



**CITY OF COOPER CITY
CITY COMMISSION
BUDGET WORKSHOP MINUTES
December 4, 2018 at 6:30 PM**

1. Pledge of Allegiance

Mayor Ross opened the meeting at 6:30 PM leading the assembly in the Pledge of Allegiance.

2. Roll Call

Present were Commissioners Meltzer, Pulcini, Green, Curran and Mayor Ross.

3. Financial Overview Presentation

Interim City Manager Marie Elianor introduced the presentation. Customer Service Supervisor Robert Anathan presented the financial overview. Mr. Anathan gave an overview of the budget in recent years leading up to the current. The General Fund expenditures from FY15 – FY18 was reviewed.

4. Fund Balance Policy

Interim City Manager Marie Elianor explained a policy for Fund Balance.

5. Potential Creation of a Finance Advisory Board

Consensus was reached to create an Advisory Board of ten members; the Commission will appoint two members each.

6. Public Comments

Ryan Shrouder, spoke on his concerns on the budget and city projects that may affect the budget and his concerns on the 45-day plan.

David Nall, 2620 NW 89th Way, spoke on his concerns with listening to residents in regards to the budget and cutting back on construction projects if it does not affect the safety and health of residents.

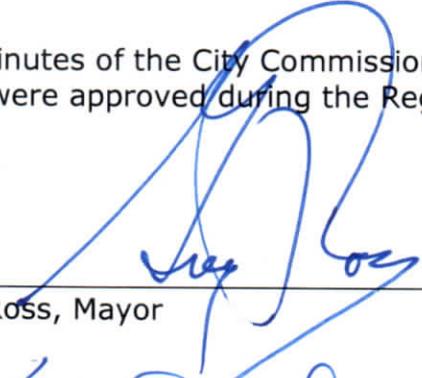
Brenda Kezar, spoke on her concerns about selling the city owned property and maybe building a storage lot. She also advised about tax-exempt properties.

Skip Klauber, 10241 Guatemala St, spoke about advisory boards and his opinion of forming one board, hard times in the past, and overcoming issues.

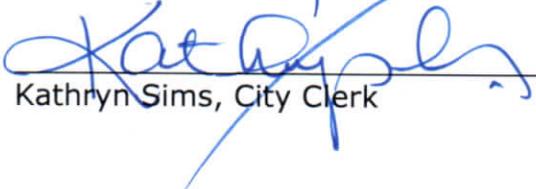
7. Adjournment

The meeting adjourned at 8:09 PM.

The minutes of the City Commission Budget Workshop Meeting of December 4, 2018 were approved during the Regular City Commission Meeting of December 18, 2018.



Greg Ross, Mayor



Kathryn Sims, City Clerk

Budget Workshop

December 4, 2018



Agenda

- **Financial Overview**
- **Fund Balance Policy Discussion**
- **Financial Advisory Board Discussion**

Financial Overview

- **Objective**
 - Review Of Recent Year Results Leading To Current Status
 - Not A Detailed Review Of FY 19 Budget

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Financial Structure – FY 19 Budget

| | |
|----------------------------|--------------------------|
| Governmental Funds | \$46.0 M |
| Enterprise Funds * | <u>\$15.1 M</u> |
| Total Budget | \$61.1 M |
| Interfund Transfers | <u>(\$ 5.5 M)</u> |
| Net Budget | \$55.6 M |

* Water-Sewer, Stormwater & Parking Funds

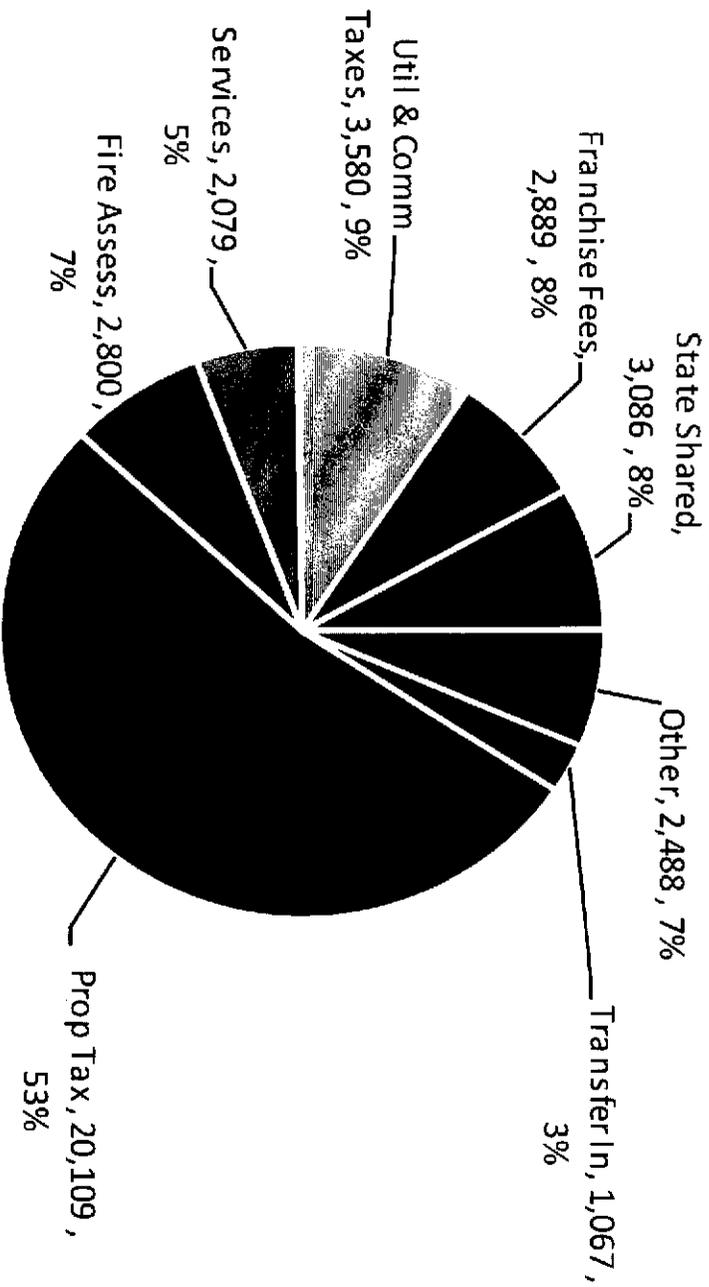
Governmental Funds – FY 19 Budget

| | |
|--|-------------------|
| <input type="checkbox"/> General Fund / Capital (CIP) | \$42.9 M |
| ○ Building Department | \$ 1.2 M |
| ○ Road & Bridge Fund | \$ 1.5 M |
| ○ Police Confiscation Fund | \$ 0.1 M |
| ○ Debt Service Fund | <u>\$ 0.3 M</u> |
| Total Budget | \$46.0 M |
| ○ Interfund Transfers | <u>(\$ 2.5 M)</u> |
| Net Budget | \$43.5 M |

General Fund / CIP -- Revenue

| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|----------------------|-------------|-------------|-------------|-------------|-------------|--------|
| Property Tax | 13,082 | 14,448 | 16,324 | 19,313 | 20,109 | 11.3% |
| Fire Assessment | 2,650 | 2,693 | 2,699 | 2,793 | 2,800 | 1.4% |
| Services | 1,990 | 1,918 | 2,123 | 2,377 | 2,079 | 1.1% |
| Utility & Comm Taxes | 3,494 | 3,406 | 3,359 | 3,450 | 3,580 | 0.6% |
| Franchise Fees | 2,816 | 2,720 | 2,713 | 2,619 | 2,889 | 0.6% |
| State Shared Rev | 3,154 | 3,308 | 3,225 | 3,370 | 3,086 | (0.5%) |
| Other Rev | 3,460 | 2,650 | 1,981 | 1,915 | 2,488 | (7.9%) |
| Transfer In | 917 | 987 | 1,065 | 1,267 | 1,067 | 3.9% |
| Sub-Total | 18,481 | 17,682 | 17,165 | 17,791 | 17,989 | (0.7%) |
| Total | 31,563 | 32,130 | 33,489 | 37,104 | 38,098 | 4.8% |

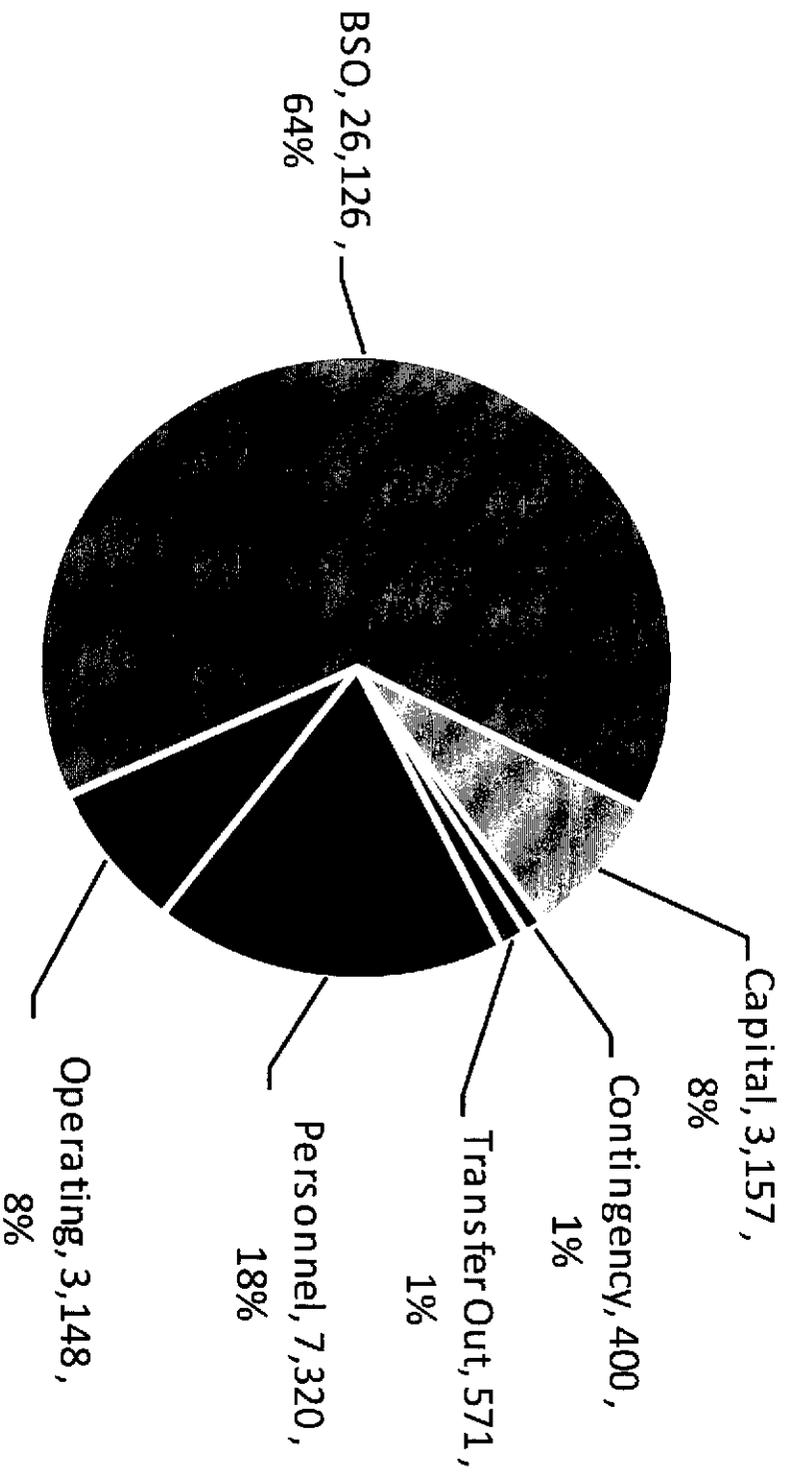
FY 19 Budgeted Revenue



General Fund / CIP -- Expenditure

| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|----------------------|---------------|---------------|---------------|---------------|---------------|-------------|
| Personnel - Wages | 3,321 | 3,561 | 4,006 | 4,208 | 4,399 | 7.3% |
| Personnel - Benefits | 2,495 | 2,092 | 2,444 | 2,729 | 2,921 | 4.0% |
| Operating Expense | 2,061 | 2,540 | 2,496 | 2,727 | 3,148 | 11.2% |
| Hurricane Expense | - | - | 211 | 3,416 | - | |
| BSO | 19,053 | 20,519 | 22,524 | 23,780 | 26,176 | 8.2% |
| Capital | 1,302 | 1,673 | 2,103 | 6,278 | 3,157 | 24.8% |
| Contingency | - | - | - | - | 400 | |
| Transfer Out | 976 | 705 | 630 | 1,066 | 571 | (12.6%) |
| Total | 29,209 | 31,091 | 34,413 | 44,199 | 40,721 | 8.7% |

FY 19 Budgeted Expenditure

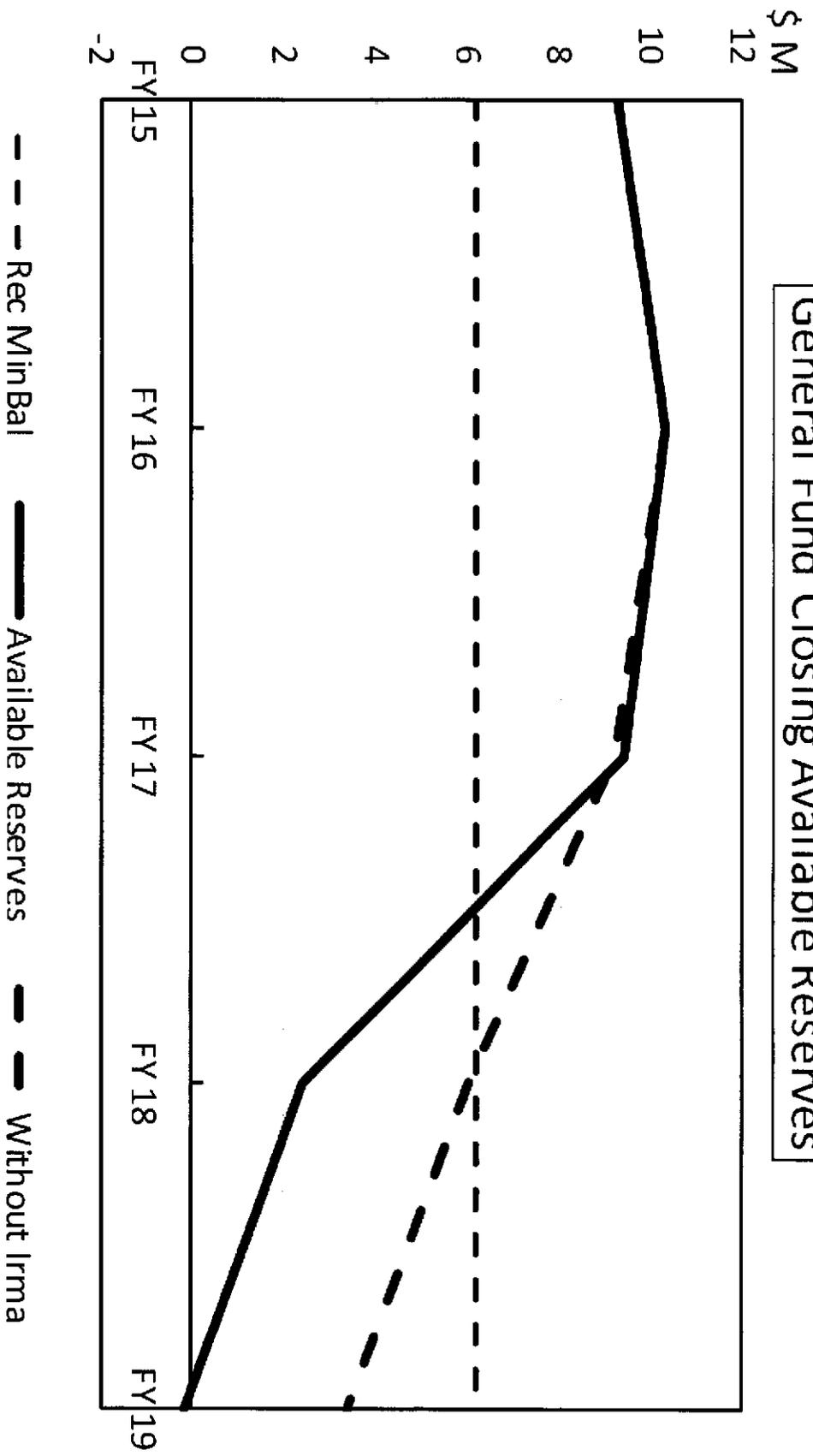


General Fund / CIP – Revenue & Expense

| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|---------------------------|--------------|--------------|--------------|----------------|----------------|------|
| Revenue | 31,563 | 32,130 | 33,489 | 37,104 | 38,098 | 4.8% |
| Expense | 29,209 | 31,091 | 34,413 | 44,199 | 40,721 | 8.7% |
| Over / (Under) | 2,354 | 1,039 | (924) | (7,095) | (2,623) | |
| Available Reserves | | | | | | |
| Opening Balance | 7,020 | 9,374 | 10,413 | 9,479 | 2,384 | |
| Over / (Under) | 2,354 | 1,039 | (924) | (7,095) | (2,623) | |
| Closing Balance | 9,374 | 10,413 | 9,479 | 2,384 | (239) | |



General Fund Closing Available Reserves



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Available General Fund Reserves Update

(\$000)

| | |
|---|------------|
| <u>Budget Reset</u> | |
| Current Budget Available Reserves | (239) |
| BSO – Revised Agreement | 1,123 |
| Building Department Funding Reversed | <u>134</u> |
| Revised Budget | 1,018 |
| <u>Initial Preliminary Project Deferral / Elimination</u> | <u>800</u> |
| | 1,818 |



Proposed General Fund Reserves Recovery Plan

| <u>Action</u> | <u>When</u> |
|--|---|
| Reset Budget Assumptions | Now |
| Initial Savings Identification | Now |
| Establish Reserves Policy | December 18 th Commission Meeting |
| Detailed Budget Review & Development of Three-Year Recovery Plan By Staff | January 15, 2019 |
| Identify Emergency Line Of Credit | January 31, 2019 |
| Presentation of Recommendations & Options Implementation | February 12 th Commission Meeting February 13, 2019 |

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Enterprise Funds – FY 19 Budget

Water Sewer / Capital (CIP) \$14.3 M

Stormwater \$ 0.7 M

○ **Parking** \$ 0.1 M

Total Budget \$15.1 M

○ **Interfund Transfers** (\$ 3.0 M)

Net Budget \$12.1 M

General Fund / CIP -- Revenue

| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|----------------------|---------------|---------------|---------------|---------------|---------------|-------------|
| Property Tax | 13,082 | 14,448 | 16,324 | 19,313 | 20,109 | 11.3% |
| Fire Assessment | 2,650 | 2,693 | 2,699 | 2,793 | 2,800 | 1.4% |
| Services | 1,990 | 1,918 | 2,123 | 2,377 | 2,070 | 1.1% |
| Utility & Comm Taxes | 3,494 | 3,406 | 3,359 | 3,450 | 3,580 | 0.6% |
| Franchise Fees | 2,816 | 2,720 | 2,713 | 2,619 | 2,889 | 0.6% |
| State Shared Rev | 3,154 | 3,308 | 3,225 | 3,370 | 3,086 | (0.5%) |
| Other Rev | 3,460 | 2,650 | 1,981 | 1,919 | 2,488 | (7.9%) |
| Transfer In | 917 | 987 | 1,065 | 1,267 | 1,067 | 3.9% |
| Total | 31,563 | 32,130 | 33,489 | 37,104 | 38,098 | 4.8% |

General Fund -- Expenditure (Dept)

| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|-------------------------|-------------|-------------|-------------|-------------|-------------|--------|
| Commission | 356 | 382 | 379 | 383 | 418 | 4.1% |
| Administration | 376 | 448 | 492 | 504 | 521 | 8.5% |
| City Clerk | 517 | 568 | 614 | 525 | 631 | 4.6% |
| Finance / IT | 929 | 968 | 1,094 | 1,209 | 1,229 | 7.2% |
| Building | 958 | 1,063 | 992 | 905 | 1,182 | 5.1% |
| Legal | 179 | 240 | 287 | 362 | 274 | 11.2% |
| Boards | 6 | 8 | 19 | 11 | 18 | 21.0% |
| Non-Depart - Ex Trf Out | 545 | 697 | 614 | 399 | 853 | 11.9% |
| Growth Management | 482 | 585 | 390 | 482 | 455 | (0.7%) |
| Code Enforcement | 357 | 364 | 375 | 394 | 425 | 4.5% |
| Public Works | 2,642 | 2,893 | 3,590 | 3,567 | 4,009 | 11.0% |
| Hurricane | - | - | 211 | 3,416 | - | - |
| Police | 11,878 | 11,844 | 12,693 | 13,791 | 15,495 | 6.9% |
| Fire | 7,549 | 8,590 | 9,995 | 10,532 | 11,123 | 10.2% |
| Recreation | 1,325 | 1,408 | 1,737 | 1,791 | 2,089 | 12.1% |
| Total | 28,099 | 29,858 | 33,475 | 38,221 | 38,722 | 8.3% |

Water - Sewer / CIP -- Revenue & Expense

| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|---------------------------|-------------|-------------|-------------|-------------|-------------|--------|
| Revenue | 17,037 | 12,057 | 12,249 | 11,432 | 11,814 | (8.7%) |
| Expense | 14,368 | 16,872 | 11,177 | 15,561 | 12,366 | (3.7%) |
| Over / (Under) | 2,669 | (4,815) | 1,072 | (4,129) | (552) | |
| Available Reserves | | | | | | |
| Opening Balance | 5,411 | 8,080 | 3,265 | 4,337 | 208 | |
| Over / (Under) | 2,669 | (4,815) | 1,072 | (4,129) | (952) | |
| Closing Balance | 8,080 | 3,265 | 4,337 | 208 | (344) | |

Water-Sewer / CIP – Revenue

| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|-----------------|-------------|-------------|-------------|-------------|-------------|----------|
| Services | 11,703 | 11,665 | 11,937 | 11,267 | 11,763 | 0.2% |
| Donations | 5,193 | 259 | 202 | - | - | (100.0%) |
| Interest / Misc | 141 | 133 | 110 | 165 | 31 | (31.5%) |
| Total | 17,037 | 12,057 | 12,249 | 11,432 | 11,814 | (8.7%) |

Water-Sewer / CIP -- Expenditure

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| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|-------------------|-------------|-------------|-------------|-------------|-------------|---------|
| Personnel | 3,846 | 4,041 | 4,230 | 4,187 | 4,319 | 2.9% |
| Operating Expense | 3,219 | 3,891 | 3,553 | 7,433 | 3,883 | 4.8% |
| Capital | 6,447 | 8,016 | 2,394 | 2,664 | 2,814 | (18.7%) |
| Contingency | - | - | - | - | 350 | |
| Transfer Out | 856 | 924 | 1,000 | 1,277 | 1,000 | 4.0% |
| Total | 14,368 | 16,827 | 11,177 | 15,561 | 12,366 | (3.7%) |

Stormwater – Revenue & Expense

| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|---------------------------|-------------|-------------|-------------|-------------|-------------|-------|
| Revenue | 119 | 284 | 299 | 631 | 328 | 28.8% |
| Expense | 354 | 295 | 284 | 718 | 700 | 18.6% |
| Over / (Under) | (235) | (11) | 15 | (87) | (372) | |
| Available Reserves | | | | | | |
| Opening Balance | 318 | 83 | 72 | 87 | | |
| Over / (Under) | (235) | (11) | 15 | (87) | (372) | |
| Closing Balance | 83 | 72 | 87 | | | |



Stormwater – Revenue

| (\$000) | FY 15 - Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|-----------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Services | 114 | 280 | 283 | 311 | 319 | 29.3% |
| Grants | - | - | - | 220 | - | |
| Interest / Misc | 5 | 4 | 16 | 23 | 9 | 15.8% |
| Transfer In | - | - | - | 77 | - | |
| Total | 119 | 284 | 299 | 631 | 328 | 28.8% |

Stormwater – Expenditure

| (\$000) | FY 15 – Act | FY 16 - Act | FY 17 - Act | FY 18 - Act | FY 19 - Bgt | CGR |
|-------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Personnel | 125 | 120 | 130 | 127 | 127 | 0.4% |
| Operating Expense | 86 | 88 | 70 | 77 | 95 | 2.5% |
| Capital | 119 | 61 | 38 | 454 | 205 | 14.6% |
| Debt Service | - | - | 18 | 30 | 213 | |
| Contingency | - | - | - | - | 30 | |
| Transfer Out | 24 | 26 | 28 | 30 | 30 | 5.7% |
| Total | 354 | 295 | 284 | 718 | 709 | 18.6% |