

# AGENDA



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**WELCOME TO YOUR CITY COMMISSION MEETING  
YOUR INPUT IS ENCOURAGED DURING "COMMENTS FROM THE PUBLIC" AND DURING  
ANY SCHEDULED PUBLIC HEARING**

**COMMISSION WORKSHOP WITH BRAC  
Tuesday, July 27, 2021  
6:30 PM – COMMISSION CHAMBERS/ZOOM**

**I. CALL TO ORDER**

**II. ROLL CALL**

**III. COMMENTS FROM PUBLIC**

Any member of the Public may speak on any issue for three (3) minutes.

**IV. CITY MANAGER'S OVERVIEW**

**V. PRESENTATION OF RECOMMENDATIONS BY THE BUDGET REVIEW  
ADVISORY COMMITTEE**

**A. BRAC Report**

**VI. DISCUSSION**

**VII. ADJOURNMENT**

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Meeting ID: 988 4411 7299

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**Pursuant to FS. 286.0105, if a person decides to appeal any decision made by the Board, Agency or Commission with respect to any matter considered at such meeting, or hearing, he/she will need a record of the proceedings and that for such purposes he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.**

**Any person requiring Auxiliary Aids and Services for the Meeting may call the ADA Coordinator at (954) 390-2120 at least two working days prior to the meeting. If you are Hearing or Speech impaired, please contact the Florida Relay Services by using the following phone numbers: 1-800-955-8770 (Voice) 1-800-955-8771 (tdd)**



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## **COMMISSION AGENDA REPORT**

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**MEETING DATE:** Tuesday, July 27, 2021

**From:**

**Prepared by:**

- (a) **Subject:** BRAC Report
- (b) **City Manager Recommendation:**
- (c) **Report In Brief:**
- (d) **Discussion:** Report to the Commission regarding BRAC's review of the FY 2021-22 budget.
- (e) **Strategic Plan Consistency:**
- (f) **Concurrences:**
- (g) **Fiscal Impact:**
- (h) **Alternatives:**
- (i) **Attachments:** 1. FINAL BRAC FINAL Report FY2021-21 7-21-2021



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**Advisory Recommendations to the  
Mayor and City Commissioners Of  
Wilton Manors, Florida  
On the City's Proposed Budget  
For Fiscal Year 2021-2022**

**Submitted by the  
Budget Review Advisory Committee  
July 27, 2021**

## **Introduction and Acknowledgments**

The Budget Review Advisory Committee (BRAC) is pleased to submit their Advisory Report for the FY2021-2022 Proposed Budget for the City of Wilton Manors. Our report is based on a comprehensive review of the proposed budget as submitted by the City Manager, data gathered during a series of meetings with City department heads and staff, and a general overall review of the budget document.

Our final report highlights aspects of the budget, makes specific recommendations, and provides additional detail where deemed appropriate. In addition, a number of observations were made on topics after extensive conversation. We generally accept the proposed budget where no specific recommendations are made.

As a group of volunteer citizens, the City Commission-appointed members of BRAC could not have completed their designated mission without the expert knowledge, explanations and cooperation of the City's senior management staff. BRAC would like to recognize the hard work of City Manager Leigh Ann Henderson, Finance Director Pennie Zuercher, Assistant Finance Director Carol Conol, and all of the City staff that participated in preparation of the budget and joined in our discussions. We extend our sincere appreciation to all City staff for their assistance.

We trust that this report meets the needs of City residents, the City Commission and other interested parties. We thank you for the opportunity to provide independent citizen input to the budgeting process.

*Thank you for the opportunity to serve this great city!*

*BRAC Members: Chair Michel Kalb, Vice-Chair Constance Ruppender,*

*Mark Freeman, William Hayden, and Van Gosselin*

## **OVERVIEW**

Over the last fifteen (15) months, the City has been impacted by the COVID-19 pandemic and resulting economic downturn. City staff faced the resulting financial challenge in the Spring of 2020 by actively reducing expenditure budgets across the board. As the pandemic and economic downturn continued into FY 2020-21, the City planned for revenue shortages of approximately \$2.2 million. This revenue shortfall decreased the total adopted budget from \$38.9 million in the FY 2019-20 to \$36.2 million in FY 2020-21.

As the economy continues to recover, the proposed FY 2021-22 budget totals \$40,046,620, taking into account both an increase in revenues driven by the economic recovery as well as incremental revenues brought on by increases in property values.

As a result of the pandemic and economic downturn affecting the budgets for fiscal years 2019-20 and 2020-21, it is difficult to compare the FY 2021-22 budget increase of approximately \$3.4 million with the immediate prior two years' budgets.

## **KEY HIGHLIGHTS**

- **Millage Rate:** The total combined operating and debt service millage rate has declined 0.8575 mills (12.25%) since the high of 6.9994 mills in FY 2011-2012
  - The proposed operating millage rate is proposed to *remain the same at 5.900*
  - The debt millage rate *decreased* by 0.0012 from 0.2931 to 0.2419 due to the increase in property values.
- **Property Values:** There was an *increase* by 5.72% over the prior year resulting in an *increase in ad valorem tax revenue* of \$635,075 to the General Fund
- **Utility Fees:** The water rates are increasing 3.6%, and at the time of this publication it is anticipated that a 4.8% increase in sewer usage rates will be required; these increases are equivalent to the increases in cost from the City of Fort Lauderdale
- **Fire Assessment Fee:** The residential rate for a single family residence is increasing \$6.48, a 2.5% increase based on the methodology reaffirmed by an assessment allocation study that was completed by an outside consulting firm during the spring of 2021
- **Staffing levels:** The proposed budget increases the FTE's to 138.57 is a modest increase of 2.74 over last year's FTE's of 135.83.
- **Wage Adjustments:** The FY 2021-22 budget includes a COLA of 1.4% and

a merit raise of 0 – 3% for general employees. This proposed increase aligns with the City’s compensation policy.

- Capital Projects: The capital projects funds budget totals \$803,511 with \$388,809 being funded from the capital replacement reserves and \$414,702 being funded from the General Fund.
- Fund Balance: the proposed budget maintains the unassigned fund balance at 15%

Although there was no increase to the overall millage rate, homeowners will see an *increase* in taxes and fees as a result of increased property values and increases in fees and assessments.

BRAC met with City staff over the course of four evenings for more than 11 hours of discussion. An extensive review was conducted and several topics were addressed. BRAC ultimately decided to make the five recommendations and the six observations noted below.

### **RECOMMENDATIONS**

- 1) Technology Master Plan: Support funding the Technology Master Plan in the FY 2021-22 budget;
- 2) Classification and Compensation Study: Support funding the classification and compensation study of \$30,000 as proposed in the FY 2021-22 budget;
- 3) Organizational Reviews: Support the funding of the organizational reviews in the amount of \$25,000 as proposed in the FY 2021-22 budget;
- 4) Parks Master Plan: Recommend budgeting an additional \$26,640 in FY 2021-22 to be combined with the FY 2020-21 parks master plan budget of \$33,360 in order to complete funding for a parks master plan in FY 2021-22 for a total budget of \$60,000.
- 5) Police Department Capital Needs: Utilize available forfeiture funds to purchase ten (10) Daniel Defense rifles and two (2) recon power bikes; half of the rifles are budgeted in the proposed FY 2021-22 capital budget in the amount of \$6,245, this request would free up those funds for other needs; the second half of the rifles and the bikes are included in the capital improvement plan for FY 2022-23 in the amounts of \$6,245 and \$8,000 respectively, this request would move their purchase to FY 2021-22.

## **OBSERVATIONS**

The following are observations and discussion points mainly for the FY 2022-23 budget process:

1. Continue Revamping the Capital Replacement plan: The City has an outdated capital replacement plan which is in the process of being updated to provide a more consistent approach to replacing hard assets. BRAC believes this initiative is important for ensuring City assets are well maintained, meet their useful life and replaced in accordance with a well-defined capital program.
2. Prepare a document to match departmental revenues with costs of programs/events: As a way to measure the effectiveness of various departmental programs, proforma contribution analysis (on a direct and/or indirect basis) is recommended by BRAC. City residents value the programs being offered by the City and knowing how programs are performing can assist in identifying those programs most utilized by participants.
3. The true cost of events / programs should be calculated to understand what the City is subsidizing in the events program: In addition to understand the direct expenditures allocated to support City events and programs such as Stonewall and Wicked Wilton, the true comprehensive costs incurred by the City should be calculated in order to understand the specific financial contributions being made by the City.
4. Summary of Priorities Document: The City Commission has reflected a comprehensive strategic plan and City management has prepared a budget based on the priorities reflected within the strategic plan. In order to provide improved transparency and accountability as part of priority management, BRAC recommends city staff and the city commission work together to develop a summary of priorities document that easily reflects the key operational and capital priorities within the City budget.
5. Risk of Rising Inflationary Pressure: As evidenced by increases in the CPI and seen in everyday costs such as energy, groceries, labor and raw materials, the City needs to be cognizant of current inflationary pressures and be prepared to react to the extent inflation remains at high levels.



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**(c) Report In Brief:**

**(d) Discussion:**

**(e) Strategic Plan Consistency:**

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