



# INVESTING IN OUR COMMUNITY'S INFRASTRUCTURE

TOWN HALL MEETING  
FY 2023 PRIORITY SETTING  
FRIDAY, APRIL 1, 2022



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# TOWN HALL MEETING

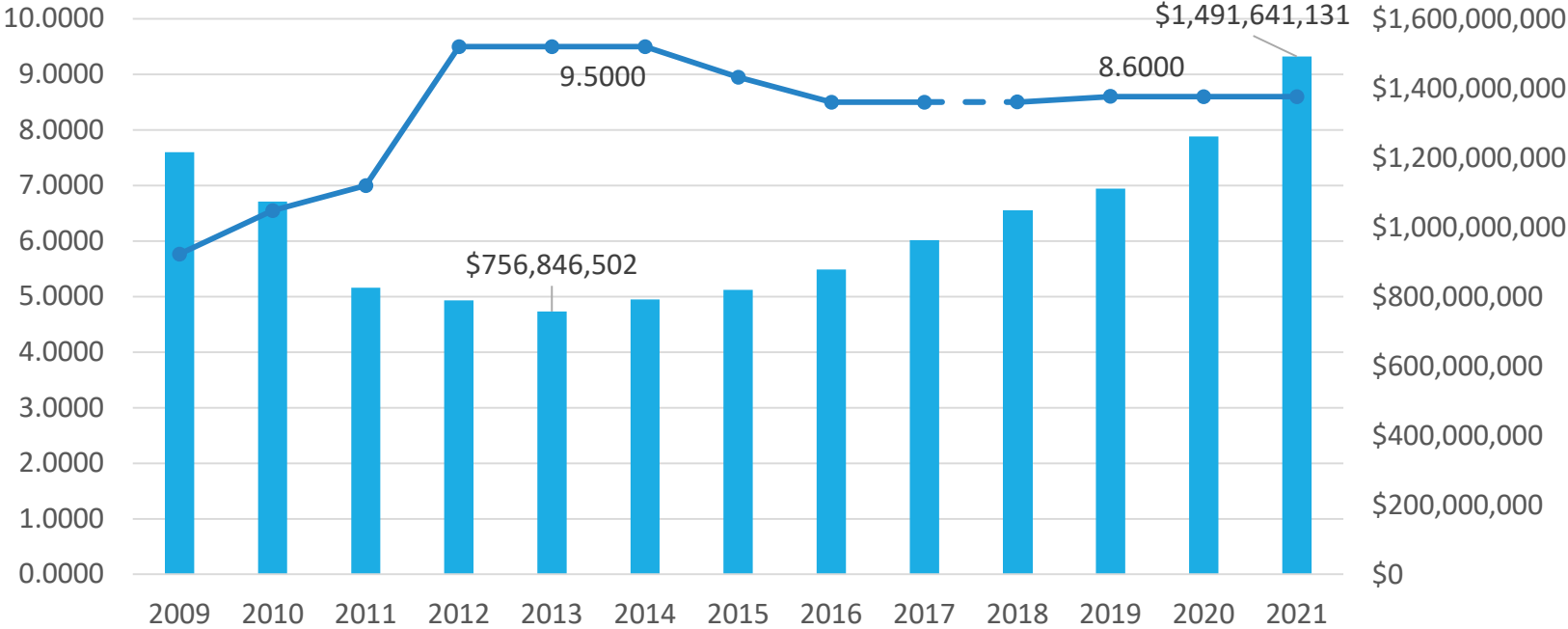
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## ECONOMIC SCAN

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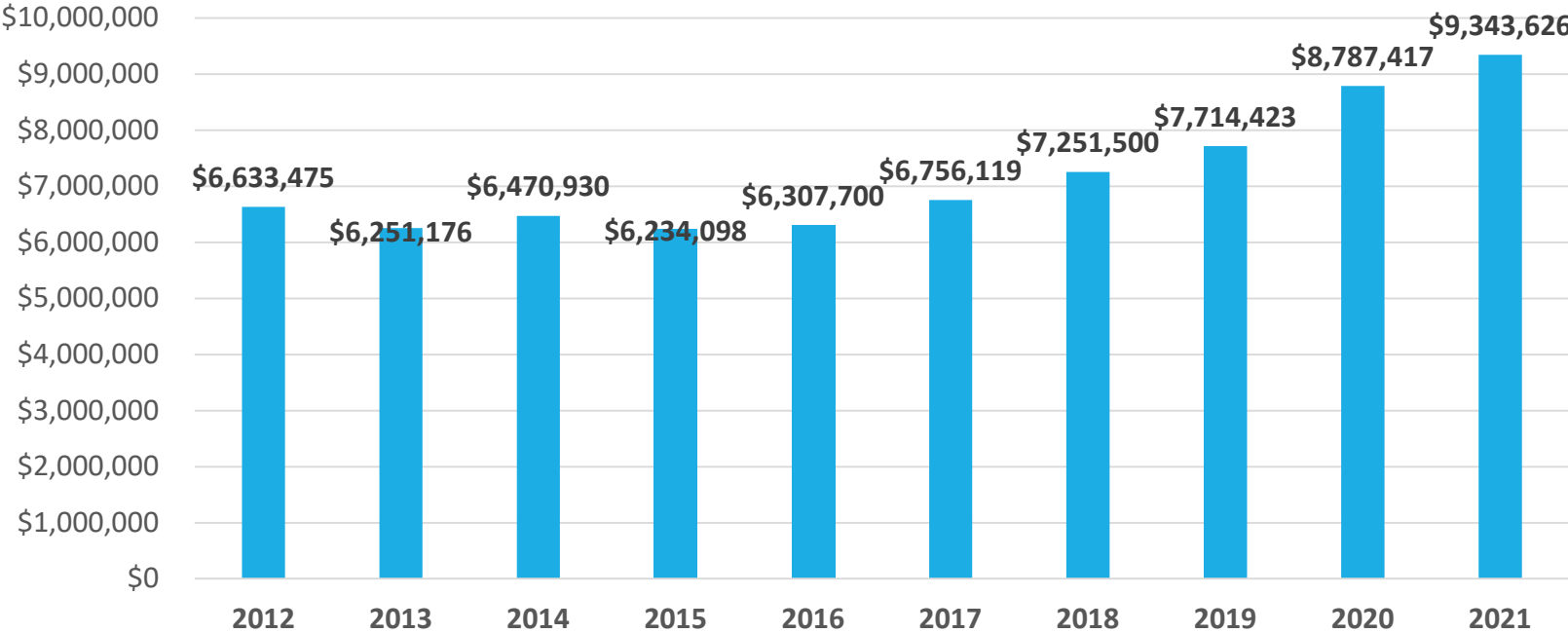
# BUDGET TRENDS TAXABLE VALUES & MILLAGE



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# BUDGET TRENDS AD VALOREM REVENUE



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# FY 2021 AD VALOREM TAX COMPARISON

## Ad Valorem Taxes Levied Per Person

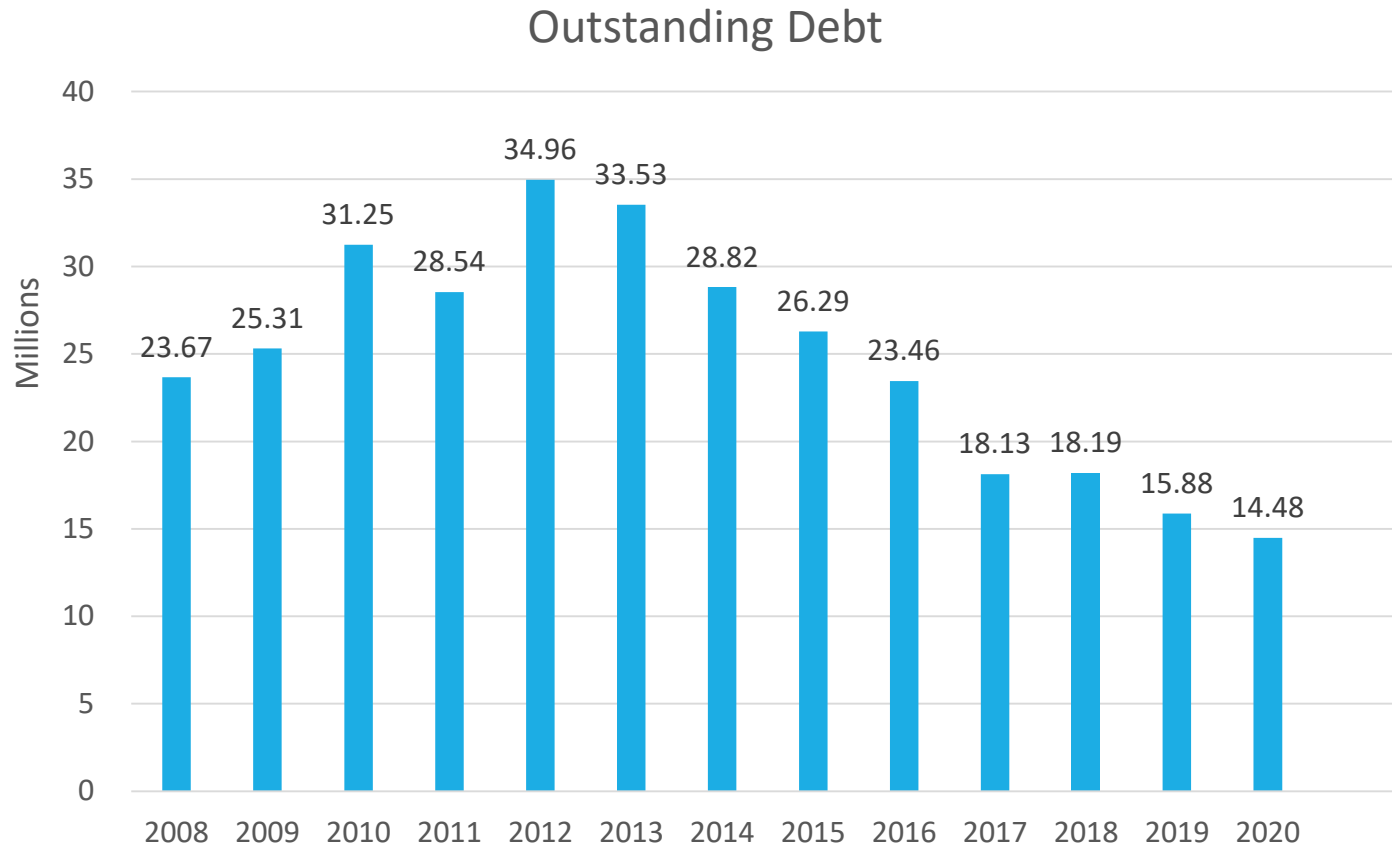
Taxing Authority	2021 Millage	2021 Taxable Value	2021 Population (est.)	Taxes Levied (Ops.)	\$ Per person
Lauderdale Lakes	8.6000	\$1,491,641,131	36,647	\$9,343,626	\$254.96
Cooper City	6,1250	\$3,384,526,268	35,556	\$19,356,929	\$544.41
Dania Beach	5.9998	\$4,630,598,394	31,837	\$25,172,264	\$790.66
Hallandale Beach	7.0000	\$6,022,303,088	41,157	\$41,366,841	\$1,005.10
Parkland	4,2979	\$6,059,240,094	35,440	\$23,403,727	\$660.38
West Park	8.5000	\$711,189,565	15,229	\$5,237,765	\$343.93

Source: <http://edr.state.fl.us/Content/local-government/data/data-a-to-z/a-f.cfm>

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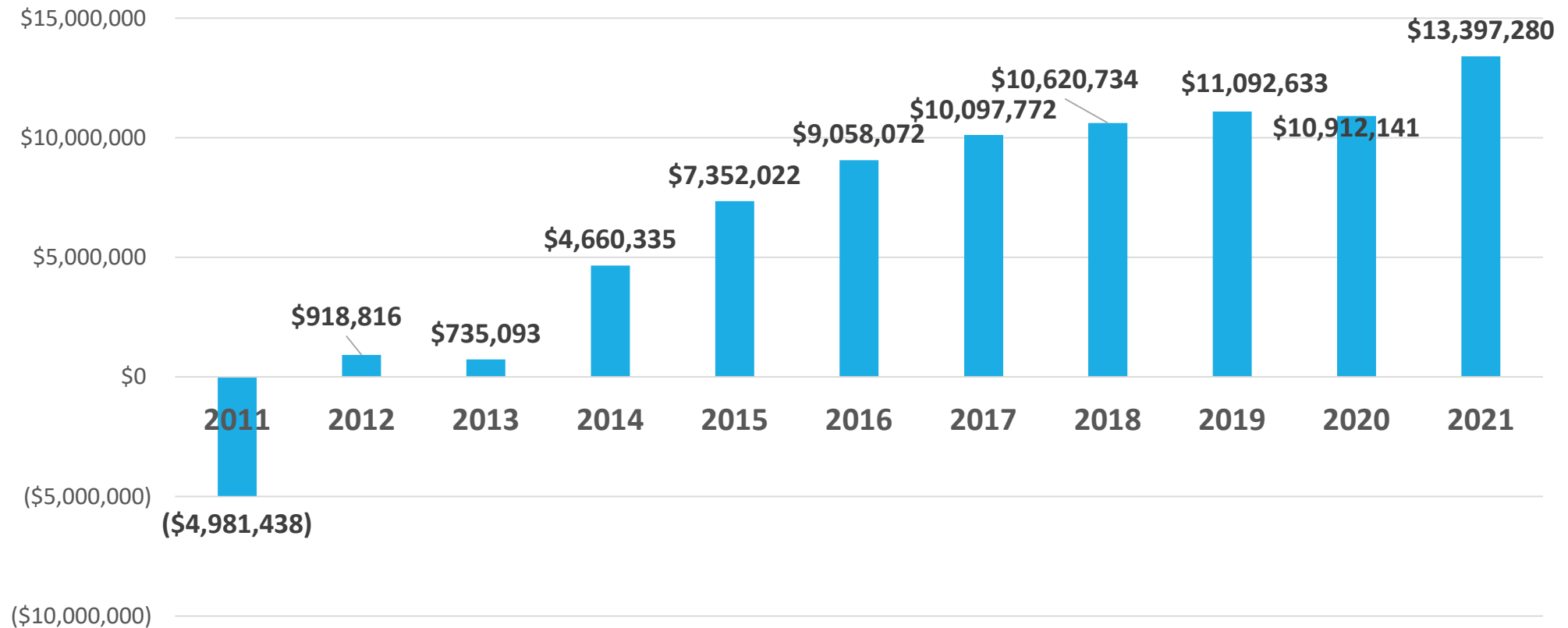
# Debt Notable Facts



## Overall Debt:

The City's overall outstanding debt is estimated to be approximately \$14,483,915 as of 9/30/2020. This is \$24.4 Million or 59% lower than the outstanding debt in FY 2012.

# BUDGET TRENDS FUND BALANCE (GENERAL FUND)



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# USE OF FUND BALANCE

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- Fund Balance is considered non-recurring revenue. There is a difference in recurring and non-recurring revenue.
  - **Recurring** revenue is predictable, stable and can be counted on in the future with a high degree of certainty. Some examples of recurring expenses are salaries, benefits, utilities, and lease payments.
  - **Non-recurring** revenue By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year
- Accordingly non-recurring revenue should not be used to fund recurring expenses per guidelines provided by Government Finance Officers Association (GFOA) and the Government Accounting Standards Board (GASB)



# TOWN HALL MEETING

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## BUDGET FACTORS

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# THEME

## INVESTING IN OUR COMMUNITY'S INFRASTRUCTURE

- HUMAN INFRASTRUCTURE (\$2.4 M)
- CAPITAL INFRASTRUCTURE (\$25.5 M)
- BUSINESS INFRASTRUCTURE (\$8.0 M)



# BUDGET CHALLENGES

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- Rising inflation rate
- Impact of COVID-19
- Increasing cost of public safety
- Increasing cost of personnel services
- Aging infrastructure/equipment
- Balancing of revenues and expenditures
- Funding capital improvements
- Generating new revenue sources
- Controlling expenditures
- Unfunded mandates

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# TOWN HALL MEETING

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STRATEGIC FRAMEWORK

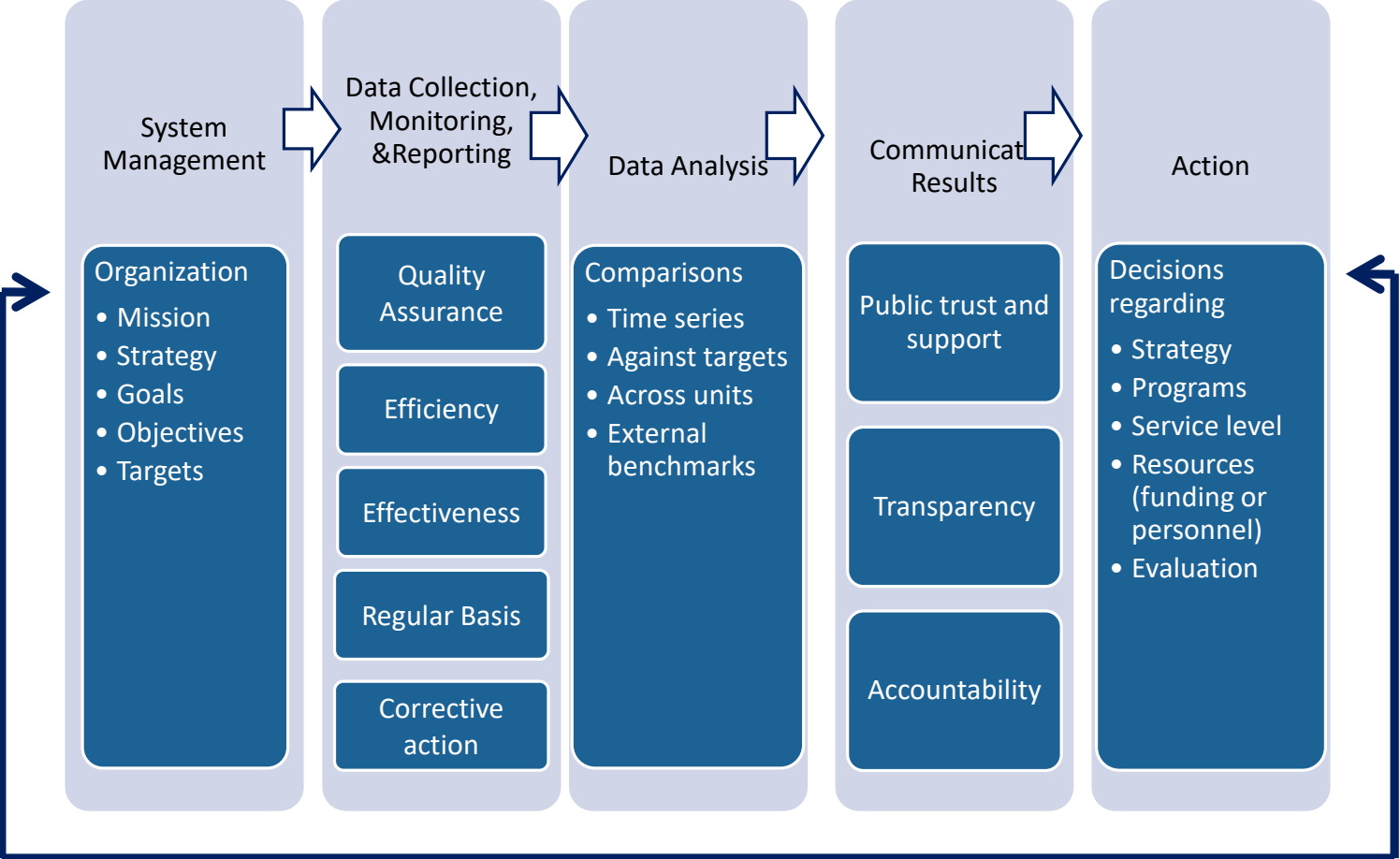
STRATEGIC EXAMPLES

STRATEGIC PRIORITIES

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# PERFORMANCE MANAGEMENT PROCESS



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# FY 2022 STRATEGY MAP

**GUIDING PRINCIPLES & VALUES**

**OUR MISSION**

The City of Lauderdale Lakes Provides Innovative and Excellent Municipal Services in an effective and efficient manner.

**OUR VISION**

The City of Lauderdale Lakes A Vibrant Connected Diverse, and Safe Community

**VALUES**

INTEGRITY  
RESPECT  
TRUST  
TRANSPARENCY



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# RECOMMENDED STRATEGIC PRIORITIES FOR 2022-23

## Operational Area– Public Safety

Objective: Enhance Public Safety Services

### Enhance Emergency Management Services

- Utilize innovative policing techniques to reduce crime in our community
- Engage residents by conducting community meetings and having a greater presence in the various neighborhoods
- Add staffing to support policing efforts funded by future grant opportunities
- Evaluate the cause of major crimes in community and attack the root cause
- Evaluate an investment in surveillance equipment (mobile camera systems and drones) to assist Police with investigations
- Evaluate and secure funding for additional wireless video camera system throughout the City especially in the CRA boundaries
- Construct new Fire Station to replace existing 40+ year old station(\$6 million). Funding shared from \$3 million grant and \$3 million Revenue Note
- Evaluate the cost of Fire/Rescue Services and provide an efficient and effective delivery of continuous services throughout the City
- Acquisition of traffic control to support emergency events



**“Greatness is not where we stand, but in what direction we are moving...”**  
**Oliver Wendell Holmes**

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# RECOMMENDED STRATEGIC PRIORITIES FOR 2022-23

## Operational Area– Infrastructure

### Goal: **Maintain and Infrastructure**

- Canal Bank Restoration Project (\$7.5 million), funded by ARPA and Resilience Florida grants. The project phases include:
  - Survey
  - Plan
  - Design
  - Construction
- Stormwater drainage system replacement plan (\$200,000 annually)
- Citywide Facilities Maintenance Program
- Funding Parks Improvement Plan (\$23 million)
- Continue to make investments in our building and facilities in accordance to the facilities study
- Boat ramp installation to access canal waterway safely
- Conduct an ADA assessment of facilities and website



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# RECOMMENDED STRATEGIC PRIORITIES FOR 2022-23

## Operational Area– Infrastructure & Culture & Recreation

### Goal: Improve Public Image

- Increase Canal Cleaning effort (Aquatic Mechanical Harvester Acquisition \$90,000)
- Improved Street Cleaning
- Reduce Single Stream Recycling contamination below 50%, thus reducing the cost of processing
- Increase public engagement effort:
  - Neighborhood Street cleaning program "Keep Lauderdale Lakes Clean" has been implemented. Also attempting to reinstate the City into the County's Adopt-a-street program. to reduce litter in our neighborhoods
  - Reduce contamination in the single stream recycling program, and to educate residents on the use of environmental friendly fertilizer.
- Construct new Community Center (\$12 million). Funded by ARPA Allowance for Loss Revenue, General Fund and Debt
- Create and implement a recreation program customer satisfaction survey
- Create, plan and program special events that:
  - Identify the City as a vibrant, connected, diverse and safe community
  - Emphasize the community
  - Improve the image of the City



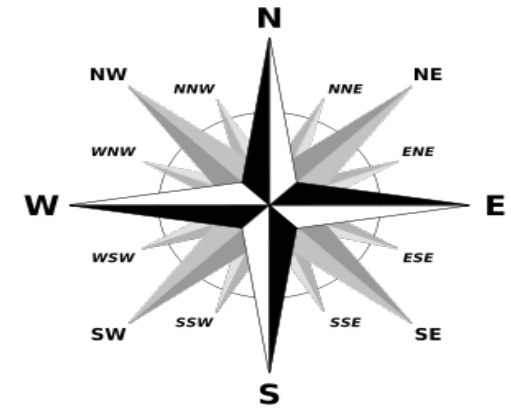
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**Oliver Wendell Holmes**

# RECOMMENDED STRATEGIC PRIORITIES FOR 2022-23

## Operational Area– Growth Management

Objective: Enhance Growth Management Codes

- Continue to develop same day permit pilot program
- Invest in an new permitting system, Tyler Energov to improve operational effectiveness and efficiency
- Continue to increase online payment system
- Continue to reduce large projects review time with goal of:
  - Streamlining the process
  - Reduce turn around time to issue plans reviews
- Continue to increase development in the City



The **real path to greatness**, it turns out, requires simplicity and diligence. It **requires clarity**, not instant illumination. It demands each of us to **focus on what is vital** and to eliminate all of the extraneous distractions.

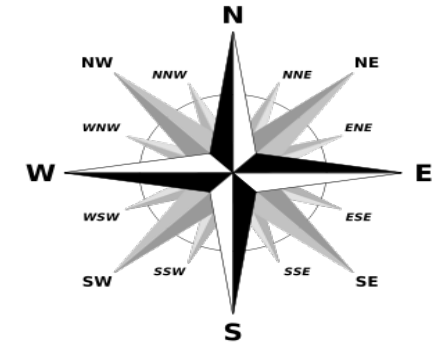
**Jim Collins**

# RECOMMENDED STRATEGIC PRIORITIES FOR 2022-23

## Operational Area– Growth Management

### Goal: Maximize Economic Development

- CDBG 47 Minor Home Repair Program implementation
- Enhance the City’s Home Improvement Programs to generate greater use by our residents (\$1 million)
- Enhance the City’s Business Improvement Programs to generate greater use by our businesses (\$2 million)
- Invest in residential and businesses properties with in the CRA boundaries (\$6 million)
- Adopt proposed CIP and other Plan Amendments (CRA)
- Create public/private collaboration (CRA)
- Encourage visitors and residents to support businesses in the City of Lauderdale Lakes
- Conduct Business Assessment (CRA)
- Create Workforce/Talent Development Opportunities (CRA)
- Update Architectural Guidelines (CRA)
- Develop Residential Enhancement Program
- Establish Development Assistance Program
- Develop E-Business News
- COVID-19 Relief - Human Services Assistance (\$1.4 million)



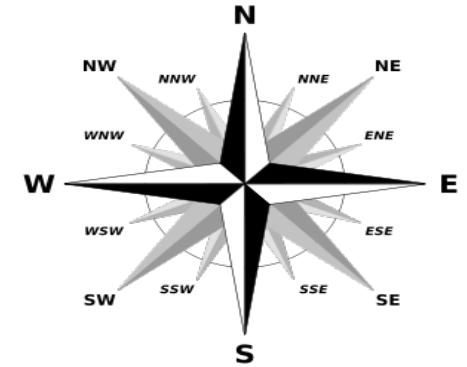
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**Jim Collins**

# RECOMMENDED STRATEGIC PRIORITIES FOR 2022-23

## Operational Area– Growth Management

### Goal: Public Engagement

- Improve participation via social media and online presence at meeting and Workshops
- Engage residents to participate via online presence at Community HOA meetings
- Participate in City based events creating a presence by distributing information about Development Services functional areas
- Increase online, newsletter presence



The **real path to greatness**, it turns out, requires simplicity and diligence. It **requires clarity**, not instant illumination. It demands each of us to **focus on what is vital** and to eliminate all of the extraneous distractions.  
**Jim Collins**

# RECOMMENDED STRATEGIC PRIORITIES FOR 2022-23

## Operational Area – Management Services

- Goals:
1. Maintain and Enhance Funding
  2. Enhance Technology Services
  3. Attract, Retain, Develop and Train Workforce

- Continue routine reporting of financial reports:
- Target specific grant opportunities to improve the leveraging of City’s infrastructure funding (Public Safety, Stormwater, Facilities and Roadway Improvements)
- Improve digital payment process for all City services
- Continue to develop high level strategy map/scorecard and performance management process
- Develop an employee onboarding orientation
- Develop an employee engagement survey
- Develop recurring mandatory annual training program to all employees
- Develop and Implement technology improvements that increase the efficiency of City operations
- Improve the competitiveness of compensation for City positions
- Evaluate the City’s compensation plan:
  - Pay ranges
  - Performance pay (bonuses)



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Oliver Wendell Holmes**

# TOWN HALL MEETING

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AMERICAN RESCUE PLAN FUNDING

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# AMERICAN RESCUE PLAN ACT

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City of Lauderdale Lakes was awarded \$18.1 Million in ARPA funds. It received its first tranche of \$9.1 Million.

# GUIDANCE REGARDING LOSS REVENUE

## SUPPORTING DOCUMENTATION MUST BE PROVIDED

### US TREASURY INTERIM RULING

Revenue Loss: Recipients will compute the extent of reduction in revenue by comparing actual revenue to a counterfactual trend representing what could have plausibly been expected to occur in the absence of the pandemic. The counterfactual trend begins with the last full fiscal year prior to the public health emergency (as required by statute) and projects forward with an annualized growth adjustment.

## NO SUPPORTING DOCUMENTATION MUST BE PROVIDED

### US TREASURY FINAL RULING

Revenue Loss: The final rule offers a standard allowance for revenue loss of \$10 million, allowing recipients to select between a standard amount of revenue loss or complete a full revenue loss calculation. Recipients that select the standard allowance may use that amount for government services.



# CURRENT AMERICAN RESCUE PLAN ACT

Title	Amount
Incentive Pay	\$ 32,000.00
ARPA Administration (Contractual positions)	\$ 1,163,717.00
ARPA Administration (PPE Supplies)	\$ 25,000.00
Human Services Assistance Program	\$ 1,440,000.00
Teen - Skills Training Program	\$ 103,000.00
Alzheimer Care Center/Resource Room Renovation	\$ 30,000.00
City Facilities HVAC Upgrade	\$ 500,000.00
Mini Bus Purchase	\$ 85,000.00
Residential Mortgage Rent and Utilities Assistance Program	\$ 1,000,000.00
Business Rent and Utilities Assistance Program	\$ 1,000,000.00
Safe & Clean Resturant Assistance Program	\$ 1,000,000.00
City Commission Chambers Retrofit (Loss of Revenue)	\$ 500,000.00
Remodeling the Gereffi Room (Loss of Revenue)	\$ 300,000.00
Free WiFi at Citywide Parks	\$ 20,000.00
Citywide broadband improvements	\$ 943,000.00
Canal Bank Stabilization Project	\$ 9,986,180.00
<b>Total ARPA</b>	<b>\$ 18,127,897.00</b>

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# REVISED AMERICAN RESCUE PLAN ACT

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<b>Title</b>	<b>Amount</b>
Vaccine Incentive Pay	\$ 32,000.00
ARPA Administration (Contractual positions)	\$ 618,717.00
ARPA Administration (PPE Supplies)	\$ 25,000.00
City Facilities HVAC Upgrade	\$ 500,000.00
Free WiFi at Citywide Parks	\$ 20,000.00
Citywide broadband improvements	\$ 932,180.00
Canal Bank Stabilization Project	\$ 6,000,000.00
<b>Total ARPA</b>	<b>\$ 8,127,897.00</b>

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# USE OF \$10 MILLION LOSS REVENUE

Title	Amount
Administration (Contractual positions)	\$ 545,000.00
Human Services Assistance Program	\$ 1,440,000.00
Teen - Skills Training Program	\$ 100,000.00
Alzheimer Care Center/Resource Room Renovation	\$ 30,000.00
Mini Bus Purchase	\$ 85,000.00
Residential Mortgage Rent and Utilities Assistance Program	\$ 250,000.00
<b>Housing Repair Assistance Program</b>	<b>\$ 500,000.00</b>
<b>Home Owner Insurance Down Payment Assistance Program</b>	<b>\$ 250,000.00</b>
<b>Commercial Improvement Assistance Program</b>	<b>\$ 1,500,000.00</b>
Business Rent and Utilities Assistance Program	\$ 200,000.00
Safe & Clean Restaurant Assistance Program	\$ 200,000.00
<b>Consultant Assistance Program</b>	<b>\$ 100,000.00</b>
City Commission Chambers Retrofit	\$ 500,000.00
Remodeling the Gereffi Room	\$ 300,000.00
Re-allocated Funding to Community Center	\$ 4,000,000.00
<b>Total Use of Loss Revenue</b>	<b>\$ 10,000,000.00</b>

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# TOWN HALL MEETING

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FUNDING CRITICAL INFRASTRUCTURE NEEDS

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# CRITICAL INFRASTRUCTURE/CAPITAL Greater Than \$42.5MILLION

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Funding Parks Improvement Plan – Community Center (\$12 million)

Canal Bank Restoration Project over five years (\$15 to \$20 million)

Stormwater drainage replacement plan (Cost TBD)

Funding replacement of Fire Station 37 (\$6 Million)

Facilities repair and renewal projects (\$4.5 Million)

# FUNDING OPTIONS

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Pay as you go

Financing

- GOB
- Revenue Note

Alternative Financing:

- Public, Private, Partnership (P3)
- Development Agreement

# PAY AS YOU GO

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The “Pay-As-You-Go” approach is recommended as the most prudent way of financing capital projects due to the unstable short term financial environment we are facing. The benefits of this approach include:

Being fiscally conservative helps avoid marketing and financing costs of current credit market.

A “pay-as-you-go” plan can be a positive factor in future credit analysis of the County and its long term debt rating. Provides a deliberative approach to the implementation of projects in accordance with the priorities and needs of the community.

Specific projects can be considered for stand alone bonding if the priority and cost benefit is warranted.

# DEBT FINANCING

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For projects financed with debt, neither the bond maturity nor end of the debt repayment period should exceed the asset's useful life. By issuing long-term debt for costly infrastructure projects with long service lives, governments can increase equity between generations without disrupting the operating budget. The benefits of this approach include:

Infrastructure is delivered when it's needed

Spreads cost over the useful life of the asset

Increases capacity to Invest

Capital investment's beneficiaries pay for projects



# REPLACE FIRE STATION #37

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Title	Amount
Resilience Florida Grant	\$3,000,000
City Debt (Revenue Note)	\$3,000,000
Total Funding	<b>\$6,000,000</b>

# REPLACE FIRE STATION #37

## Amortization Summary

Enter values	
Loan amount	\$ 3,000,000.00
Annual interest rate	3.00 %
Loan period in years	10
Number of payments per year	2
Start date of loan	10/1/2022
Optional extra payments	

Loan summary	
Scheduled payment	\$ 174,737.21
Scheduled number of payments	20
Actual number of payments	20
Total early payments	\$ -
Total interest	\$ 494,744.15



# PARKS IMPROVEMENT PLAN COMMUNITY CENTER

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Title	Amount
Loss Revenue	\$4,000,000
Fund Balance	\$4,000,000
City Debt (CBA)	\$4,000,000
Total Funding	<b>\$12,000,000</b>

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# PARKS IMPROVEMENT PLAN COMMUNITY CENTER

## Amortization Summary

Enter values	
Loan amount	\$ 4,000,000.00
Annual interest rate	3.00 %
Loan period in years	10
Number of payments per year	2
Start date of loan	10/1/2022
Optional extra payments	

Loan summary	
Scheduled payment	\$ 232,982.94
Scheduled number of payments	20
Actual number of payments	20
Total early payments	\$ -
Total interest	\$ 659,658.87

# CANAL BANK STABILIZATION PROJECT

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Title	Amount
American Rescue Plan Act	\$6,000,000
Florida Resilience Grant	\$1,500,000
State Appropriations	\$500,000
FDEP Revolving Loan Fund	\$7,000,000
Total Funding	<b>\$15,000,000</b>

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# CANAL BANK STABILIZATION PROJECT

## Amortization Summary

Enter values	
Loan amount	\$ 7,000,000.00
Annual interest rate	0.02 %
Loan period in years	10
Number of payments per year	2
Start date of loan	10/1/2025
Optional extra payments	

Loan summary	
Scheduled payment	\$ 350,367.62
Scheduled number of payments	20
Actual number of payments	20
Total early payments	\$ -
Total interest	\$ 7,352.33

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# PRIORITIES SURVEY

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Please go click on the link <https://www.surveymonkey.com/r/XFCJLXK> to provide us with the list of your priorities for:

- City Services
- City Capital Projects
- City Other Projects

Note: In your handout material is a hardcopy of the survey. Please complete the hardcopy of the survey and give it to the Finance Team at the table as you leave the building.

# QUESTIONS & ANSWERS

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