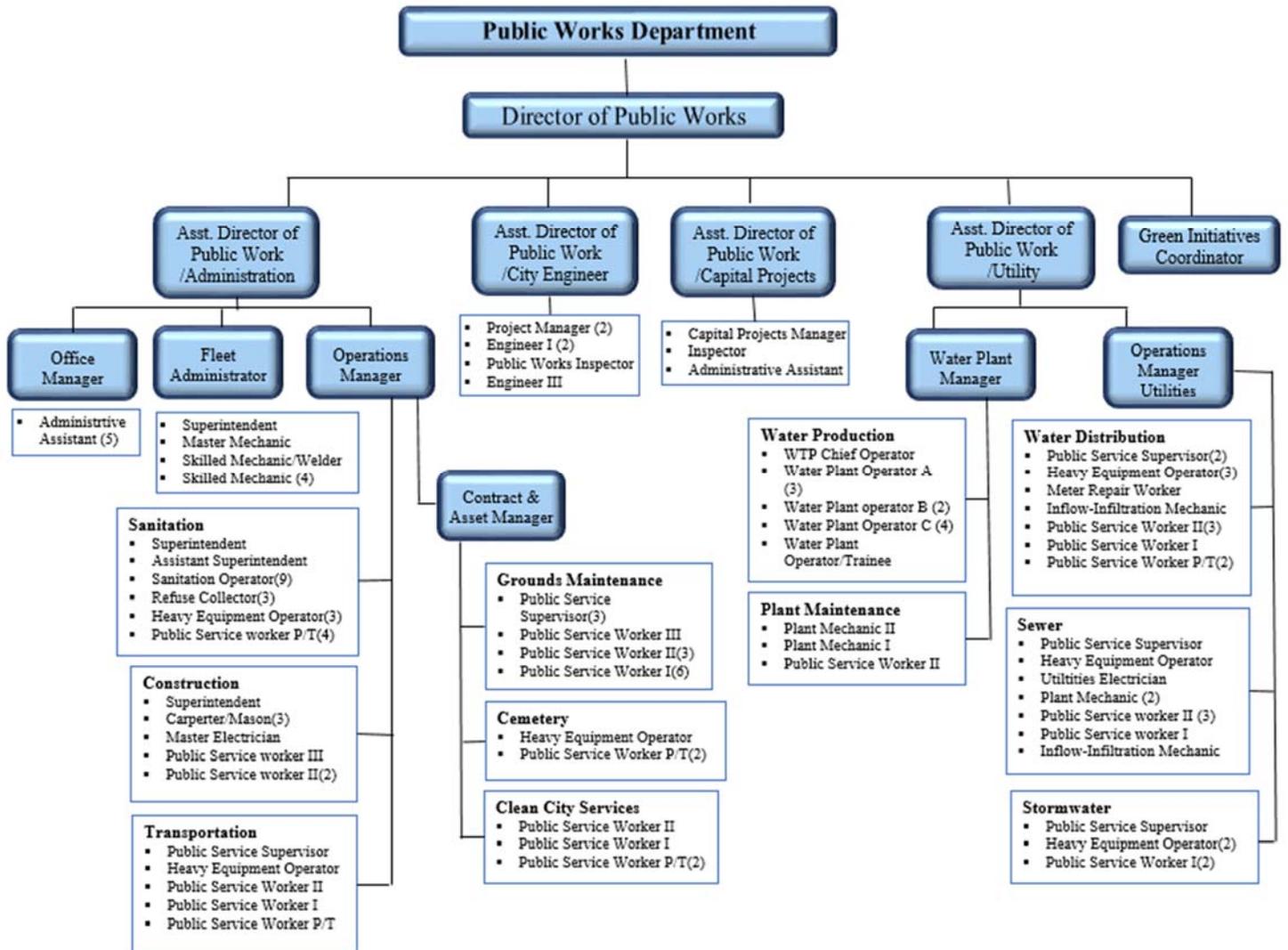
Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	0	3	4
Part - Time	0	0	0
Total	0	3	4



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 four major categories: Public Works, Utilities, Engineering and the Office of Capital Improvements.

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.

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 assigned capital projects on time and on budget. 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
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.		●	●



DEPARTMENTAL SUMMARY

Performance Measures

Strategic Priority: Quality

Sanitation Services

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Address a minimum of 95% of Sanitation concerns within 24 hours.	93%	95%	95%	95%
Address 95% of illegal dumping reported within 24 hours.	97%	95%	96%	95%
Have a garbage pick-up rate within 95% of account services.	100%	95%	100%	95%

Administration

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Provide first response and plan of action to 95% of MyHB requests within 24 hours.	59%	95%	55%	95%

Green Initiatives

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Present the Green Initiatives overview at 100% of new employee orientations yearly.	N/A	100%	0%	100%
Achieve a quarterly Green Initiatives newsletter survey response rate of 30%.	4%	30%	5%	30%
Water conservation – reduce water consumption by 1.5% yearly.	4.7%	-1.5%	3.2%	-1.5%
Issue a total of 99 rebates through the City’s Broward Water Partnership (BWP) Program.	97%	99%	45%	99%

Water Services

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Cross Connection Program - achieve 50% compliance in year 1.	57%	50%	71%	50%
Exercise 25% of the 1,638 valves quarterly.	33%	25%	10%	25%
Reduce I/I by 1.7% from previous year.	-15.8%	-1.7%	4.4%	-1.7%

Wastewater Services

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Clean 34% of the 2,231 storm drains annually.	27%	34%	22%	34%

Street Services

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Repair 16,000 square feet of sidewalk by year end.	6,195	16,000	17,507	16,000

Expenditures by Category

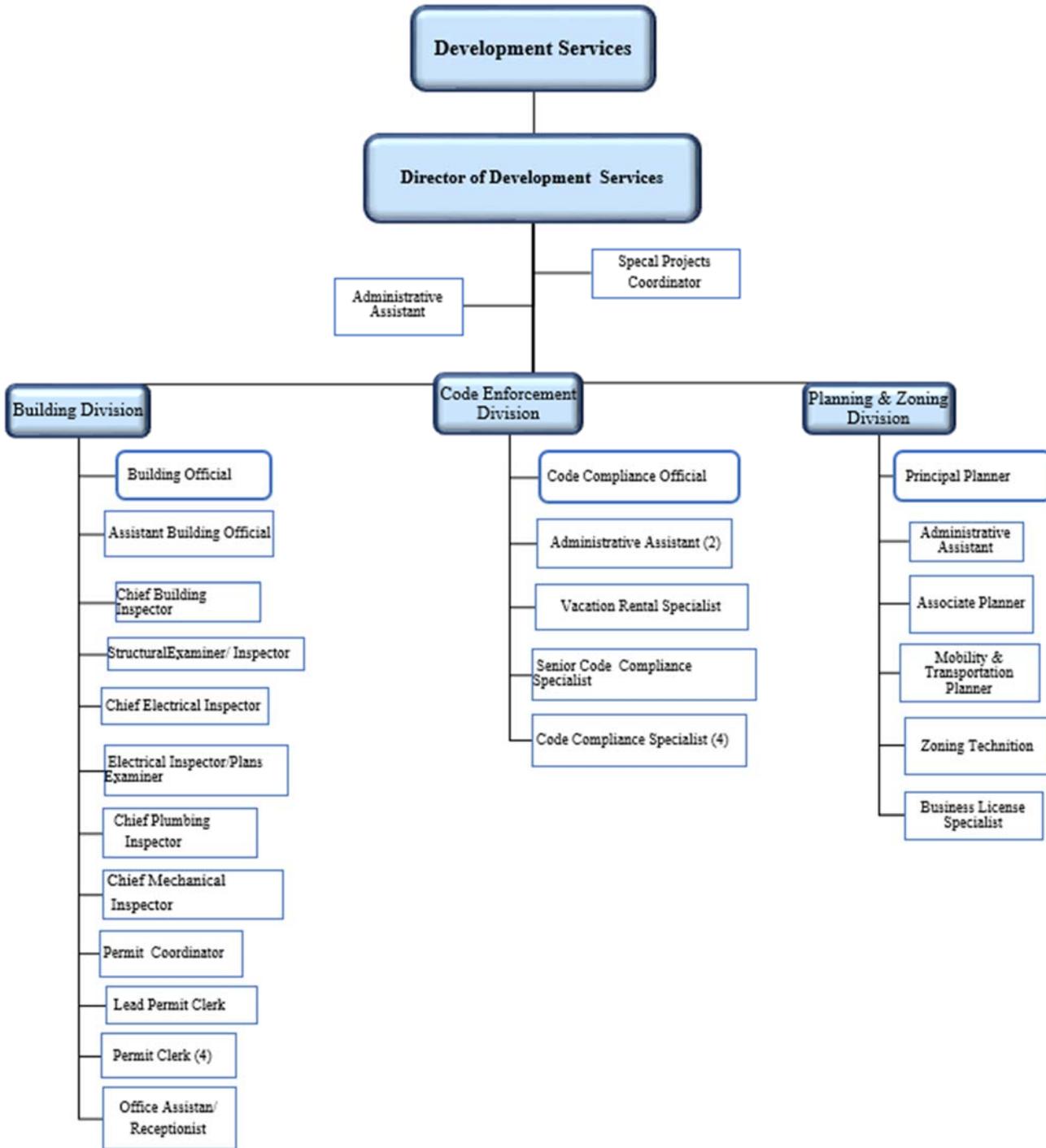
Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$10,772,301	\$11,609,833	\$11,644,255	\$34,422	0.3%
Operating	\$29,461,516	\$25,316,171	\$29,925,287	\$4,609,116	18.2%
Capital	\$7,796,668	\$4,656,974	\$2,592,691	(\$2,064,283)	-44.3%
Transfers Out	\$925,013	\$2,243,855	\$2,700,541	\$456,686	20.4%
Reserves/Contingencies	\$0	\$3,930,708	\$2,887,022	(\$1,043,686)	-26.6%
Debt Service	\$1,332,773	\$954,503	\$730,911	(\$223,592)	-23.4%
Grants	\$342,862	\$0	\$221,760	\$221,760	N/A
Total	\$50,631,133	\$48,712,044	\$50,702,467	\$1,990,423	4.1%

Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	117	116	116
Part - Time	15	16	13
Total	132	132	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.

Effective with the FY 18/19 Budget, the Building Division of the Development Services Department was set up as a Special Revenue Fund and called the Permits and Inspections Fund.

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

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Update the Transportation Element of the Comprehensive Plan.	NO	YES	NO	YES
Establish goals for sustainability, adaption to climate change.	NO	YES	YES	YES
Increase the approval rate percentage for inspections to 75%.	NO	YES	YES	YES
Reduce response time to health and safety issues from 32 day to 17 days.	NO	YES	YES	YES
Complete plan reviews in 7 days on average and always within 15 days.	NO	YES	NO	YES

Expenditures by Category

Development Services

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$2,884,553	\$3,374,758	\$1,769,362	(\$1,605,396)	-47.6%
Operating	\$751,274	\$1,337,352	\$310,925	(\$1,026,427)	-76.8%
Capital	\$0	\$64,550	\$4,875	(\$59,675)	-92.4%
Grants	\$34,000	\$0	\$0	\$0	N/A
Total	\$3,669,827	\$4,776,660	\$2,085,162	(\$2,691,498)	-56.3%

Permits and Inspections Fund

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$0	\$0	\$1,387,104	\$1,387,104	N/A
Operating	\$0	\$0	\$1,922,759	\$1,922,759	N/A
Capital	\$0	\$0	\$60,500	\$60,500	N/A
Transfers Out	\$0	\$0	\$44,379	\$44,379	N/A
Reserves/Contingencies	\$0	\$0	\$65,275	\$65,275	N/A
Total	\$0	\$0	\$3,480,017	\$3,480,017	N/A

Authorized Positions

Development Services

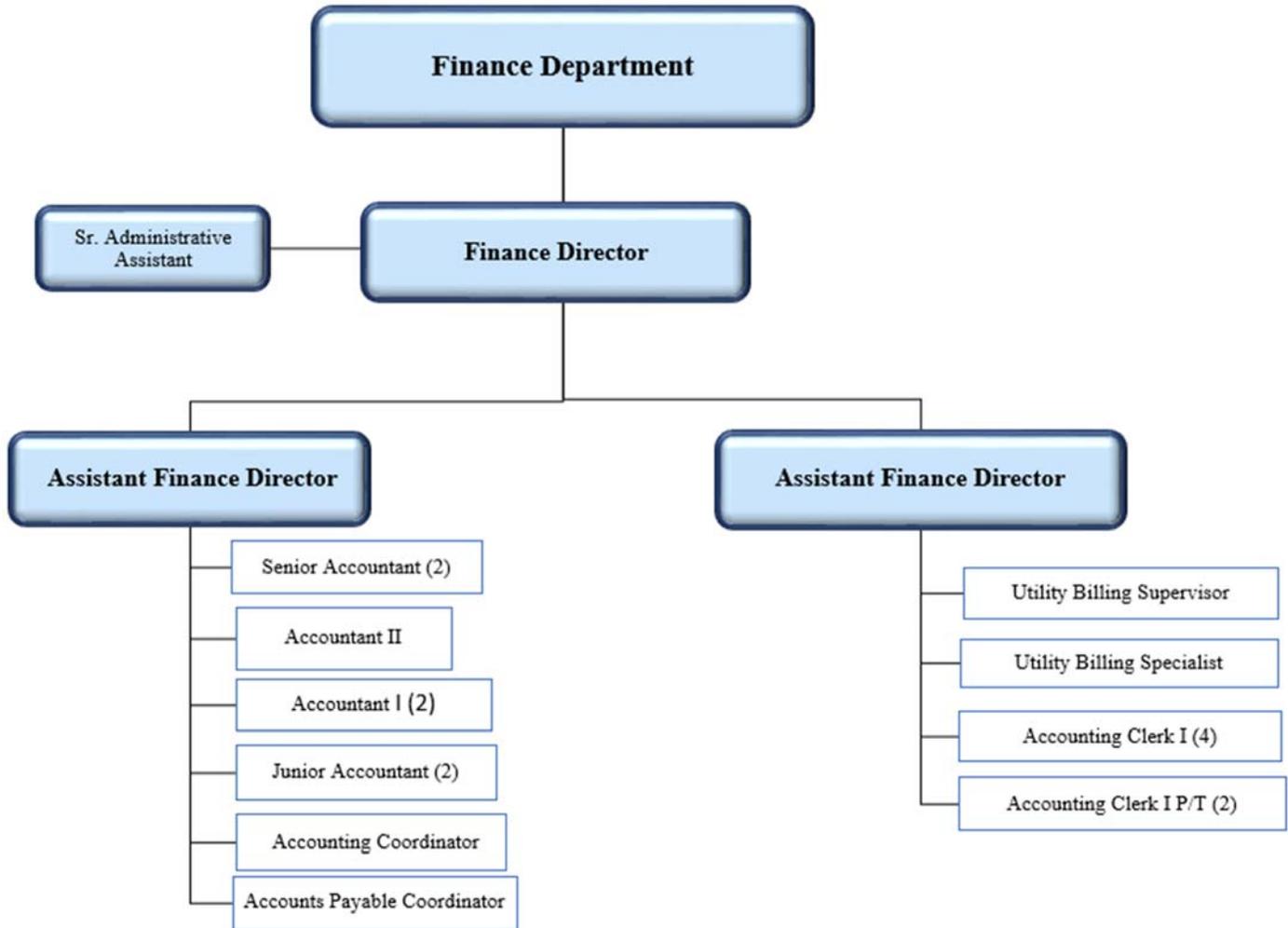
Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	29	31	18
Part - Time	0	0	0
Total	29	31	18

Permits and Inspections Fund

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	0	0	14
Part - Time	0	0	0
Total	0	0	14

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 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, 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 2018		FY 2019
	GOAL	ACTUAL	GOAL
Billing processing success rate	99%	99%	99%
Payroll processing success rate	100%	100%	100%
Invoices processed without exceptions on a monthly basis	100%	100%	100%
Government Finance Officers Association (GFOA) reporting award	Yes	Yes	Yes
Produce Comprehensive Annual Financial Report by March 31	Yes	No*	Yes
Produce Single-Audit by April 30	Yes	No*	Yes
Number of Repeat Audit Findings	0	0	0

* An extension to qualify for GFOA reporting award will be requested to the GFOA as their deadline is March 31. However, the CAFR and Single-Audit will be submitted in time to meet the Florida Statutes' deadline

Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$2,149,073	\$1,945,639	\$2,026,607	\$80,968	4.2%
Operating	\$422,809	\$400,710	\$349,775	(\$50,935)	-12.7%
Capital	\$2,492	\$10,000	\$10,000	\$0	0.0%
Total	\$2,574,375	\$2,356,349	\$2,386,382	\$30,033	1.3%

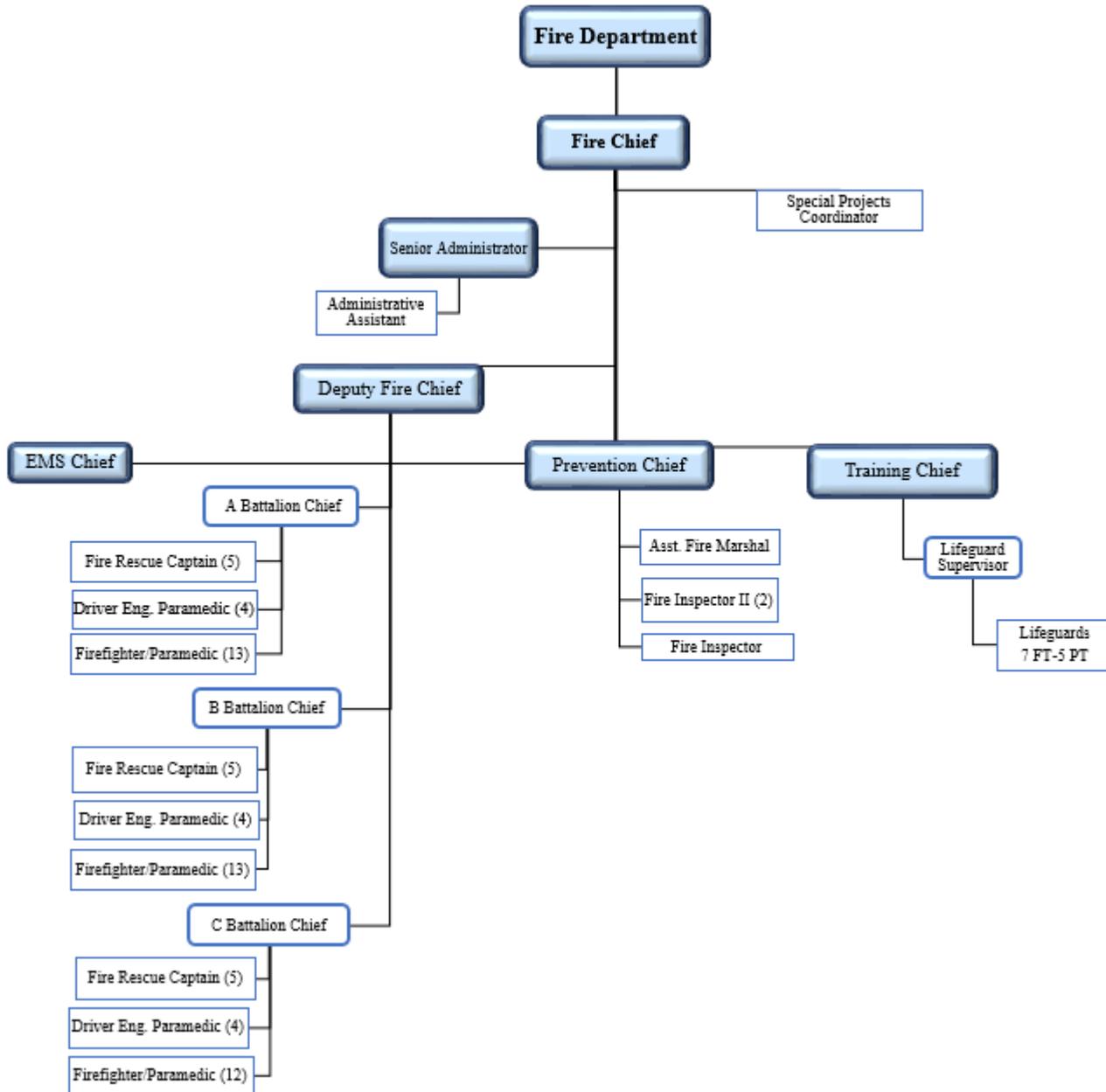
Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	20	18	19
Part - Time	2	2	2
Total	22	20	21



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

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Install station emergency phones.	33%	100%	100%	100%
Implement a Mentorship/Succession Planning Program.	100%	100%	100%	100%
Maintain the Community Mentorship Program.	100%	100%	100%	100%
Decrease ISO rating	3	1	2	1
Turnout time fractile of 90 seconds	90%	90%	90%	90%
Fire inspections on inspectable properties	100%	100%	100%	100%
Inspection Fee Collections	72%	100%	32%	100%
Reinspection rate on properties with violation	75%	100%	75%	100%

Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$13,568,816	\$13,473,758	\$14,794,273	\$1,320,515	9.8%
Operating	\$1,000,340	\$1,008,665	\$965,880	(\$42,785)	-4.2%
Capital	\$197,601	\$23,000	\$42,000	\$19,000	82.6%
Transfers Out	\$0	\$318,510	\$318,709	\$199	0.1%
Reserves/Contingencies	\$0	\$119,465	\$104,466	(\$14,999)	-12.6%
Grants	\$15,999	\$0	\$0	\$0	N/A
Total	\$14,782,756	\$14,943,398	\$16,225,328	\$1,281,930	8.6%

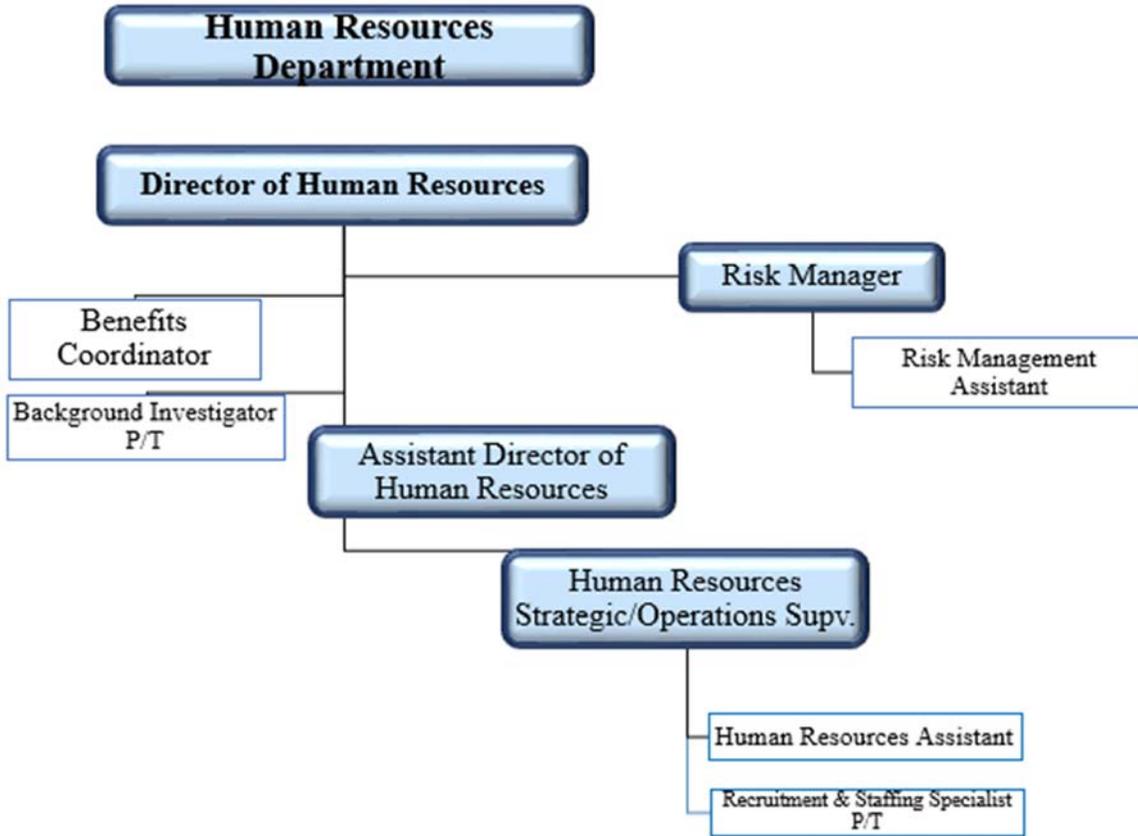
Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	88	88	87
Part - Time	5	5	5
Total	93	93	92



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.		●	

Performance Measures

Strategic Priorities: Safety; Quality

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Provide safety training for City employees (Risk Management Division).	YES	YES	YES	YES
Engage employees in wellness.	YES	YES	YES	YES
Develop an employee training plan.	YES	YES	YES	YES
Streamline HR hiring process and deliver excellent customer service.	YES	YES	YES	YES
Cost reduction in preventive accidents	5%	5%	5%	5%
Safety training sessions	12	12	12	12

Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Persomnel	\$876,631	\$1,033,302	\$1,013,220	(\$20,082)	-1.9%
Operating	\$2,004,625	\$1,925,759	\$2,275,587	\$349,828	18.2%
Capital	\$0	\$7,800	\$0	(\$7,800)	-100.0%
Transfers Out	\$705,143	\$0	\$0	\$0	N/A
Reserves/Contingencies	\$0	\$358,412	\$554,358	\$195,946	54.7%
Total	\$3,586,399	\$3,325,273	\$3,843,165	\$517,892	15.6%

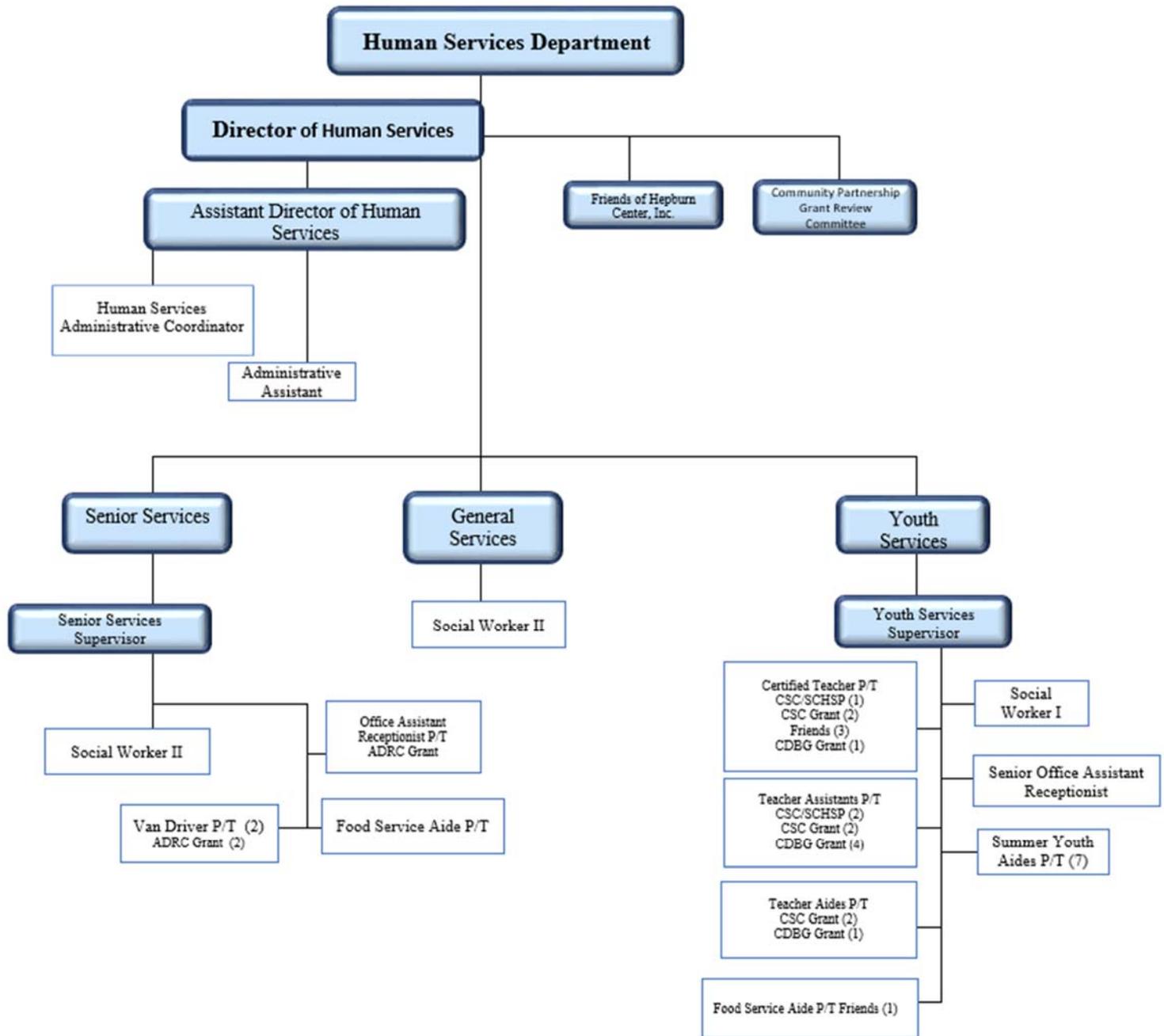
Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	8	7	7
Part - Time	1	2	2
Total	9	9	9



Human Services Department

Organization Chart



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

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
Number of unduplicated individuals who receive emergency financial assistance (utilities, rent, transportation)	46	40	47	50
Number of duplicated individuals who receive pantry food, healthcare services, counseling, income tax preparation, and legal aid services	11,339	14,952	5,516	14,952
Number of unduplicated senior citizens on a monthly basis who receive recreation, educational, transportation services (98 Unduplicated Seniors per month)	149	98	139	100
Number of annual duplicated service contacts representing senior citizens, computer literacy, exercise classes, ESOL, etc.	4,003	1,339	1,468	2,671
Number of unduplicated students enrolled in out-of-school time programs (175 Unduplicated students per month, School Year, Spring, Summer)	276	175	151	175

Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$1,187,941	\$1,123,130	\$1,031,866	(\$91,264)	-8.1%
Operating	\$220,185	\$303,611	\$132,413	(\$171,198)	-56.4%
Grants	\$736,052	\$466,870	\$632,949	\$166,079	35.6%
Total	\$2,144,178	\$1,893,611	\$1,797,228	(\$96,383)	-5.1%

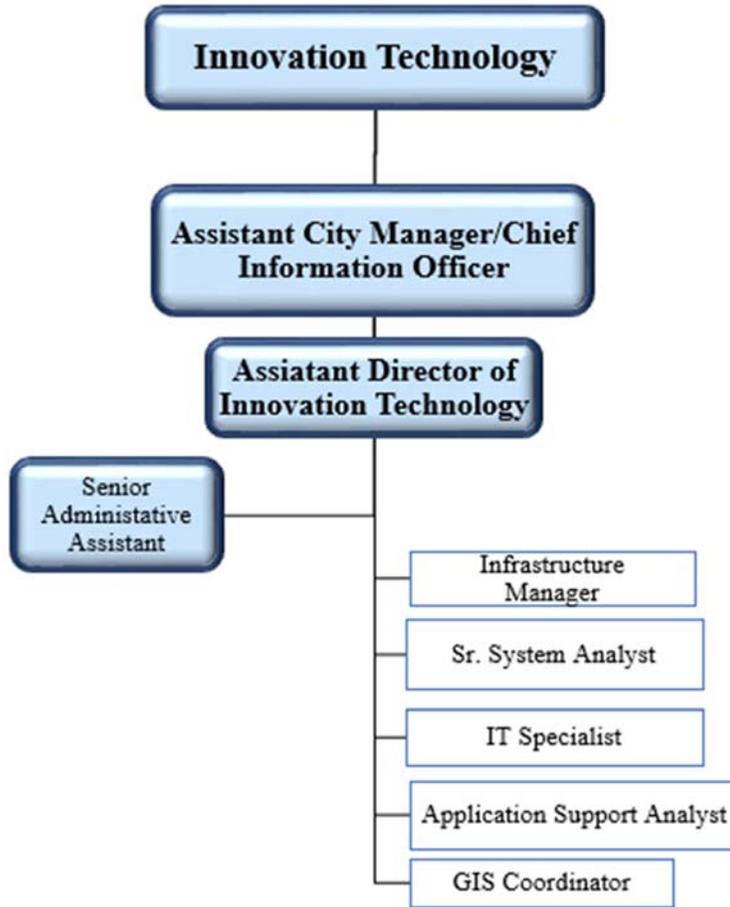
Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	12	10	10
Part - Time	18	32	32
Total	30	42	42



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

MEASURES	FY 2017 ACTUAL	FY 2018 GOAL	FY 2018 ACTUAL	FY 2019 GOAL
High priority requests completed within 1 to 4 hours	100%	100%	100%	100%
Normal priority requests completed within 1 business day	90%	95%	97%	100%
Low priority requests completed within 2 business days	90%	95%	96%	100%
Uptime of unified communications	100%	100%	100%	100%
Uptime of network connectivity	100%	100%	100%	100%
System patches/updates installed	100%	100%	100%	100%
Servers backed up	100%	100%	100%	100%

Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$837,618	\$719,106	\$893,119	\$174,013	24.2%
Operating	\$1,169,802	\$1,456,818	\$1,200,326	(\$256,492)	-17.6%
Capital	\$75,996	\$20,000	\$40,000	\$20,000	100.0%
Total	\$2,083,416	\$2,195,924	\$2,133,445	(\$62,479)	-2.8%

Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	8	7	7
Part - Time	0	0	0
Total	8	7	7

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, general facilities' water and sewer utility charges, general facilities' copier/office equipment leases, subsidized loan programs, administrative charges and interfund transfers.

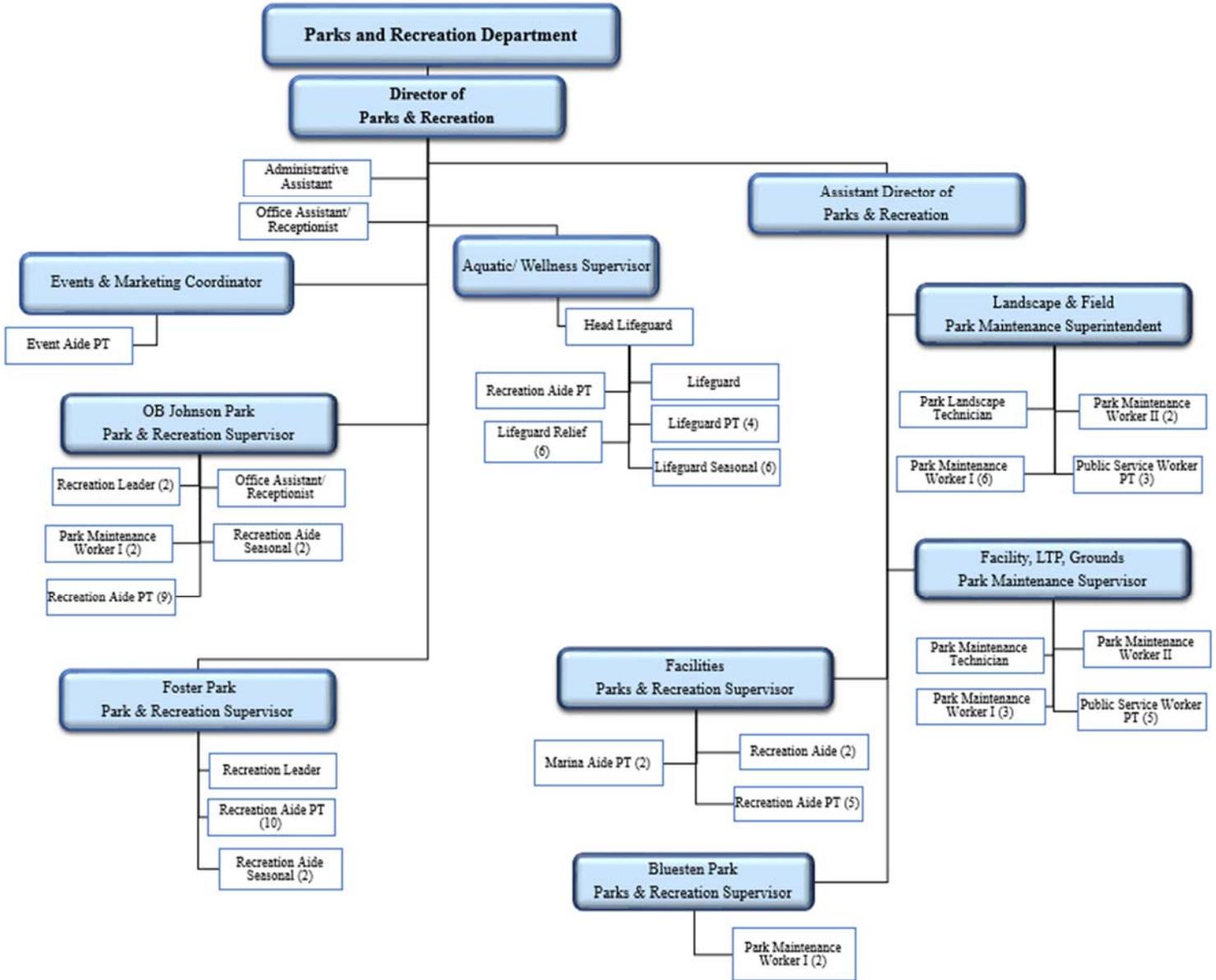
Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$381,052	\$1,360,800	\$1,091,070	(\$269,730)	-19.8%
Operating	\$1,098,455	\$619,040	\$865,610	\$246,570	39.8%
Capital	\$44,797	\$0	\$75,000	\$75,000	NA
Transfers Out	\$4,789,868	\$7,293,138	\$9,674,427	\$2,381,289	32.7%
Reserves/Contingencies	\$0	\$865,000	\$1,318,492	\$453,492	52.4%
Debt Service	\$3,699,100	\$5,541,643	\$5,409,794	(\$131,849)	-2.4%
Grants	\$81,607	\$75,000	\$65,000	(\$10,000)	-13.3%
Total	\$10,094,879	\$15,754,621	\$18,499,393	\$2,744,772	17.4%



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

MEASURES	FY 2018		FY 2019
	GOAL	ACTUAL	GOAL
Attendance for Employee Safety Meetings	80%	96%	95%
Increase Traffic to WebTrac	YES	NO	YES
Adhere to established landscape/field maintenance plan	80%	91%	90%
Adhere to established facility maintenance plan	80%	91%	90%

Expenditures by Category

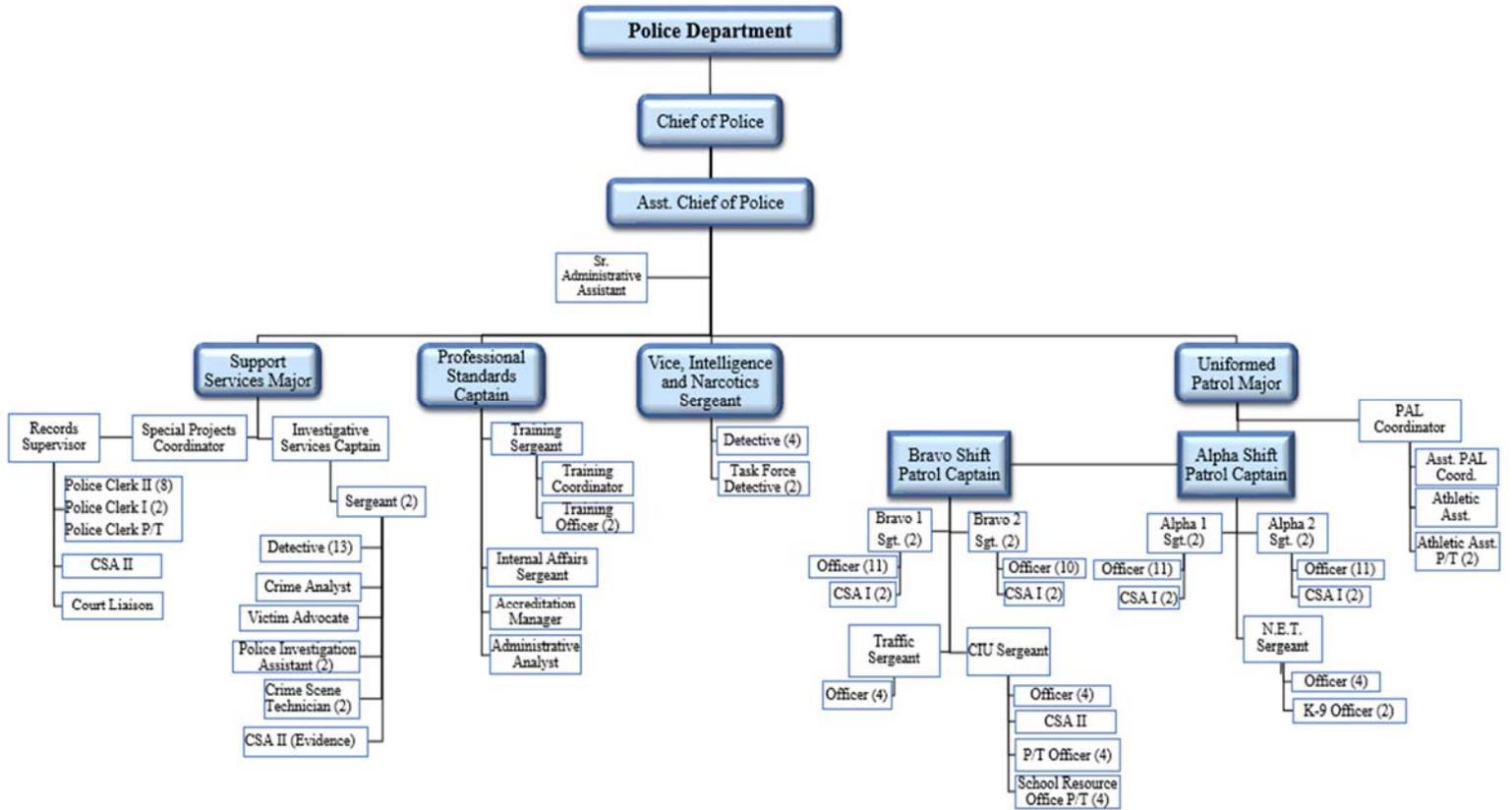
Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$3,334,052	\$3,345,122	\$3,387,338	\$42,216	1.3%
Operating	\$1,430,050	\$1,472,143	\$1,268,706	(\$203,437)	-13.8%
Capital	\$18,085	\$84,000	\$46,500	(\$37,500)	-44.6%
Total	\$4,782,186	\$4,901,265	\$4,702,544	(\$198,721)	-4.1%

Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	37	35	35
Part - Time	82	51	52
Total	119	86	87

Police Department

Organization Chart



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 2019 Goal	Measures
1. Reduce vehicle versus bicyclist traffic crashes by 2%.	Reduction of bicycle related traffic crashes by at least 2% in FY 18/19 versus FY 17/18.
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 19/20.	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 18/19 versus FY 17/18.
7. Complete Body Worn Camera Pilot Program.	Full implementation by end of FY 18/19.
8. Provide bi-monthly employee morale events.	Provide at least six employee morale events during FY 18/19.

Expenditures by Category

Police

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$21,941,171	\$21,794,289	\$23,204,926	\$1,410,637	6.5%
Operating	\$1,709,692	\$1,895,670	\$1,525,885	(\$369,785)	-19.5%
Capital	\$64,331	\$13,120	\$0	(\$13,120)	-100.0%
Transfers Out	\$111,512	\$79,000	\$112,409	\$33,409	42.3%
Grants	\$354,989	\$147,000	\$279,258	\$132,258	90.0%
Total	\$24,181,695	\$23,929,079	\$25,122,478	\$1,193,399	5.0%

Golden Isles Safe Neighborhood District

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Operating	\$201,537	\$206,402	\$307,748	\$101,346	49.1%
Capital	\$71,264	\$70,000	\$28,000	(\$42,000)	-60.0%
Reserves/Contingencies	\$0	\$51,062	\$13,022	(\$38,040)	-74.5%
Total	\$272,801	\$327,464	\$348,770	\$21,306	6.5%

Three Islands Safe Neighborhood District

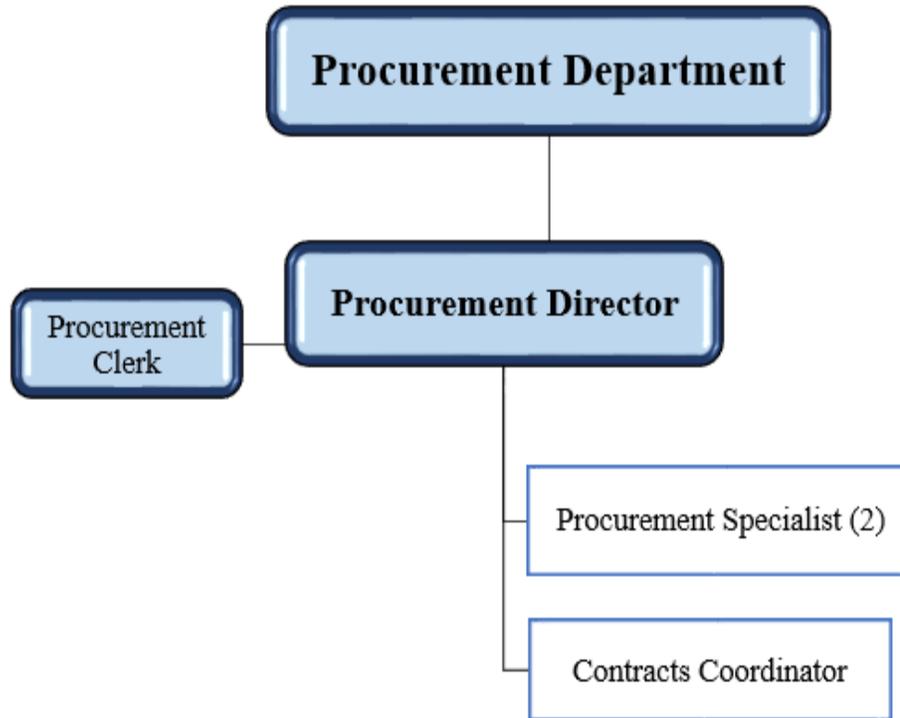
Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Operating	\$344,401	\$287,401	\$289,274	\$1,873	0.7%
Capital	\$44,987	\$0	\$0	\$0	N/A
Reserves/Contingencies	\$0	\$134,208	\$148,656	\$14,448	10.8%
Total	\$389,388	\$421,609	\$437,930	\$16,321	3.9%

Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	138	135	138
Part - Time	13	12	8
Total	151	147	146

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

MEASURES	FY 2018		FY 2019
	GOAL	ACTUAL	GOAL
Days to process a requisition and purchase order	2	2	2
Days to release a solicitation after final approval	5	5	5
Days to approve all items through MUNIS workflow	3	3	3
Days to review agendas through Granicus	2	2	2
Days to process SunTrust p-card files for City/CRA	4	4	4
Provision of procurement process training to all appropriate new employees Citywide	100%	100%	100%
Provision of MUNIS Purchasing and Contract module training to all appropriate new employees Citywide	100%	100%	100%
Provision of on-going training for all Procurement processes to all appropriate staff when needed and requested, however, offered quarterly	100%	100%	100%

Expenditures by Category

Expenditures	FY 16/17 Actual	FY 17/18 Budget	FY 18/19 Budget	Amount Change	% Change
Personnel	\$513,528	\$528,895	\$532,038	\$3,143	0.6%
Operating	\$172,197	\$55,746	\$94,362	\$38,616	69.3%
Total	\$685,725	\$584,641	\$626,400	\$41,759	7.1%

Authorized Positions

Type	FY 16/17	FY 17/18	FY 18/19
Full - Time	5	5	5
Part - Time	0	0	0
Total	5	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.

A total of \$9,218,141 is presented in the FY 18/19 Capital Budget. This total includes funding consisting of \$5,618,141 of City funding (e.g. Stormwater Fund, Utility Fund), and \$3,600,000 funding from the State Revolving Fund Loan (SRF).

There are four major categories of projects: Public Safety, Stormwater, Utility and Transportation. The largest portion, over \$3.3 million, is for Utility Improvement projects. The next largest allocation, totaling over \$2.3 million, is for Stormwater 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>City Amount</u>	<u>SRF* Loan Amount</u>
STORMWATER FUND			
P1610	SW DRAINAGE IMPROVEMENT	\$2,260,620	(1)
P1801	CDBG 43RD YEAR PUBLIC WORKS	\$50,000	
	Total Stormwater Projects	\$2,310,620	
UTILITY FUND			
P1606	HIGH SERVICE PUMPS & TRANSFER PUMPS	\$2,077,391	
P1705	FOSTER ROAD WATERMAIN UPGRADE	\$78,130	
P1901	WATER TREATMENT PLANT- NANOFILTRATION MEMBRANE REPLACEMENT	\$677,000	
P1902	WATER TREATMENT PLANT- DEGASIFIER PACKING MEDIA REPLACEMENT	\$125,000	
P1903	NANOFILTRATION PLANT-MODULATING ACTUATORS/ VALVES FOR MEMBRANE RAW WATER INFLUENT CONTROL	\$350,000	
P1713	SANITARY SEWER REHABILITATION I&I		\$ 3,600,000
	Total Utility Improvement Projects	\$3,307,521	\$ 3,600,000
	Total City-wide Capital Program	\$5,618,141	\$3,600,000

* STATE REVOLVING FUND

PROJECTS INCLUDING FUNDING FROM OTHER SOURCES:

(1) P1610 SW/SE DRAINAGE IMPROVEMENT

Federal Grant match project-Total project \$8.7M
75% Federal(\$6.5M) & 25% Local (\$2.2M)



CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program 5- year Funding Profile

PROJECT NUMBER	PROJECT TITLE	BUDGET FY 16-17	ROLLOVER FY16-17	FY 17/18 REVISED	FY 17/18 ACTUAL	FY 18/19 ROLLOVER REQUESTED	FY 18/19 BUDGET	FY 19/20 BUDGET	FY 20/21 BUDGET	FY 21/22 BUDGET	BUDGET TOTAL
GENERAL FUND - 001											
P1605	NE 14TH AVE. ENHANCED LANDSCAPING	\$0	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
P1708	A1A BRIDGE IMPROVEMENTS			\$60,000	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
P0P51	POLICE DIGITAL PUBLIC SAFETY	\$1,776,574	\$102,350	\$500,000	\$5,000	\$495,000	\$0	\$495,000	\$0	\$0	\$500,000
TOTAL GENERAL FUND		\$1,776,574	\$122,350	\$580,000	\$25,000	\$555,000	\$0	\$495,000	\$0	\$0	\$580,000
TRANSPORTATION FUND - 160											
P1601	ATLANTIC SHORES IMPROVEMENT	\$0	\$38,934	\$161,066	\$0	\$161,066	\$0	\$161,066	\$0	\$0	\$161,066
P1605	NE 14TH AVE. ENHANCED LANDSCAPING			\$147,213	\$147,213	\$0	\$0	\$0	\$0	\$0	\$147,213
P1709	LANDSCAPING LIGHTING LAYNE BLVD.	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1710	WAL-MART SWALE AREA IMPROVEMENT	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL TRANSPORTATION FUND		\$150,000	\$38,934	\$308,279	\$147,213	\$161,066	\$0	\$161,066	\$0	\$0	\$308,279
STORMWATER FUND - 440											
P1801	CDBG 43RD YEAR PUBLIC WORKS	\$0	\$0	\$50,000	\$30,250	\$19,750	\$50,000	\$69,750	\$0	\$0	\$100,000
P1605	NE 14TH AVE. ENHANCED LANDSCAPING	\$200,000	\$400,000	\$597,510	\$505,445	\$32,065	\$0	\$32,065	\$0	\$0	\$597,510
P1610	SW DRAINAGE IMPROVEMENT	\$200,000	\$4,560	\$2,260,620	\$47,693	\$2,212,927	\$2,260,620	\$4,473,547	\$1,661,515	\$0	\$6,162,755
P1702	CDBG 42ND YEAR PUBLIC WORKS	\$50,000	\$88,554	\$102,228	\$83,605	\$18,623	\$0	\$18,623	\$0	\$0	\$102,228
TOTAL STORMWATER FUND		\$450,000	\$493,114	\$3,010,358	\$666,993	\$2,343,365	\$2,310,620	\$4,653,985	\$1,661,515	\$0	\$6,982,493
UTILITY FUND - 490											
P1613	WATER DISTRIBUTION UPGRADE	\$150,000	\$137,032	\$932,309	\$765,730	\$166,579	\$0	\$166,579	\$0	\$0	\$932,309
P1602	PUBLIC WORKS-NEW ADMIN MASTER PLAN	\$100,000		\$100,000	\$86,365	\$13,635	\$0	\$13,635	\$0	\$0	\$100,000
P1605	NE 14TH AVE. ENHANCED LANDSCAPING	\$75,000	\$0	\$74,500	\$74,500	\$0	\$0	\$0	\$0	\$0	\$74,500
P1606	HIGH SERVICE PUMPS & TRANSFER PUMPS	\$1,350,000	\$400,000	\$3,269,810	\$470,073	\$2,799,738	\$2,077,391	\$4,877,129	\$1,095,000	\$0	\$6,442,201
P1610	SW DRAINAGE IMPROVEMENT	\$0	\$39,407	\$18,925	\$0	\$18,925	\$0	\$18,925	\$0	\$0	\$18,925
P1503	WATER PLANT SCADA ENHANCEMENT	\$0	\$70,000	\$144,000	\$0	\$144,000	\$0	\$144,000	\$0	\$0	\$144,000
P1701	FOSTER ROAD LIFT STATION	\$135,000	\$0	\$135,000	\$129,140	\$5,860	\$0	\$5,860	\$0	\$0	\$135,000
P1703	HIBISCUS-SUNSET DRIVE	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1705	FOSTER ROAD WATER MAIN UPGRADE	\$100,000	\$0	\$100,000	\$0	\$100,000	\$78,130	\$178,130	\$0	\$0	\$178,130
P1706	WTP INFRASTRUCTURE ASSESSMENT	\$46,144	\$83,547	\$117,466	\$36,675	\$80,791	\$0	\$80,791	\$0	\$0	\$117,466
P1707	WATER PLANT FILTRATION SYSTEM	\$1,316,000		\$1,000,000	\$0	\$1,000,000	\$0	\$1,000,000	\$0	\$0	\$1,000,000
P1714	LIFT STATION REHABILITATION			\$2,929,376	\$0	\$2,929,376	\$0	\$2,929,376	\$0	\$0	\$2,929,376
P1901	WTP-NANOFILTRATION MEMBRANE REPLACE			\$0	\$0	\$0	\$677,000	\$677,000	\$0	\$0	\$677,000
P1902	WTP-DEGASIFIER PACKING MEDIA REPLACMNT			\$0	\$0	\$0	\$125,000	\$125,000	\$0	\$0	\$125,000
P1903	LIFT STATION REHABILITATION	\$0	\$1,000,000	\$0	\$0	\$0	\$350,000	\$350,000	\$75,000	\$75,000	\$575,000
TOTAL UTILITY FUND		\$3,297,144	\$1,729,986	\$8,821,386	\$1,562,483	\$7,258,904	\$3,307,521	\$10,566,425	\$1,170,000	\$75,000	\$13,448,907
PARKS GENERAL OBLIGATION (GO) BOND FUND - 302											
PA151	BLUESTEN PARK	\$11,932,655	\$23,443,549	\$34,284,249	\$30,503,849	\$3,780,400	\$0	\$3,780,400	\$0	\$0	\$34,284,249
PA152	GOLDEN ISLES TENNIS CENTER AND PARK	\$1,045,444	\$7,765,622	\$8,717,523	\$1,004,985	\$7,712,538	\$0	\$7,712,538	\$0	\$0	\$8,717,523
PA153	INGALLS PARK	\$1,499,478	\$419,390	\$3,318,400	\$2,945,645	\$372,755	\$0	\$372,755	\$0	\$0	\$3,318,400
PA154	SUNSET PARK	\$535,801	\$40,758	\$171,441	\$34,579	\$136,862	\$0	\$136,862	\$0	\$0	\$171,441
PA155	HISTORIC VILLAGE	\$707,816	(\$29,955)	\$657,345	\$695	\$656,650	\$0	\$656,650	\$0	\$0	\$657,345
PA156	CHAVEZ LAKE PARK	\$122,610	\$3,563,061	\$3,678,810	\$29,309	\$3,648,301	\$0	\$3,648,301	\$0	\$0	\$3,678,810
PA157	SUNRISE PARK	\$86,789	\$3,113,769	\$3,181,261	\$7,041	\$3,174,220	\$0	\$3,174,220	\$0	\$0	\$3,181,261
TOTAL PARKS GO BOND FUNDING		\$15,930,593	\$38,316,194	\$54,009,029	\$34,526,703	\$19,482,326	\$0	\$19,482,326	\$0	\$0	\$54,009,029
POLICE EQUITABLE SHARING FUND											
PUP51	POLICE DIGITAL PUBLIC SAFETY	\$ 220,000	\$ -	\$ 220,000	\$ 67,548	\$ 152,452	\$ -	\$ 152,452	\$ -	\$ -	\$ 220,000
TOTAL OTHER FUNDING		\$ 220,000	\$ -	\$ 220,000	\$ 67,548	\$ 152,452	\$ -	\$ 152,452	\$ -	\$ -	\$ 220,000
GRANT FUNDING											
P1610	SW/SE DRAINAGE IMPROVEMENT	\$ -	\$ 674,728	\$ 258,885	\$ 125,401	\$ 133,484	\$ -	\$ 133,484	\$ -	\$ -	\$ 258,885
P1702	CDBG 42ND YEAR PUBLIC WORKS	\$ -	\$ 109,842	\$ 109,842	\$ 109,842	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 109,842
P1713	SANITARY SEWER REHABILITATION I&I			\$ 269,610	\$ 258,610	\$ 11,000	\$ 3,600,000	\$ 3,611,000	\$ -	\$ -	\$ 3,869,610
P1801	CDBG 43RD YEAR PUBLIC WORKS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,500	\$ 106,500	\$ -	\$ -	\$ 106,500
TOTAL OTHER FUNDING		\$ -	\$ 784,570	\$ 638,337	\$ 493,853	\$ 144,484	\$ 3,706,500	\$ 3,850,984	\$ -	\$ -	\$ 4,344,837



CAPITAL IMPROVEMENT PROGRAM

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

PROJECT NUMBER	PROJECT TITLE	BUDGET FY 16-17	ROLLOVER FY16-17	FY 17/18 REVISED	FY 17/18 ACTUAL	FY 18/19 ROLLOVER	FY18/19 REQUESTED	FY 18/19 BUDGET	FY 19/20 BUDGET	FY 20/21 BUDGET	FY 21/22 BUDGET	BUDGET TOTAL
DEVELOPER AGREEMENT												
P1601	ATLANTIC SHORES IMPROVEMENT	\$ 135,300	\$ 69,700	\$ 69,700	\$ -	\$ 69,700	\$ -	\$ 69,700	\$ -	\$ -	\$ -	\$ 135,300
P1605	NE 14TH AVE. ENHANCED LANDSCAPING			\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
P1708	A1A BRIDGE IMPROVEMENTS	\$ 200,000	\$ -	\$ 200,000	\$ 15,000	\$ 185,000	\$ -	\$ 185,000	\$ -	\$ -	\$ -	\$ 200,000
P1714	LIFT STATION REHABILITATION	\$ -	\$ 200,000	\$ 141,670	\$ 69,555	\$ 72,115	\$ -	\$ 72,115	\$ -	\$ -	\$ -	\$ 200,000
14412	DIANA DRIVE IMPROVEMENTS	\$ -	\$ 154,493	\$ 118,193	\$ -	\$ 118,193	\$ -	\$ 118,193	\$ -	\$ -	\$ -	\$ 154,493
TOTAL OTHER FUNDING		\$ 335,300	\$ 424,193	\$ 564,563	\$ 119,555	\$ 445,008	\$ -	\$ 445,008	\$ -	\$ -	\$ -	\$ 724,793
COMMUNITY REDEVELOPMENT AGENCY												
P1601	ATLANTIC SHORES IMPROVEMENT			\$ 480,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 480,300
P1605	NE 14TH AVE. ENHANCED LANDSCAPING	\$ 393,578	\$ 35,000	\$ 592,898	\$ 480,721	\$ 112,177	\$ 200,000	\$ 312,177	\$ -	\$ -	\$ -	\$ 792,898
TOTAL OTHER FUNDING		\$ 393,578	\$ 35,000	\$ 592,898	\$ 480,721	\$ 112,177	\$ 200,000	\$ 312,177	\$ -	\$ -	\$ -	\$ 1,273,198
CITY FUNDING SOURCES												
GENERAL FUND		\$1,776,574	\$122,350	\$580,000	\$25,000	\$555,000	\$0	\$495,000	\$0	\$0	\$0	\$580,000
TRANSPORTATION FUND		\$150,000	\$38,934	\$308,279	\$147,213	\$161,066	\$0	\$161,066	\$0	\$0	\$0	\$308,279
STORMWATER FUND		\$450,000	\$493,114	\$3,010,358	\$666,993	\$2,343,365	\$2,310,620	\$4,653,985	\$1,661,515	\$0	\$0	\$6,982,493
UTILITY FUND		\$3,297,144	\$1,729,986	\$8,821,386	\$1,562,483	\$7,258,904	\$3,307,521	\$10,566,425	\$1,095,000	\$0	\$0	\$13,223,907
SUBTOTAL CITY FUNDING		\$5,673,718	\$2,384,384	\$12,720,023	\$2,401,689	\$10,318,335	\$5,618,141	\$15,876,476	\$2,756,515	\$0	\$0	\$21,094,679
SUBTOTAL PARKS GO BOND FUNDING		\$15,930,593	\$38,316,194	\$54,009,029	\$34,526,703	\$19,482,326	\$0	\$19,482,326	\$0	\$0	\$0	\$54,009,029
SUBTOTAL OTHER FUNDING		\$393,578	\$35,000	\$ 2,085,798	\$ 1,161,677	\$ 324,121	\$ 3,906,500	\$ 4,830,621	\$ 8,000	\$ 8,000	\$ 8,000	\$13,353,295
TOTAL FUNDING ALL SOURCES		\$21,997,889	\$40,735,578	\$68,814,850	\$38,090,069	\$30,724,782	\$9,524,641	\$40,193,423	\$2,764,515	\$8,000	\$8,000	\$88,457,003

*Note: FY 18/19 and beyond does not reflect all the projects and related expenses that the Basic of Design Report (BODR) includes, as well as other studies under way. This table will be updated during FY18/19.





CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Detail Project Funding by Category

Project Number	Project Title/Description	2018-2019 Amount	Total Estimated Cost	2018-2019 Funding Source	Impact on Operating Budget
STORMWATER PROJECTS					
P1801	43RD YEAR C.D.B.G.- PUBLIC WORKS IMPROVEMENT This Capital Improvement Program consists of drainage, sidewalk and ADA ramp improvements within the boundaries of NW 3rd Street, North Dixie Highway, NW 6th Street and NW 2nd Avenue. This funding is for the survey, geotechnical report and design of this project.	\$50,000	\$158,737	STORMWTR FUND GRANTS	Operating costs will be determined once survey and design are completed.
P1610	SW 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.	\$2,260,620	\$13,018,500	STORMWTR FUND UTILITY FUND GRANTS	Operating cost is estimated at \$60,000 for maintenance and meeting regulatory requirements for the life of the assets.
	SUBTOTAL	\$2,310,620	\$13,177,237		
UTILITY IMPROVEMENTS					
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.	\$1,650,000	\$4,495,000	UTILITY FUND	There are no operating costs associated with this phase of the project.
P1705	FOSTER ROAD WATERMAIN UPGRADE This will be a backup generator to keep the station running if we were to lose utility power..	\$78,130	\$3,126,376	UTILITY FUND	Estimated annual operating costs will be provided once survey and design are completed.
P1901	WATER TREATMENT PLANT-NANOFILTRATION MEMBRANE REPLACEMENT Remove and replace the membrane filters. The second stage of the treatment units are showing Iron passage beyond their expected life.	\$677,000	\$677,000	UTILITY FUND	Preventive maintenance- Recurring cost every ten years FY 2029 \$700,000
P1902	WATER TREATMENT PLANT-DEGASIFIER PACING MEDIA REPLACEMENT The Degasifier Packing Media, in addition to removing Hydrogen Sulfide (H2S) from the treated water, has been removing the Iron that has been allowed to pass by the damaged Membranes, the iron has been fouling the media, cleaning efforts are becoming less effective, we believe the Media to beyond its expected life at this time.	\$125,000	\$125,000	UTILITY FUND	Preventive maintenance- Recurring cost every ten years FY 2029 \$125,000
P1903	WATER TREATMENT PLANT-MODULATING ACTUATORS/VALVES To enable operator control of influent flow. Our Membrane skids will not operate with the Broward County Valve fully open. Since we need to have complete control over the influent flow, installing modulating influent actuators/valves will give us the control we will require when Broward County fully opens their valve.	\$350,000	\$650,000	UTILITY FUND	Four years of recurring cost to procure and replace worn actuators and valves on both skids.
P1713	SANITARY SEWER REHABILITATION I&I This project will reduce or eliminate infiltration and inflow into the system; as a result we reduce our run time for the lift stations (saving on electricity), less maintenance on the pumps, less emergency calls, and produce less flow to the City of Hollywood which translates into more savings.	\$3,600,000	\$3,600,000	UTILITY FUND	~(\$600,000)/yr due to reduction in flow to the City of Hollywood (payback in about 6 years)
	SUBTOTAL	\$6,480,130	\$12,673,376		
GRAND TOTAL		\$8,790,750	\$25,850,613		

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - SW Drainage Improvements							
City of Hallandale Beach Capital Improvements Project (CIP) FY 2019-2023							
Date							
NEW	ONGOING						
	X						
(1) Project Title:	SW Drainage Improvements						
(2) Project Category:				(3) Project Type:	R & R		
(4) Department:	Public Works			(5) Project No.:	P1610		
(6) Division:	Stormwater			(7) Project Manager:	Manga Ibbe		
(8) Project Location:	SW Section of City						
(9) Funding Source:	Stormwater Fund						
(10) Project Years:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	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	\$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	\$2,538,430	\$2,260,620	\$1,661,515	\$0	\$0	\$0	\$6,460,565
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:	\$2,538,430	\$2,260,620	\$1,661,515	\$0	\$0	\$0	\$6,460,565
(11) Project Description:							
<p>This project is sponsored by FEMA through the Hazard Mitigation Grant Program (HMGP). On May 25, 2016, the Federal Emergency Management Agency (FEMA) notified the City of the approval of a 24-month extension for Phase I of the project which includes the design, permitting and bid process. This Agreement began May 26, 2016 and will end on May 25, 2018.</p> <p>The Construction Agreement with FEMA will require a completion date of January 2020. The funding for Construction from FEMA Grant is \$6,557,935. The total project cost is \$13,018,500.00 inclusive of: Construction Bid - \$11,835,000.00; 10% Contingency - \$1,183,500.00; Consultant's Construction Administration - \$787,440.00. Available funding for construction for 2018 is \$2,365,355.00. Additional funding of \$3,922,135.00 is needed.</p>							
<p>The project was initiated to improve the drainage in the Southwest and Southeast Quadrant 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 2017-2018		REQUEST		Notes	
3390W-534010		\$	14,151	\$	-		
3590S-534010		\$	4,774	\$	-		
3660-534010		\$	2,212,926	\$	-		
4905C-534010 (HMGP FEMA Grant)		\$	20	\$	-		
4989-534010 (FEMA-FED-STORM)		\$	133,484	\$	-		
3660-565000		\$	-	\$	2,260,620		
		\$	-	\$	-		
		\$	-	\$	-		
Total Allocated Funds		\$	2,365,355	\$	2,260,620		
(14) FY 2017-2018 SUMMARY				Encumbrances	Actual	Total	Notes
				\$7,946	\$165,128	\$173,074	
Total Available Funding Balance				\$	2,192,281		
(15) Increased Revenue (\$)		\$	-				
(16) Operating Budget Impact							
Incr./((Decr.) Personnel Cost:		\$	-	(17) Describe Costs as One-time or Recurring, and provide years of impact			
Incr./((Decr.) Operating Cost:		\$	60,000.00				
Incr./((Decr.) Department Capital Outlay:		\$	-				
Total Impact:		\$	-				

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - 43rd Year CDBG Public Works Improvements								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2019-2023		 Community Development Block Grant						
Date								
NEW		ONGOING						
		X						
(1) Project Title:		43rd Year CDBG Public Works Improvements						
(2) Project Category:		Stormwater			(3) Project Type:		Stormwater	
(4) Department:		Public Works			(5) Project No.:		P1801	
(6) Division:		Engineering			(7) Project Manager:		Aqeel Abdool-Ghany	
(8) Project Location:		NW 2nd Ave						
(9) Funding Source:		Stormwater, CDBG grant						
(10) Project Years:		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	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		\$50,000	\$50,000	\$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	\$108,737	\$0	\$0	\$0	\$0	\$108,737
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:		\$50,000	\$158,737	\$0	\$0	\$0	\$0	\$208,737
(11) Project Description:								
<p>The City applied for a Community Development Block Grant in the amount of \$106,500 in December 2016 for construction, as of November 17, 2017 the City was approved for \$108,737. The project consists of drainage, sidewalk and ADA ramp improvements within the boundaries: NW 2 Avenue.</p> <p>Funding is needed for the survey, geotechnical report and design of this project.</p>								
(12) Project Justification								
This project is needed to continue efforts to alleviate flooding throughout the City.								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2017-2018		REQUEST FY 2018-2019		Notes		
440-3660-531010		\$	50,000	\$	50,000	Grant Monies will be used for construction		
Grant		\$	-	\$	108,737			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	50,000	\$	158,737			
(14) FY 2017-2018 SUMMARY				Encumbrances	Actual	Total	Notes	
				\$13,045	\$17,205	\$30,250		
Total Available Funding Balance				\$	19,750			
(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:		\$ -						

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - High Service Pumps and Transfers Pumps									
City of Hallandale Beach Capital Improvements Project (CIP) FY 2019-2023		 							
Date									
NEW	ONGOING								
	X								
(1) Project Title:		High Service Pumps and Transfers Pumps							
(2) Project Category:					(3) Project Type:		R & R		
(4) Department:		Public Works			(5) Project No.:		P1606		
(6) Division:		Water Production			(7) Project Manager:		John Fawcett		
(8) Project Location:		Nanofiltration Water Treatment Plant 630 NW 2nd St.							
(9) Funding Source:		Utility Fund							
(10) Project Years:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	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	\$100,888	\$0	\$0	\$0	\$0	\$0	\$100,888		
Permit Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Impact Fee's	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Construction	\$2,698,850	\$2,077,391	\$0	\$0	\$0	\$0	\$4,776,241		
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:	\$2,799,738	\$2,077,391	\$0	\$0	\$0	\$0	\$4,877,129		
(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 was \$400,000 budgeted in FY 15-16. The preliminary construction cost for Phase 1 is \$2.7 million and is budgeted 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 \$2,077,391 for construction in FY 18-19.</p>									
(12) Project Justification									
<p>The existing service pumps and transfer pumps are beyond the end of their normal useful lives which is typically 20-30 years. The goal is to maximize utilization of existing infrastructure, meet projected population growth and new development requirements. The new pumps are energy efficiency and will reduce annual operational costs.</p>									
(13) Project Funding Sources									
ALLOCATED FUNDS/ACCOUNT NUMBER				FY 2017-2018		REQUEST FY 2018-2019		Notes	
490-3320W-565000				\$	2,700,000	\$	2,077,391		
490-3320W-531010				\$	569,810	\$	-		
				\$	-	\$	-		
				\$	-	\$	-		
				\$	-	\$	-		
				\$	-	\$	-		
				\$	-	\$	-		
				\$	-	\$	-		
				\$	-	\$	-		
				\$	-	\$	-		
Total Allocated Funds				\$	3,269,810	\$	2,077,391		
(14) FY 2017-2018 SUMMARY				Encumbrances		Actual		Total	Notes
				\$	332,066	\$	138,007	\$470,072	
Total Available Funding Balance				\$				2,799,738	
(15) Increased Revenue (\$)		\$ -							
(16) Operating Budget Impact									
Incr./ (Decr.) Personnel Cost:		\$ -							
Incr./ (Decr.) Operating Cost:		\$ (3,500.00)							
Incr./ (Decr.) Department Capital Outlay:		\$ -							
Total Impact:		\$ -							
(17) Describe Costs as One-time or Recurring, and provide years of impact									
New equipment requires less labor/replacement components (\$3,500/yr for about 20 years)									

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Foster Road Watermain Upgrade								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2019-2023								
Date								
NEW	ONGOING							
		X						
(1) Project Title:		Foster Road Watermain Upgrade						
(2) Project Category:					(3) Project Type:		Construction	
(4) Department:		Public Works			(5) Project No.:		P1705	
(6) Division:		Engineering			(7) Project Manager:		Jeanine Athias	
(8) Project Location:		Foster Road						
(9) Funding Source:		Utility Fund						
(10) Project Years:		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	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
Consulting	\$100,000	\$78,103	\$0	\$0	\$0	\$0	\$0	\$178,103
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:	\$100,000	\$78,103	\$0	\$0	\$0	\$0	\$0	\$178,103
(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 2017-2018		REQUEST FY 2018-2019		Notes
490-3390W-531010				\$ 100,000	\$	78,130		
				\$ -	\$	-		
				\$ -	\$	-		
				\$ -	\$	-		
				\$ -	\$	-		
				\$ -	\$	-		
Total Allocated Funds				\$ 100,000	\$	78,130		
(14) FY 2017-2018 SUMMARY					Encumbrances	Actual	Total	Notes
					\$0	\$0	\$0	
Total Available Funding Balance					\$	100,000		
(15) Increased Revenue (\$)		\$ -						
(16) Operating Budget Impact								
(17) Describe Costs as One-time or Recurring, and provide years of impact								
Incr./ (Decr.) Personnel Cost:		\$ -						
Incr./ (Decr.) Operating Cost:		\$ -						
Incr./ (Decr.) Department Capital Outlay:		\$ -						
Total Impact:		\$ -						

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Water Treatment Plant - Nanofiltration Membrane Replacement								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2019-2023								
Date								
NEW	ONGOING							
X								
(1) Project Title:		Water Treatment Plant - Nanofiltration Membrane Replacement						
(2) Project Category:					(3) Project Type:		R & R	
(4) Department:		Public Works			(5) Project No.:		P1901	
(6) Division:		Water Production			(7) Project Manager:		John Fawcett	
(8) Project Location:		Nanofiltration Water Treatment Plant 630 NW 2nd St.						
(9) Funding Source:		Utility Fund						
(10) Project Years:		2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	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	\$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
Other		\$677,000		\$0	\$0	\$0	\$0	\$677,000
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:		\$677,000	\$0	\$0	\$0	\$0	\$0	\$677,000
(11) Project Description:								
Removal and Replacement of the Membrane Filters, contractor to dispose of old Membranes and all packing materials from new Membranes. Contractor to ensure system start-up is free from leaks and free from any defective Membranes, gaskets, and other seals required in the Membrane replacement. If required by the Broward County Health Department (BCHD), the Contractor will obtain a permit to perform replacement and submit Bac-T testing for system clearance from the BCHD.								
(12) Project Justification								
The Membrane Filters on the second stage of the treatment units are showing Iron passage which indicates the Membranes are beyond their expected life. The Iron passage is being removed by the Degasifiers which is putting an unusual load on the Degasifier Packing Media (see P1902) It is estimated that the Membranes will be due for another replacement in 10 years.								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER				FY 2017-2018		REQUEST FY 2018-2019		Notes
490-3320W-534010				\$	-	\$	677,000	
				\$	-	\$	-	
				\$	-	\$	-	
				\$	-	\$	-	
				\$	-	\$	-	
Total Allocated Funds				\$	-	\$	677,000	
(14) FY 2017-2018 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:		\$	-					
Incr./(Decr.) Department Capital Outlay:		\$	677,000.00	Preventive Maintenance(PM) - Recurring cost every ten years(2019-\$677,000 & 2029-\$700,000)				
Total Impact:		\$	677,000.00					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Water Treatment Plant - Degasifier Packing Media Replacement								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2019-2023								
Date								
NEW		ONGOING						
X								
(1) Project Title:		Water Treatment Plant - Degasifier Packing Media replacement						
(2) Project Category:				(3) Project Type:		R & R		
(4) Department:		Public Works		(5) Project No.:		P1902		
(6) Division:		Water Production		(7) Project Manager:		John Fawcett		
(8) Project Location:		Nanofiltration Water Treatment Plant 630 NW 2nd St.						
(9) Funding Source:		Utility Fund						
(10) Project Years:		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	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
Construction	\$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
Other	\$125,000		\$0	\$0	\$0	\$0	\$0	\$125,000
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:	\$125,000	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000
(11) Project Description:								
Removal and Replacement of the Degasifier Packing Media, contractor to dispose of old media and all packing materials from new media. Contractor to ensure system start-up is free from leaks and free from any defective media, gaskets, and other seals required in the media replacement. If required by the Broward County Health Department (BCHD), the Contractor will be responsible for any permit and will submit Bac-T testing for system clearance from the BCHD.								
(12) Project Justification								
The Degasifier Packing Media, in addition to removing Hydrogen Sulfide (H2S) from the treated water, have been removing the Iron that has been allowed to pass by the damaged Membranes, the iron has been fouling the media, cleaning efforts are becoming less effective, we believe the Media to beyond its expected life at this time. Estimated time to replace media - every 10 years.								
(13) Project Funding Sources								
				REQUEST				
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2017-2018		FY 2018-2019		Notes		
490-3320W-534010		\$	-	\$	125,000			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	-	\$	125,000			
(14) FY 2017-2018 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:		\$	-					
Incr./ (Decr.) Department Capital Outlay:		\$ 125,000.00	Preventive Maintenance (PM) - Recurring cost every ten years (2019-\$125,000 & 2029-\$125,000)					
Total Impact:		\$ 125,000.00						

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Nanofiltration Plant - Modulating Actuators/Valves for Membran								
City of Hallandale Beach Capital Improvements Project (CIP) FY 2019-2023								
Date								
NEW	ONGOING							
X								
(1) Project Title:		Nanofiltration Plant - Modulating Actuators/Valves for Membrane Raw Water Influent Control						
(2) Project Category:					(3) Project Type:		R & R	
(4) Department:		Public Works			(5) Project No.:		P1903	
(6) Division:		Water Production			(7) Project Manager:		John Fawcett	
(8) Project Location:		Nanofiltration Water Treatment Plant 630 NW 2nd St.						
(9) Funding Source:		Utility Fund						
(10) Project Years:		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	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
Construction		\$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
Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment/Furnishings		\$0	\$350,000	\$75,000	\$75,000	\$75,000	\$75,000	\$650,000
City Staff		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify Below)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL:		\$0	\$350,000	\$75,000	\$75,000	\$75,000	\$75,000	\$650,000
(11) Project Description:								
Removal and Replacement of fully open/fully closed raw water influent actuator/valve assemblies. Add a Modulating actuator/valve. Going forward into FY2020 - 2023, additional valves and modulating actuators will be required to replace the older ones on the two Nano-Filtration Skids.								
(12) Project Justification								
To enable operator control of influent flow. Currently, Broward County has a valve they remotely control to adjust our influent flow upon our request. Broward County wants to remove that ability and open their valve 100%. Our Membrane skids will not operate with the Broward County Valve fully open. Since we need to have complete control over the influent flow, installing modulating Influent actuators/valves will give us the control we will require when Broward County fully opens their valve. Going forward we will need to replace all modulating actuators and valves on the two Nano-Filtration Skids.								
(13) Project Funding Sources								
ALLOCATED FUNDS/ACCOUNT NUMBER		FY 2017-2018		REQUEST FY 2018-2019		Notes		
490-3320W-534010		\$	-	\$	350,000			
		\$	-	\$	-			
		\$	-	\$	-			
		\$	-	\$	-			
Total Allocated Funds		\$	-	\$	350,000			
(14) FY 2017-2018 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:		\$	-					
Incr./ (Decr.) Department Capital Outlay:		\$	75,000.00	Four (4) year recurring cost to procure and replace worn actuators and valves on both skids.				
Incr./ (Decr.) Department Capital Outlay:		\$	350,000.00	One time cost to procure and install a modulating actuator and ball valve to control raw water influent to skid				
Total Impact:		\$	425,000.00					

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST FORM - Sanitary sewer rehabilitation I&I									
City of Hallandale Beach Capital Improvements Project (CIP) FY 2019-2023									
Date									
NEW		ONGOING							
		X							
(1) Project Title:		Sanitary sewer rehabilitation I&I							
(2) Project Category:		Infrastructure Rehabilitation			(3) Project Type:		Sewer		
(4) Department:		Public Works			(5) Project No.:		P1713		
(6) Division:		Utilities			(7) Project Manager:		James Sylvain		
(8) Project Location:		Various locations throughout the City							
(9) Funding Source:		SRF Loan							
(10) Project Years:		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total Cost	
Available Funding		\$269,610							
Pre-Construction Activities		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineering/Architecture		\$269,610	\$0	\$0	\$0	\$0	\$0	\$0	\$269,610
Land Acquisition/Site Prep		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction		\$0	\$3,600,000	\$0	\$0	\$0	\$0	\$0	\$3,600,000
Permit Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fee's		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other		\$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:		\$269,610	\$3,600,000	\$0	\$0	\$0	\$0	\$0	\$3,869,610
(11) Project Description:									
Rehabilitation of the manholes and lining of our gravity sewer pipes and laterals.									
(12) Project Justification									
By rehabilitating our sewer infrastructures we reduce or eliminate infiltration and inflow into the system; as a result we reduce our run time for the lift stations (saving on electricity), less maintenance on the pumps, less emergency calls, and produce less flow to the City of Hollywood which translates into more savings.									
(13) Project Funding Sources									
ALLOCATED FUNDS/ACCOUNT NUMBER				FY 2017-2018		REQUEST FY 2018-2019		Notes	
4838-531010-P1713 (Rolled from 2017)				\$	269,610	\$	-		
SRF Loan (Application Approved)				\$	-	\$	3,600,000		
				\$	-	\$	-		
				\$	-	\$	-		
				\$	-	\$	-		
Total Allocated Funds				\$	269,610	\$	3,600,000		
(14) FY 2017-2018 SUMMARY					Encumbrances	Actual	Total	Notes	
Public Utility Management and Planning Services, Inc.					\$32,500	\$237,110	\$269,610		
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:		\$ (600,000.00) ~(\$600,000)/yr due to reduction in flow to the City of Hollywood (payback in about 6 years)							
Incr./Decr.) Department Capital Outlay:		\$ -							
Total Impact:		\$ -							

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.

AUDIT: An official examination and verification, by an independent authority, of an organization's or individual's financial statements and accounts to determine their accuracy.

[Back to Index](#)

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.

[Back to Index](#)

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.

[Back to Index](#)

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.

[Back to Index](#)

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.

[Back to Index](#)

F

FIDUCIARY FUND: A fund used to report assets held in trustee or agency capacity for others and cannot be used to support the government's own programs. This category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds and agency funds.

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.

FULL-TIME EQUIVALENT: Refers to the number of full-time positions budgeted for an accounting period, including part-time and seasonal employees converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

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.

[Back to Index](#)

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).

[Back to Index](#)

H

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

[Back to Index](#)

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.

[Back to Index](#)

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.

[Back to Index](#)

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.

[Back to Index](#)

N

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

NON-MAJOR FUNDS: Non-major funds are those that fail the test defining major funds in one or more aspects. Major funds have revenues, expenditures/expenses, assets or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.

[Back to Index](#)

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).

[Back to Index](#)

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.

[Back to Index](#)

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.

[Back to Index](#)

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.

[Back to Index](#)

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.

[Back to Index](#)

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.

[Back to Index](#)

[ACCESS-DPW](#) [DRC-HR](#) [HRA-PT](#) [RAC-YTD](#)

ACCESS	Automated Community Connection to Economic Self Sufficiency
ADA	Americans with Disabilities Act
AMR	Automated Meter Reading
AOA	Administrative Office Assistant
ARC	Annual Required Contribution
ASP	After School Program
BCPA	Broward County Property Appraiser
BLVD	Boulevard
BTR	Business Tax Receipt
BWP	Broward Water Partnership
CAFR	Comprehensive Annual Financial Report
CAP	Citizen Access Portal
CAT	Community Action Team
CCC	Cultural Community Center
C&D	Construction and Demolition
CDBG	Community Development Block Grant
CERT	Community Emergency Response Team
CEU	Continuing Education Unit
CIP	Capital Improvement Program
CIU	Community Involvement Unit
CM	City Manager
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
CPO	Community Policing Officers
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
DCF	Department of Children and Families
DEP	Department of Environmental Protection
DIV	Division
DPW	Department of Public Works

[Back to Top](#)



ABBREVIATIONS AND ACRONYMS

DRC	Development Review Committee
DROP	Deferred Retirement Option Plan
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
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
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
HBB	Hallandale Beach Boulevard
HBCRA	Hallandale Beach Community Redevelopment Agency
HBFRD	Hallandale Beach Fire Rescue Department
HBPD	Hallandale Beach Police Department
HBTv	Hallandale Beach WebTV
HIPPA	Health Insurance Portability and Accountability Act
HMGP	Hazard Mitigation Grant Program
HMO	Health Maintenance Organization
HOST	Hallandale Beach Out of School Time
HR	Human Resources

[Back to Top](#)

HRA	Health Retirement Account
HRS	Health and Rehabilitative Services
HS	Human Services
I-95	Interstate 95
I/I	Infiltration and Inflow
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
LT	Lieutenant
LTP	Long Term Prevention
MGD	Million Gallons per Day
MS	Microsoft
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
NPDES	National Pollutant Discharge Elimination System
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
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

[Back to Top](#)

RAC	Regional Activity Center
RBR	Roll-Back Rate
RFI	Request for Information
RFP	Request for Proposal
RHS	Retirement Health Savings
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
SND	Safe Neighborhood District
SOE	Supervisor of Elections
SR	State Road
SRF	State Revolving Fund
SRO	School Resource Officer
SSES	Sanitary Sewer Evaluation Survey
SW	South West
SY	Square Yard
TIF	Tax Increment Financing
TISND	Three Islands Safe Neighborhood District
TPA	Third Party Administrator
TRIM	Truth In Millage
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

[Back to Top](#)