



CITY OF FORT LAUDERDALE

APPROVED

**BUDGET ADVISORY BOARD MEETING
CITY OF FORT LAUDERDALE
NOVEMBER 16, 2022 – 5:00 P.M.
8TH FLOOR CONFERENCE ROOM
100 NORTH ANDREWS AVENUE
FORT LAUDERDALE, FL 33301**

Board Member	Attendance	10/2022 through 9/2023 Cumulative Attendance	
		Present	Absent
Brian Donaldson, Chair	P	1	0
Jeff Lowe, Vice Chair	P	1	0
William Brown	A	0	1
Ross Cammarata	P	1	0
Ronald Goff	P	1	0
Christian Macellari	P	1	0
Michael Marshall	P	1	0
Prabhuling Patel	P	1	0

Staff

Greg Chavarria, City Manager
Susan Grant, Assistant City Manager, Director of Finance
Anthony Fajardo, Assistant City Manager
Laura Reece, Director, Office of Management and Budget
Patrick Lynn, Police Chief
Alan Dodd, Director of Public Works
Linda Short, Deputy Finance Director
Paul Vanden Berge, Public Safety Administrator
Melissa Doyle, Solid Waste Program Manager
Charmaine Crawford, OMB Department and Board Liaison
Jamie Opperlee, Prototype Inc. Recording Secretary

Others

Andrew Burnham, Stantec
Laura Arturo, Stantec
Kyle Stevens, Stantec

Communications to the City Commission

None

I. Call to Order

The meeting of the Budget Advisory Board was called to order at 5:00 p.m.

II. Roll Call

Roll was called, and it was determined a quorum was present.

III. Approval of Last Meeting Minutes – September 21 2022; October 19, 2022 [cancelled]

Motion made by Mr. Lowe, seconded by Mr. Patel to approve the minutes of the Board's September 21, 2022 meeting. In a voice vote, motion passed unanimously.

IV. Floor Open for Neighbor Input

None

V. Old Business

None

VI. New Business

A. Selection of Budget Advisory Board Chair and Vice Chair

Motion made by Mr. Lowe, seconded by Mr. Cammarata, to elect Mr. Donaldson for Chair. In a voice vote, motion passed unanimously.

Mr. Patel nominated Mr. Lowe for Vice Chair. There were no other nominations, so Mr. Lowe was elected Vice Chair.

B. Selection of Infrastructure Taskforce Representative

Motion made by Mr. Cammarata, seconded by Mr. Lowe, to appoint Mr. Marshall to represent the BAB at the Infrastructure Task Force Committee meetings. In a voice vote, motion passed unanimously.

C. Selection of Revenue Estimating Conference Committee Member

Mr. Cammarata volunteered.

Motion made by Mr. Lowe, seconded by Mr. Patel, to appoint Mr. Cammarata to represent the BAB at the Revenue Estimating Conference Committee meetings.

Mr. Goff introduced himself to the Board.

D. 10-year Revenue Sufficiency Key Funds Update - Stantec Consulting Inc.

Andrew Burnham and Laura Arturo provided a Power Point presentation, a copy of which is attached to these minutes for the public record. They compared the results to those from June, based on new assumptions.

Chair Donaldson asked about the unsolicited P3 proposal the City had received for a new City Hall and Mr. Chavarria said this would be presented to the new Commission in the future. Chair Donaldson asked about the \$10 million the City had budgeted for the new facility and Ms. Grant said the P3 had not included a specific financial proposal, so the \$10 million in 2024 was a placeholder. Ms. Reece said if the City was going to pay for the construction, they must budget for the financing. She stated \$6 million of the \$10 million was from the General Fund.

Chair Donaldson thought P3s were appropriate when the City did not have the money for a project. Mr. Chavarria pointed out that a P3 could deliver a project quicker than the government could. He stated since they were near a transit hub, they qualified for federal loans that would allow them 75 years to pay off the debt. Chair Donaldson felt a 75-year loan was not fiscally responsible.

Board members and staff discussed the additional \$40 million the City may need to build a new Police Headquarters.

Ms. Grant stated the Florida Retirement System was lowering their investment assumptions, so the City would see its pension contribution increasing over the next couple of years. Ms. Reece stated they would break even in the General Fund for Teamsters and other General Employees' pensions. Chair Donaldson said these unions would use up the additional \$2 million they had set aside. Mr. Chavarria said they anticipated initiating some control measures in 2023 to transition into supporting the next fiscal year's responsibilities.

Mr. Burnham said in the General Fund, they had included \$3 million per year for a new Police Headquarters, starting in 2025. Mr. Chavarria confirmed the cost had increased from \$100 million to \$140 million and this was for a line of credit to make up for the \$40 million that was not bonded. Ms. Grant informed Mr. Cammarata that the \$100 million bond money was primarily in treasuries. She explained that if they made more in interest than they were paying for the bonds, the difference must be paid back to the IRS.

Mr. Burnham compared the current assumptions regarding the Millage rate, taxable value increase and fund balance to those in June. In June, 2024 was a structurally balanced budget, but now there would be a \$7 million shortfall. By 2032, inflation would compound the deficit to between \$30 million and \$40 million.

Chair Donaldson stated if the new City Commission did not seem interested in a correction due to the projected shortfall, then the Board members' responsibility would be to help Mr. Chavarria prioritize spending to create a balanced budget.

Mr. Dodd explained that the cost of construction projects had been increasing but they hoped the \$485 million price for the water treatment plant would be honored for the

immediate future. Hazen Sawyer had estimated \$485 million was accurate. Chair Donaldson said there was profit in a water treatment plant and the question was where the profit would go. He wondered if the water quality was sufficiently bad that they needed to have someone else build it three years sooner than the City could. Ms. Grant explained that they had considered this and concluded that the City building the plant would save some money. With the P3, over ten years, water rates would increase 139%. If the City financed the project, the rate increase would be 133%.

Mr. Burnham stated current projections were the water plant would need an additional \$150 million for enabling works. Mr. Dodd explained that enabling works included improvements to support building the plant, such as providing power, reconfiguring the well field, and changing the piping.

Board members agreed with Chair Donaldson that they wanted to provide the City Commission with their ideas regarding the water rate increase structures.

Mr. Burnham stated they had anticipated a 35% increase in the sanitation collection contract but it had been negotiated to 29%. The increase in residents' bills would now be 12% instead of 19%.

Chair Donaldson asked about the new County incinerator and Ms. Doyle they were still determining their long-term needs for processing solid waste, yard waste and recyclables. She felt it would take another year for the working group to have enough information to move forward. The working group had indicated the costs for the incinerator would be recovered through a non-ad valorem assessment from the County.

E. Police Department Strategic Update – Police Chief

Police Chief Patrick Lynn provided an update. He said the homeless, lack of neighborhood policing/call response times and the desire to reinstate Neighborhood Action Teams [NAT] were the top three issues with residents. They had recently brought back the NAT teams, with district captains being responsible for their districts. Chief Lynn reported violent crimes had decreased but property crimes were increasing.

Chief Lynn reported there were approximately 22 Police Officer vacancies now but they were in the process of hiring. He stated all these officers were going on road patrol. He informed Chair Donaldson that the total number of officers on patrol was increasing. They were also converting some internal positions to civilian positions. Chief Lynn said they should have officers patrolling the beach and the riverside, like in other communities.

Mr. Macellari discussed noise issues and motorcycle gangs in his downtown neighborhood and the lack of Police patrols to address them. He said he had seen patrol cars parked and not responding. Chief Lynn said they issued many noise citations. He explained it was against policy to pursue ATV riders and they surveilled them instead.

Chief Lynn explained that homelessness was not a policing problem; they could not arrest themselves out of it. There was an officer in each district dedicated to trying to get homeless people to go into programs, but it was voluntary.

Mr. Fajardo said Neighbor Support was coordinating with property owners on posting and enforcing trespassing laws.

Chief Lynn reminded everyone that many homeless people had profound substance abuse and psychiatric issues. He said the Police were doing everything that was possible and legal.

Chair Donaldson thought they needed to do a better job of sharing resources with the homeless and educating the public about what the City and Police were doing and what they could not do. Chief Lynn stated Police would attend HOA meetings to communicate with the public if desired.

Chair Donaldson asked about the responsibilities of Police and/or Code Enforcement for overnight noise complaints. Mr. Fajardo said they had selected evening Code Enforcement Officers for Thursdays through Sundays. After hours, complaints should be phoned in to 954-828-8000 for a Code Enforcement response. Code officers could issue a citation or call the Police, if appropriate.

F. FY 2023 BAB Work Plan and Priorities Discussion

G. Infrastructure Task Force Update

Mr. Marshall said they had been discussing the water treatment plant, and they raised the same issues as the BAB had: water ownership and water rates.

VII. Communications to/from the City Commission

None

VIII. Board Member Comments

Ms. Grant reported they were in the process of issuing more General Obligation debt for the parks and refinancing some others. They had ratings calls last week with Standard & Poor's and Moody's and Standard & Poor's had reaffirmed the City's AAA bond rating.

Chair Donaldson felt the City would have a hard time balancing the budget next year, considering all their contractual obligations. If it came to the point that the City Manager, Assistant City Managers and Ms. Reece felt too many services or CIP programs were being cut or put on hold in order to maintain a flat ad valorem rate, the BAB should speak up at their joint meeting with the City Commission regarding cuts they felt were too deep.

When they heard from departments heads, they should consider what requests they were willing to fight for and which ones they did not feel were warranted.

Mr. Patel said it was sometimes unclear what was actually being cut. He would like to see the budget the City Manager would like to present to make the City run well.

Chair Donaldson wanted the Board to express their point of view to the City Commission regarding the ad valorem rate. The City Commission could take their advice or not. Then the Board could help the City Manager make the tough decisions, based on the impact on taxpayers.

Motion made by Mr. Cammarata, seconded by Mr. Marshall, to cancel the Board's December meeting. In a voice vote, motion passed unanimously.

IX. Adjourn

The meeting was adjourned at 7:18 p.m.



Fort Lauderdale, FL

FY 23 Financial Plan Update

November 16, 2022





Source Data & Key Assumption Changes – All Funds

November 16, 2022:

- **FY 2023 Adopted Budget**
- Governmental Facility \$10M all funds annual impact **in FY 2024**
- Escalation Factors in FY 2024 →
 - Salaries: **6.0%**
 - Health Insurance: **8.6%**
 - Pension: **14.0% to FY 28; 6.0% to FY 32**

June 21, 2022:

- FY 2023 Draft Budget (6/2)
- Governmental Facility \$10M all funds annual impact in FY 2026
- Escalation Factors in FY 2024 →
 - Salaries: 5.0%
 - Health Insurance: 7.9%
 - Pension: 5.0%



Financial Forecasts

General Fund

Water & Sewer

Sanitation

Stormwater

Building

Parking

Airport

Regional Sewer



1. General Fund

Key Planning Observations & Considerations

Governmental Center:

- \$6.0M added annual expense **beginning in FY 2024**

Police Headquarters:

- **\$3.0M per year beginning in FY 2025**, previously a \$1.0M expense in FY 2025 only

Fire Assessment:

- Full cost recovery true-up every 3 years, **increase of 3.2% in FY 2023**
- More EMS stations and inflation pressure assumed to offset – no future increases

Community Redevelopment Areas (CRAs):

- Northwest Progresso Flagler Heights CRA sunsets in FY 2026
 - Tax Increment Financing (TIF) transfer from the General Fund ends (\$6M)
 - \$350K increase in operating expenses expected in the General Fund

City's Annual Required Pension Contribution:

- Planning for increased pension cost from the Police and Fire Pension Plan due to lower assumed rates of return in FY 2022-FY 2027 (\$1.2 - \$3M / yr.)

Key Planning Observations & Considerations

New EMS Substation 88 & Las Olas Downtown Garage Fire Rescue

- \$2M added in FY 2024 for staffing/vehicles for each station (\$4M in total)

Bahia Mar Annual Revenue:

- \$1.5M revenue reduction (24-26); \$17-23M annual increase starting in FY 2027

Las Olas Marina Revenue:

- Increase in base rent of \$450k starting in FY 2025
- Revenue sharing starting at \$300k in FY 2025 to \$1.2M in FY 2028

ARPA Funds:

- \$16.2M in FY 2022 & \$20M in FY 2023 (one-time funds not for recurring needs)

FPL Revenue Increases Starting in FY 2023:

- \$3.4M in Franchise Fees and \$1.2M in Utility Taxes

No Beach or River Tunnels Included:

- Expect estimates of cost in early 2023

Updated Baseline



City of Fort Lauderdale, FL - General Fund



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No Millage Increases

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Millage Rate	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193
Last Plan	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193
Taxable Value Increase	5.75%	14.01%	7.0%	6.5%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Last Plan	5.7%	12.9%	7.0%	6.5%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Cash Flow Surplus/(Deficit) \$M	\$ (3.50)	\$ (0.06)	\$ (6.72)	\$ (10.87)	\$ (9.61)	\$ (1.83)	\$ (12.47)	\$ (22.88)	\$ (28.47)	\$ (37.06)	\$ (47.95)
End of Year Fund Balance \$M	\$ 105.33	\$ 105.27	\$ 98.54	\$ 87.67	\$ 78.07	\$ 76.24	\$ 63.77	\$ 40.89	\$ 12.42	\$ (24.64)	\$ (72.59)
Target Fund Balance \$M	\$ 91.86	\$ 97.94	\$ 102.82	\$ 108.45	\$ 113.29	\$ 120.02	\$ 127.09	\$ 134.00	\$ 139.94	\$ 146.90	\$ 154.79
Balance % of Expenses	28.66%	26.87%	23.96%	20.21%	17.23%	15.88%	12.54%	7.63%	2.22%	-4.19%	-11.72%
Fire Assessment Increase %	0.0%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fire Assessment Revenue \$M	\$ 48.62	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85
Fire Assessment - SF Home	\$ 311.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00
CIP Input \$M	\$ 20.07	\$ 30.47	\$ 16.00	\$ 14.45	\$ 10.64	\$ 10.83	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00

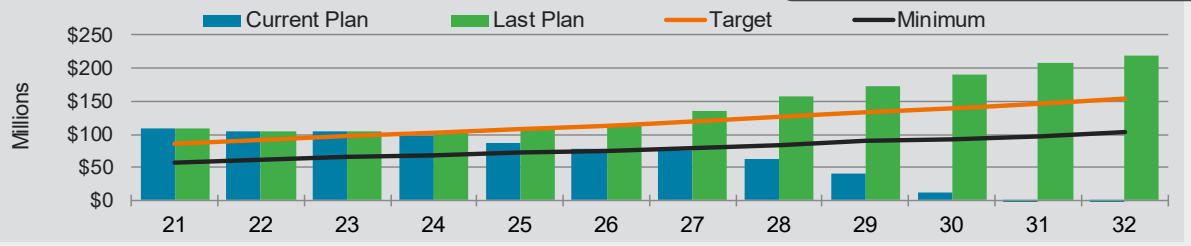
Scenario Manager

Taxable Value	Status Quo
Police HQ \$M	\$3.0
Tunnel	
Override?	Y

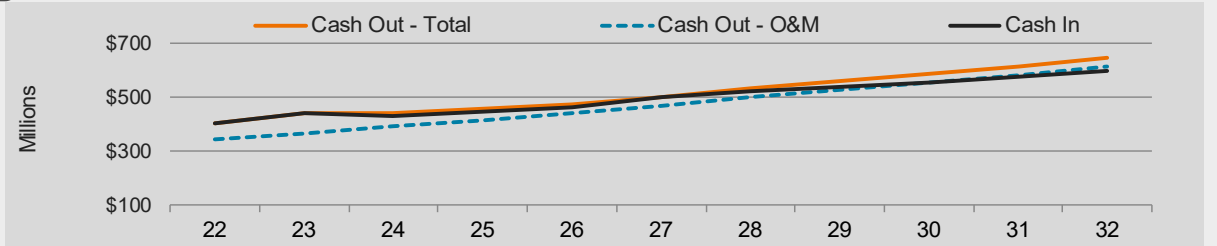
Gov Facility & Police HQ

Inflation Compounding

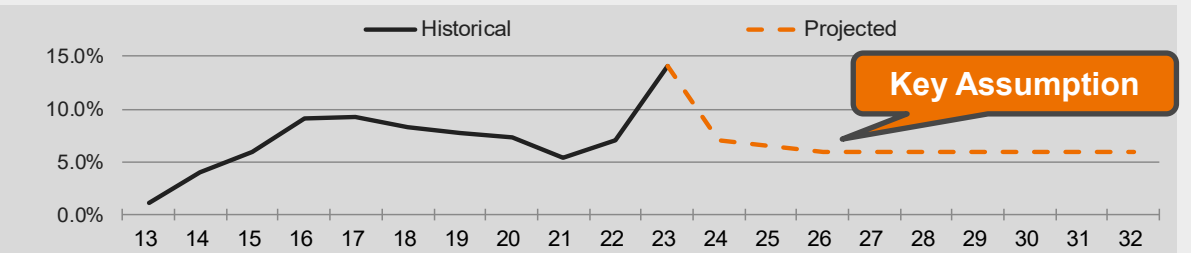
End of Year Fund Balance



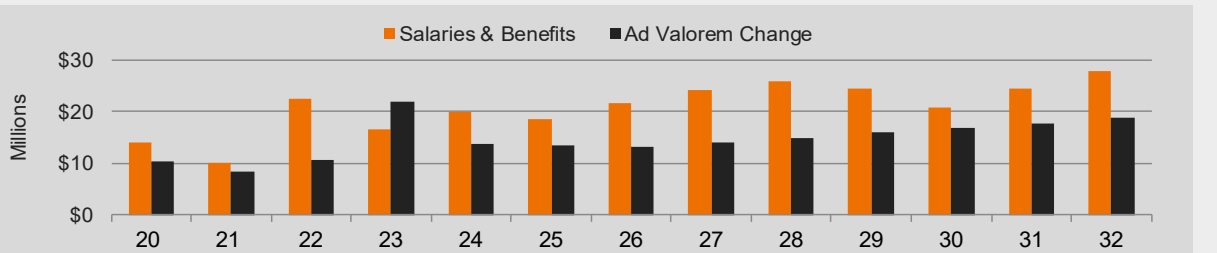
Revenues vs. Expenses



Historical Change in Taxable Value



Growth in Salaries vs. Property Tax Revenues





Millage Comparison

Broward County	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Cumulative % Change (15 Years)
Weston	1.5235 ▲	1.7670 ▲	2.0000 ▲	2.0000	2.0000	2.0000	2.3900 ▲	2.3900	2.3900	2.3900	3.3464 ▲	3.3464	3.3464	3.3464	3.3464	3.3464	119.7%
Coral Springs	3.3651	3.8866 ▲	4.3559 ▲	4.3939 ▲	4.5697 ▲	4.5697	4.5697	4.7982 ▲	4.7982	5.8732 ▲	5.8732	5.8732	5.8732	5.8732	6.0232 ▲	6.0232	79.0%
Lauderhill	5.0646 ▲	5.9574 ▲	5.9574	6.8198 ▲	7.4198 ▲	7.3698 ▼	7.3698	7.5898 ▲	7.5898	7.5898	7.9898 ▲	8.9898 ▲	8.4898 ▼	8.4898	8.1999 ▼	8.1999	61.9%
Pompano Beach	3.4861 ▲	4.0652 ▲	4.4077 ▲	4.7027 ▲	4.9700 ▲	4.8712 ▼	4.7470 ▼	4.9865 ▲	4.8252 ▼	4.9865 ▲	5.1361 ▲	5.1875 ▲	5.1875	5.1875	5.1875	5.2705 ▲	51.2%
Lauderdale Lakes	5.7622 ▲	6.5500 ▲	7.0000 ▲	9.5000 ▲	9.5000	9.5000	8.9500 ▼	8.5000 ▼	8.5000	8.5000	8.6000 ▲	8.6000	8.6000	8.6000	8.6000	8.6000	49.2%
Plantation	4.0925 ▲	4.5142 ▲	4.5142	4.6142 ▲	5.6142 ▲	5.6142	5.7500 ▲	5.9000 ▲	5.9000	5.7500 ▼	5.8000 ▲	5.8000	5.8000	5.8000	5.8000	5.8000	41.7%
Hallandale Beach	4.9818	5.9000 ▲	5.9000	5.9000	5.6833 ▼	5.6833	5.1918 ▼	5.1918	5.1918	5.3093 ▲	6.3191 ▲	7.4074 ▲	7.0000 ▼	7.0000	7.0000	7.0000	40.5%
Tamarac	5.3215 ▲	5.9999 ▲	6.5000 ▲	6.6850 ▲	7.2899 ▲	7.2899	7.2899	7.2899	7.2899	7.2899	7.2899	7.2899	7.2899	7.2899	7.2000 ▼	7.2000	35.3%
Hillsboro Beach	2.6121 ▲	2.9600 ▲	3.3900 ▲	3.3900	3.3900	3.3900	3.3900	3.5000 ▲	3.5000	3.5000	3.5000	3.5000	3.5000	3.5000	3.5000	3.5000	34.0%
Davie	4.2456 ▲	4.8124 ▲	4.8124	4.8122	4.8122	5.0829 ▲	5.0829	5.0819 ▼	5.0799 ▼	5.3220 ▲	5.6270 ▲	5.6270	5.6270	5.6270	5.6250 ▼	5.6250	32.5%
Coconut Creek	4.8869 ▲	5.6837 ▲	6.4036 ▲	6.3857 ▼	6.3250 ▼	6.3250	6.2301 ▼	6.1803 ▼	6.1370 ▼	6.5378 ▲	6.5378	6.5378	6.5378	6.5378	6.4463 ▼	6.4463	31.9%
Hollywood	5.6900 ▼	6.0456 ▲	6.7100 ▲	7.4479 ▲	7.4479	7.4479	7.4479	7.4479	7.4479	7.4479	7.4665 ▲	7.4665	7.4665	7.4665	7.4810 ▲	7.4665 ▼	31.2%
Miramar	5.4797 ▲	6.4654 ▲	6.4654	6.4654	6.4654	6.4654	6.7654 ▲	6.7654	6.7654	6.7654	7.1172 ▲	7.1172	7.1172	7.1172	7.1172	7.1172	29.9%
Cooper City	4.7704	4.7704	5.0479 ▲	5.0526 ▲	5.6866 ▲	5.7087 ▲	5.7202 ▲	5.9293 ▲	6.3847 ▲	7.1347 ▲	7.1347	6.9258 ▼	6.2280 ▼	6.2280	6.1250 ▼	6.1250	28.4%
Pembroke Pines	4.4312 ▲	5.1249 ▲	5.6880 ▲	5.6368 ▼	5.6368	5.6368	5.6368	5.6368	5.6736 ▲	5.6736	5.6736	5.6736	5.6736	5.6736	5.6690 ▼	5.6690	27.9%
Parkland	3.4083	4.0198 ▲	4.0198	4.0198	3.9999 ▼	3.9900 ▼	3.9890 ▼	3.9870 ▼	3.9800 ▼	3.9780 ▼	4.4000 ▲	4.4000	4.2979 ▼	4.2979	4.2979	4.2979	26.1%
West Park	6.5239	7.5697 ▲	8.5000 ▲	8.9900 ▲	9.4200 ▲	9.4200	8.9200 ▼	8.6500 ▼	8.6500	8.6500	8.6500	8.5500 ▼	8.5000 ▼	8.5000	8.5000	8.2000 ▼	25.7%
Deerfield Beach	4.9072 ▼	5.3499 ▲	6.2482 ▲	5.1865 ▼	5.1856	6.2317 ▲	6.2745 ▲	6.1949 ▼	6.0493 ▼	6.0981 ▲	6.1267 ▲	6.0018 ▼	6.0018	6.0018	6.0018	6.0018	22.3%
North Lauderdale	6.1875 ▲	6.9185 ▲	6.9185	7.4066 ▲	7.6078 ▲	7.6078	7.5000 ▼	7.5000	7.5000	7.4000 ▼	7.4000	7.4000	7.4000	7.4000	7.4000	7.4000	19.6%
Lighthouse Point	3.2822 ▲	3.6188 ▲	3.6188	3.5893 ▼	3.5893	3.5893	3.5893	3.5893	3.5893	3.5893	3.5893	3.5893	3.5893	3.5893	3.5893	3.7971 ▲	15.7%
Oakland Park	5.1041 ▲	5.7252 ▲	5.7252	6.0138 ▲	6.3142 ▲	6.3995 ▲	6.3995	6.2744 ▼	6.1995 ▼	6.1555 ▼	6.0985 ▼	5.9985 ▼	6.0880 ▲	6.0880 ▼	5.8890 ▼	5.8550 ▼	14.7%
Sunrise	5.4397 ▲	6.0543 ▲	6.0543	6.0543	6.0543	6.0543	6.0543	6.0543	6.0543	6.0543	6.0543	6.0543	6.0543	6.0543	6.0543	6.0543	11.3%
Dania Beach	5.4044	5.8579 ▲	5.9998 ▲	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	11.0%
Wilton Manors	5.3122 ▲	5.8000 ▲	6.0855 ▲	6.2068 ▲	6.2068	6.2166 ▲	6.0683 ▼	6.0683	5.9900 ▼	5.9837 ▼	5.9587 ▼	5.9587	5.9000 ▼	5.9000	5.8360 ▼	5.8360	9.9%
Margate	6.7500 ▲	7.7500 ▲	7.7500	7.7500	7.5000 ▼	7.3300 ▼	6.2761 ▼	6.3402 ▲	6.4554 ▲	6.5183 ▲	6.5594 ▲	7.1171 ▲	7.1171	7.1171	7.1171	7.1171	5.4%
Fort Lauderdale	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	0.0%
Average Millage Rate	4.6982	5.2802	5.5458	5.7362	5.8772	5.9197	5.8354	5.8448	5.8485	5.9468	6.0911	6.1743	6.1079	6.1003	6.0817	6.0795	29.4%

Structurally Balanced



City of Fort Lauderdale, FL - General Fund



0.25 Millage Increase in FY 24 & FY 29

CALC SAVE LAST CTRL OVR

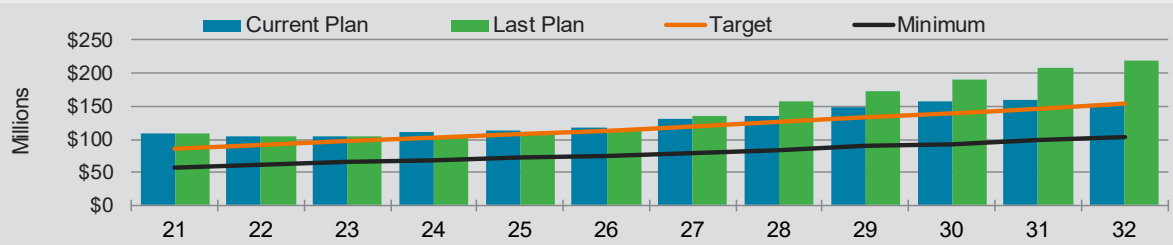
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Millage Rate	4.1193	4.1193	4.3693	4.3693	4.3693	4.3693	4.3693	4.6193	4.6193	4.6193	4.6193
Last Plan	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193
Taxable Value Increase	5.75%	14.01%	7.0%	6.5%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Last Plan	5.7%	12.9%	7.0%	6.5%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Cash Flow Surplus/(Deficit) \$M	\$ (3.50)	\$ (0.06)	\$ 5.63	\$ 2.40	\$ 4.97	\$ 13.75	\$ 4.17	\$ 11.94	\$ 8.74	\$ 2.63	\$ (6.00)
End of Year Fund Balance \$M	\$ 105.33	\$ 105.27	\$ 110.89	\$ 113.30	\$ 118.27	\$ 132.02	\$ 136.19	\$ 148.12	\$ 156.87	\$ 159.50	\$ 153.50
Target Fund Balance \$M	\$ 91.86	\$ 97.94	\$ 102.91	\$ 108.54	\$ 113.30	\$ 120.03	\$ 127.10	\$ 134.02	\$ 139.97	\$ 146.93	\$ 154.82
Balance % of Expenses	28.66%	26.87%	26.94%	26.10%	26.10%	27.50%	26.79%	27.63%	28.02%	27.14%	24.79%
Fire Assessment Increase %	0.0%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fire Assessment Revenue \$M	\$ 48.62	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85	\$ 49.85
Fire Assessment - SF Home	\$ 311.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00	\$ 321.00
CIP Input \$M	\$ 20.07	\$ 30.47	\$ 16.67	\$ 14.45	\$ 10.64	\$ 10.83	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00

Scenario Manager

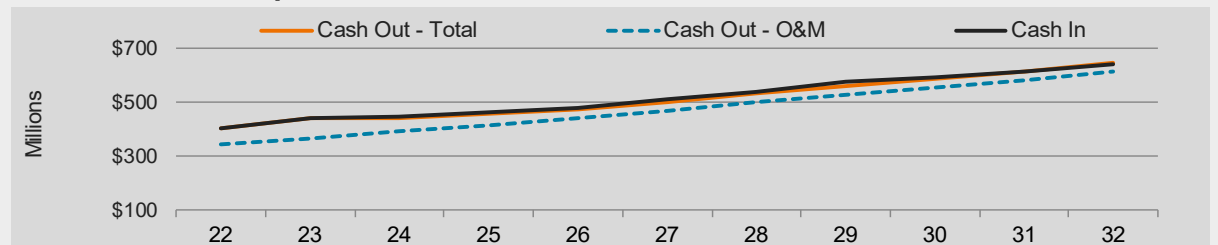
Taxable Value	Status Quo
Police HQ \$M	\$3.0
Tunnel	

Override? Y

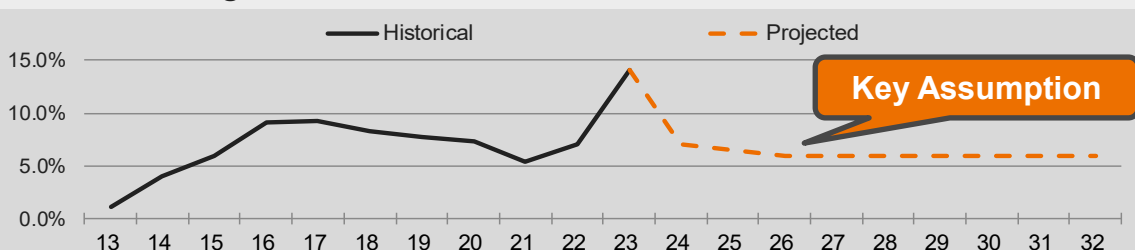
End of Year Fund Balance



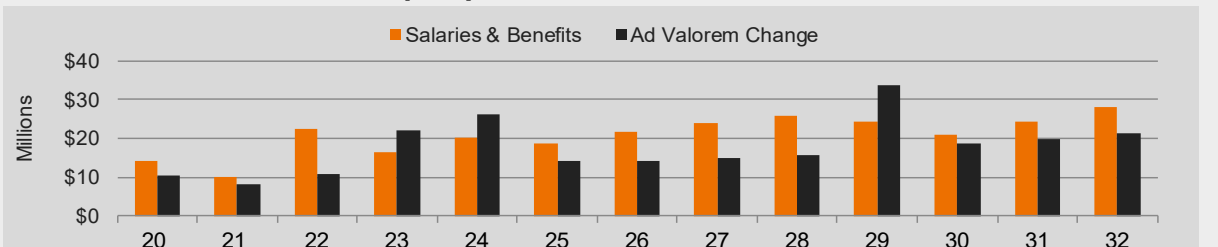
Revenues vs. Expenses



Historical Change in Taxable Value



Growth in Salaries vs. Property Tax Revenues





2. Water & Sewer Fund





Key Planning Observations & Considerations

Minimum Reserve Level:

- Target 3 months of operations and maintenance

Capital Investments:

- Targeting \$30M cash funded capital annually
- \$130M bond in FY 2023 & \$200M bond in FY 2028
- **Future considerations: Inflation on project costs & GTL capacity limitations**

Government Center:

- \$0.9M added in ongoing costs **beginning in FY 2024**

Advanced Metering Infrastructure (AMI) Costs:

- \$30M borrowing in FY 2023 (includes annual debt service estimate \$2.5M)
- \$250k in contractual savings starting in FY 2024

Oakland Park Adjustments:

- \$3M write-off in FY 2022; Revenue reduction of \$850k (some future pickups)

Water Plant Assumptions

November 16, 2022:

- Base Cap Ex = \$485M
- \$150M of Enabling Works
- Rate of \$1.61 / TGAL for 25% of base cap ex & O&M – 5.0% / 2.5%
- City direct pay chemicals (& ↑electric)
- Debt payments start in FY 2023
- **Annual Cost: \$67M → to 77M**

June 21, 2022:

- Base Cap Ex = \$385M
- \$7M of needed upfront capital
- Rate of \$3.30 / TGAL for base cap ex & O&M – no escalation
- Chemicals included in rate
- No costs until FY 2026
- **Annual Cost: \$60M per year**

Forecast Expenses FY 2021 – FY 2027

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Total Expenditures	\$151.6M	\$162.4M	\$185.5M	\$217.2M	\$234.8M	\$263.4M	\$271.4M
<i>Annual % Change</i>	<i>N/A</i>	<i>7.1%</i>	<i>14.2%</i>	<i>17.1%</i>	<i>8.1%</i>	<i>12.2%</i>	<i>3.1%</i>
<i>Cumulative % Change</i>	<i>N/A</i>	<i>7.1%</i>	<i>22.4%</i>	<i>43.3%</i>	<i>54.9%</i>	<i>73.7%</i>	79.0%

Water/Sewer Average Bill (5 Kgal) FY 2021 – FY 2027

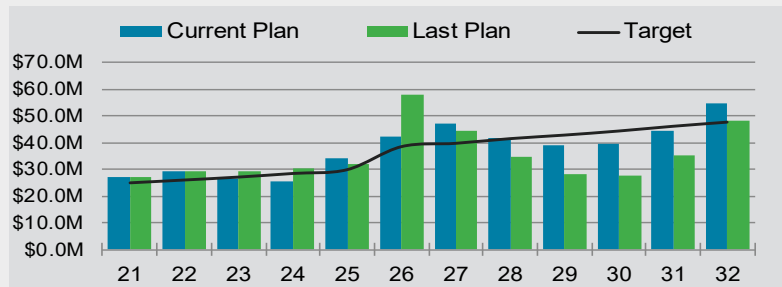
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Monthly Average Bill	\$70.96	\$76.35	\$82.13	\$95.12	\$105.26	\$116.57	\$128.71
<i>Annual % Change</i>	<i>N/A</i>	<i>7.6%</i>	<i>7.6%</i>	<i>15.8%</i>	<i>10.7%</i>	<i>10.7%</i>	<i>10.4%</i>
<i>Cumulative % Change</i>	<i>N/A</i>	<i>7.6%</i>	<i>15.7%</i>	<i>34.0%</i>	<i>48.3%</i>	<i>64.3%</i>	81.4%



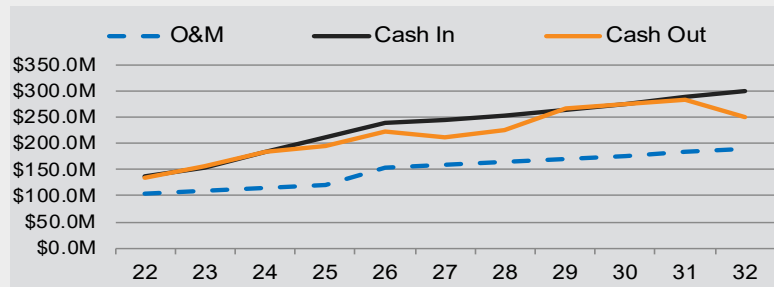
Based on Current Water Plant Assumptions

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2027	FY 2032
Water Rate Plan	0.00%	8.60%	25.60%	14.60%	14.60%	13.60%	3.60%	3.60%	3.60%	3.60%	3.60%	103.41%	142.90%
Last Plan	0.00%	8.60%	11.60%	11.60%	11.60%	11.60%	11.60%	3.60%	3.60%	3.60%	3.60%	68.29%	116.31%
Sewer Rate Plan	0.00%	7.00%	10.00%	8.00%	8.00%	8.00%	8.00%	7.00%	7.00%	7.00%	7.00%	48.32%	110.01%
Last Plan	0.00%	7.00%	8.00%	8.00%	8.00%	8.00%	8.00%	7.00%	7.00%	7.00%	7.00%	45.60%	106.11%
Senior-Lien DSC	2.18	1.33	1.55	1.81	1.47	1.77	1.64	1.64	1.71	1.78	1.85	Scenario Manager	
Last Plan	2.18	2.05	2.32	2.60	2.18	2.61	2.55	2.48	2.65	2.82	2.94	Gov. Center	Yes
Net Cash Flow	\$2.34	-\$2.81	-\$0.72	\$8.15	\$8.47	\$4.72	-\$5.14	-\$3.18	\$0.73	\$5.19	\$10.22	Water Plant 75% Fi + EW - Level	
Average Bill (5 Kgal)	\$76.35	\$82.13	\$95.12	\$105.26	\$116.57	\$128.71	\$136.49	\$144.03	\$152.04	\$160.55	\$169.52	Check	-
Last Plan	\$76.35	\$82.13	\$89.81	\$98.21	\$107.42	\$117.50	\$128.59	\$135.80	\$143.45	\$151.56	\$160.19		

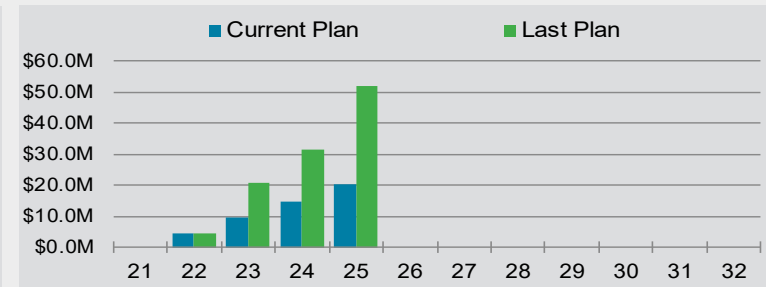
End of Year Fund Balance



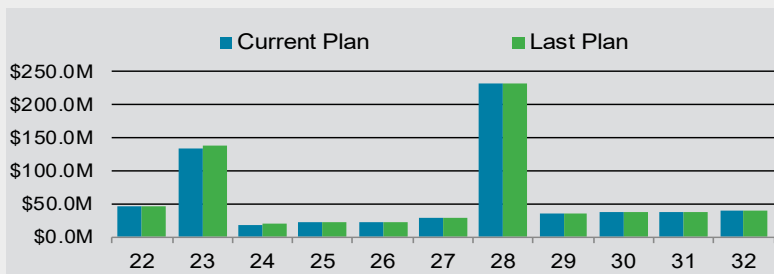
Revenues vs. Expenses



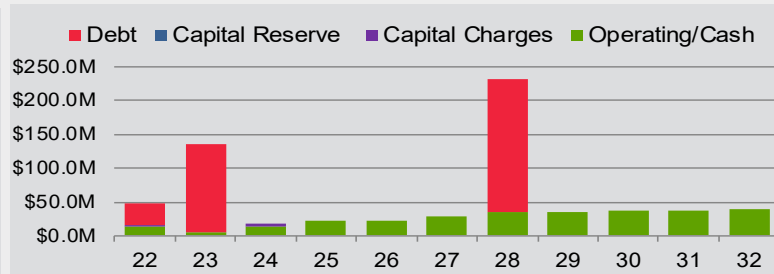
Capital Reserve



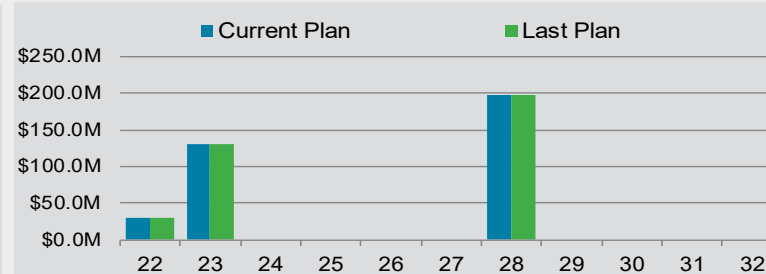
CIP Spending



CIP Funding



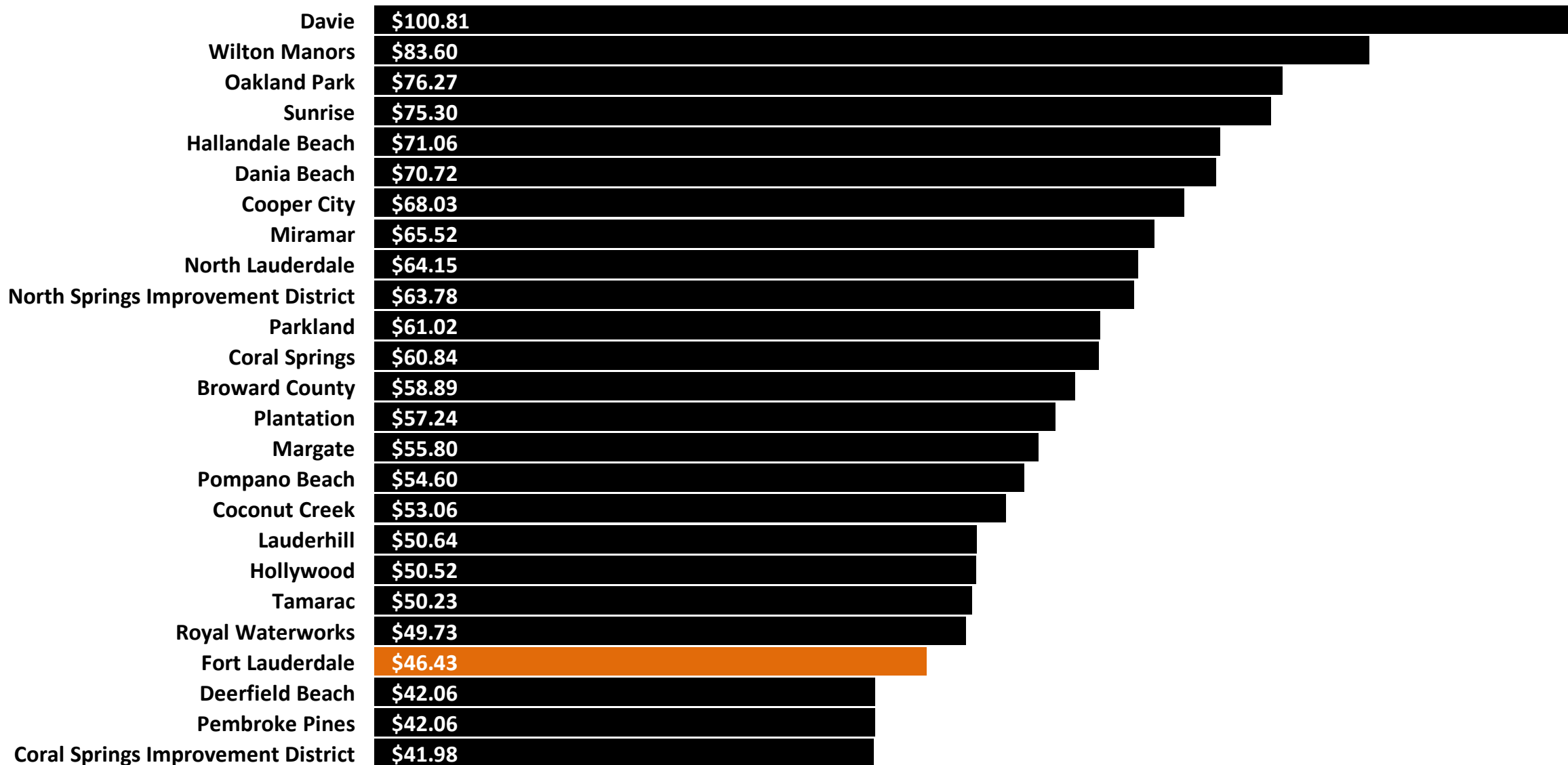
New Borrowing





Residential Bill Comparison – Low Volume User

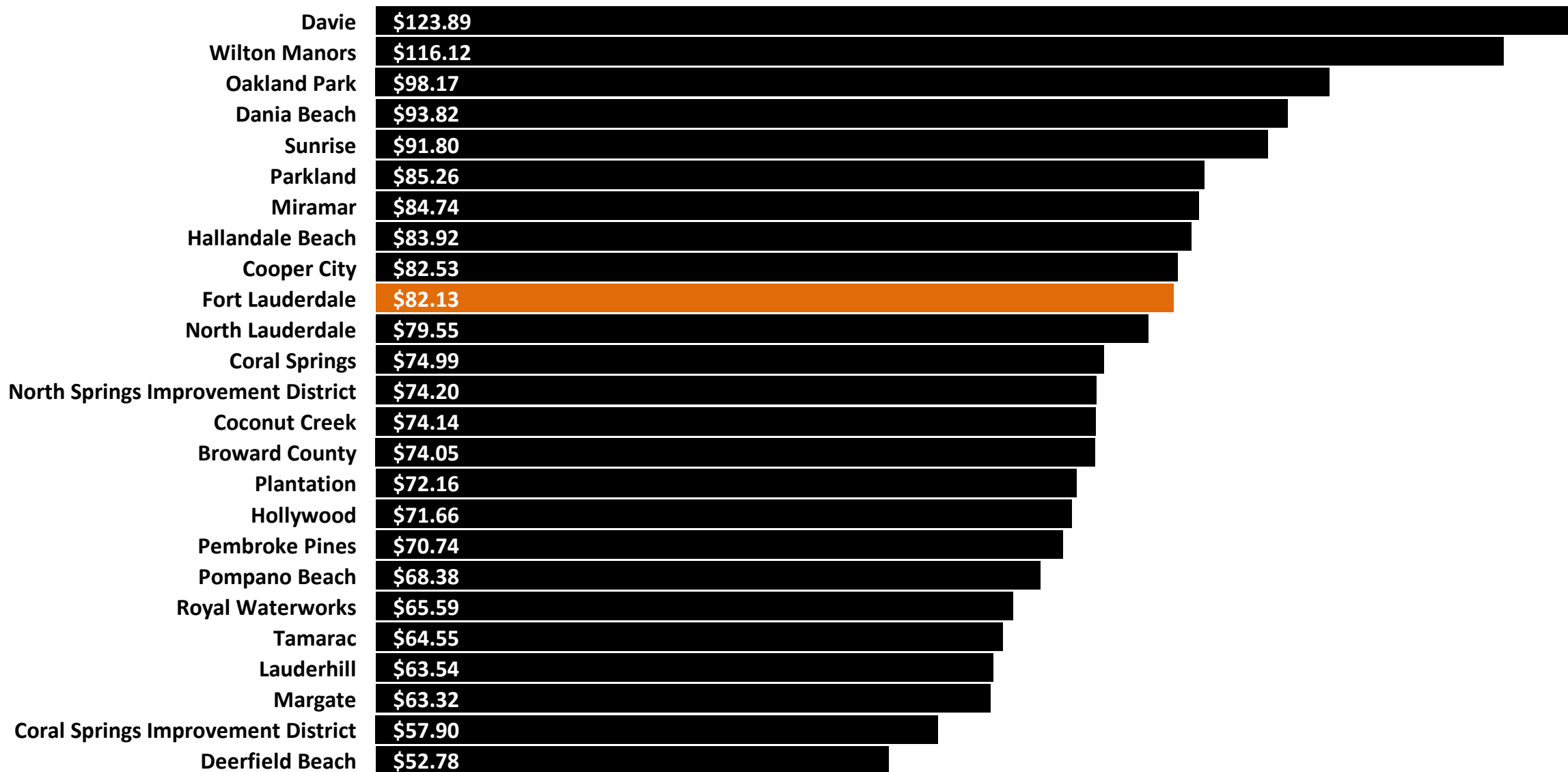
FY 2023 Combined Water & Sewer Bill Survey at 3,000 Gallons per Month





Residential Bill Comparison – Typical User

FY 2023 Combined Water & Sewer Bill Survey at 5,000 Gallons per Month





3. Sanitation Fund

Key Planning Observations & Considerations

Hauler Contracts:

- FY 2023 includes major collection contract cost reset **(29% increase vs. 35%)**

Bulk Waste Outsourcing:

- Prior assumption was annualized savings of \$1.0 M per year
- **Update: savings are more frontloaded: \$3.4M, \$1.5M, \$1.5M, \$1.0M, \$300k →**

Sale of Land to Building Fund:

- \$3M in proceeds in FY 2023 from sale of land

Reserve Target:

- Minimum is 1.5 months of operating costs, with target level of 3 months

Government Center:

- \$60K in additional annual costs **beginning in FY 2024**

Plant A Remediation Cost of \$1.8M in FY 2023

- Expenditure is subject to the sale of the Plant A property (only \$0.7M if sold)



Internal Bulk Services (Status Quo)



FT. LAUDERDALE SANITATION FUND



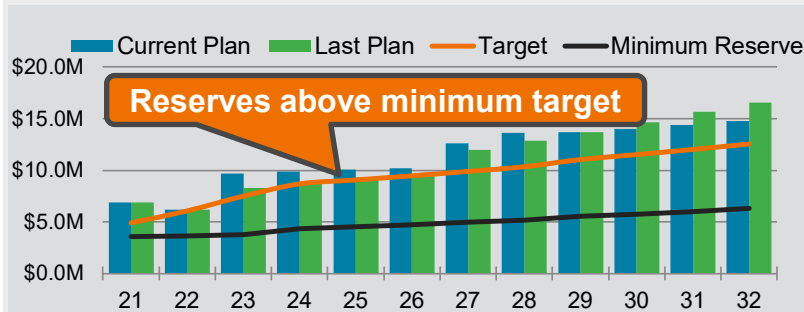
CALC SAVE CTRL LAST OVR

Large rate increase

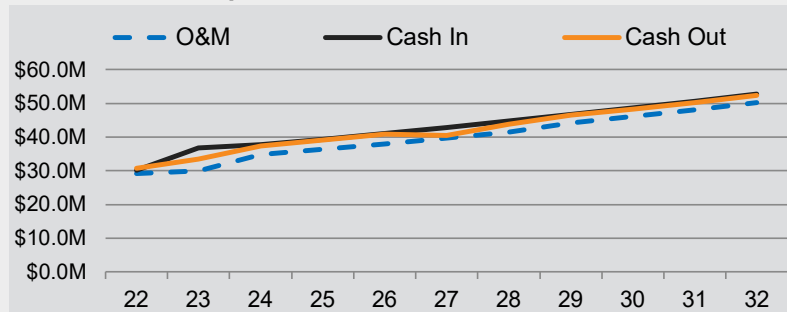
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2026	FY 2031
Rate Plan	0.00%	4.00%	12.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	31.02%	59.41%
Last Plan	0.00%	4.00%	19.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	39.21%	69.37%
Single Family Sanitation Bill	\$44.02	\$45.78	\$51.27	\$53.33	\$55.46	\$57.68	\$59.98	\$62.38	\$64.88	\$67.47	\$70.17	FY24 Con. Adj.	29.00%
Last Plan	\$44.02	\$45.78	\$54.48	\$56.66	\$58.92	\$61.28	\$63.73	\$66.28	\$68.93	\$71.69	\$74.56	Gov. Center	Yes
Current Plan Net Cash Flow	(0.65)	3.45	0.24	0.17	0.14	2.39	0.99	0.10	0.30	0.40	0.40	Plant A	Yes
Last Net Cash Flow	(0.65)	2.07	0.60	0.44	0.24	2.40	0.91	0.83	0.96	0.98	0.90	Bulk Offset	No
												Check	-

Key assumptions

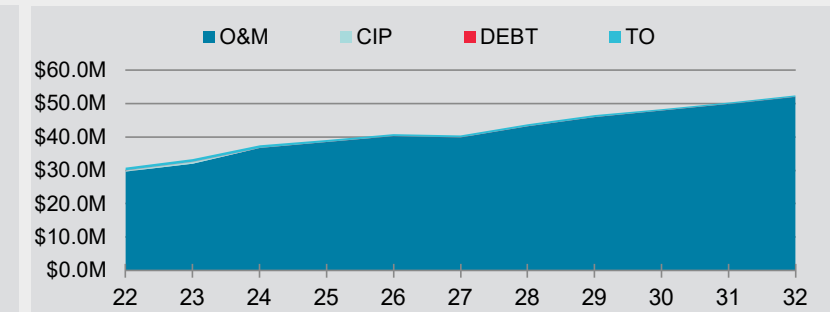
End of Year Fund Balance



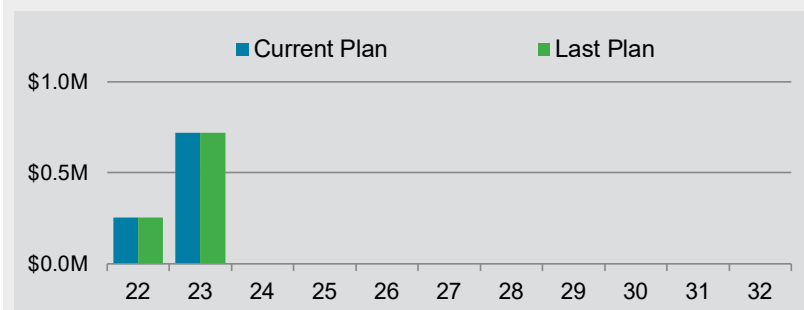
Revenues vs. Expenses



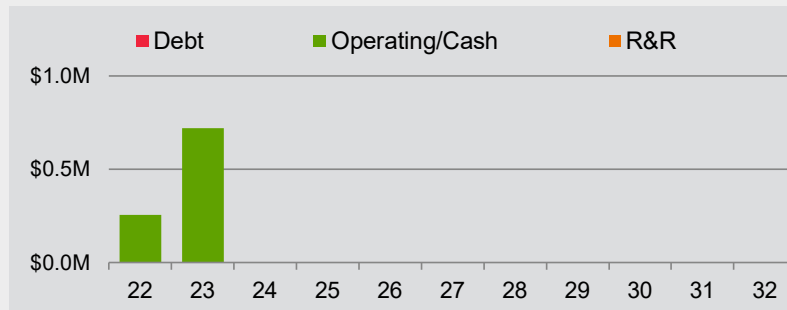
Expenses by Type



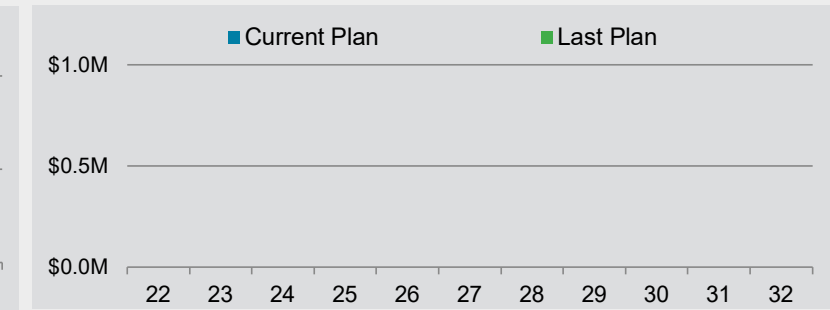
CIP Spending



CIP Funding



Borrowing





Summary of Outlook and Options

Status Quo with New Contract

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Monthly Average Bill	\$45.78	\$51.27	\$53.33	\$55.46	\$57.68	\$59.98	\$62.38	\$64.88	\$67.47	\$70.17
<i>Annual % Change</i>	N/A	12.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
<i>Cumulative % Change</i>	N/A	12.0%	16.5%	21.1%	26.0%	31.0%	36.3%	41.7%	47.4%	53.3%

Potential Option for Cost Containment

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Monthly Average Bill	\$45.78	\$48.07	\$50.47	\$53.00	\$55.65	\$58.43	\$61.35	\$63.19	\$65.09	\$67.04
<i>Annual % Change</i>	N/A	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	3.0%	3.0%	3.0%
<i>Cumulative % Change</i>	N/A	5.0%	10.3%	15.8%	21.6%	27.6%	34.0%	38.0%	42.2%	46.4%

External Bulk Services

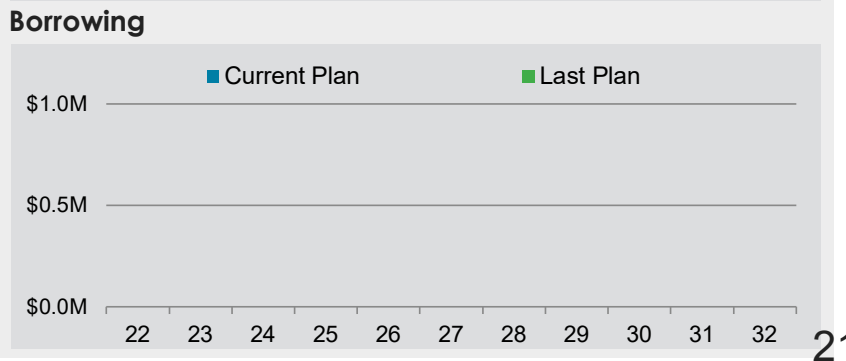
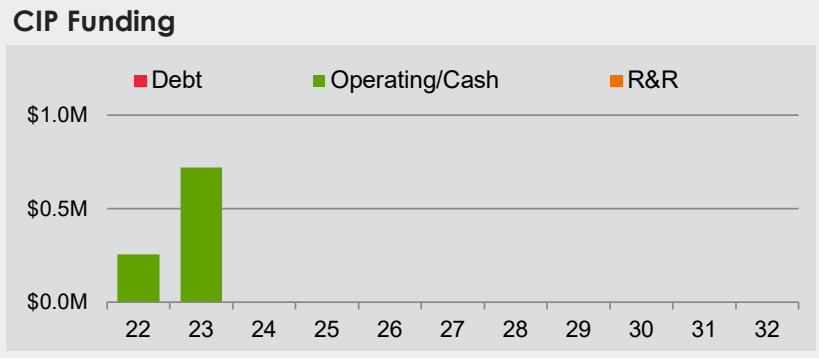
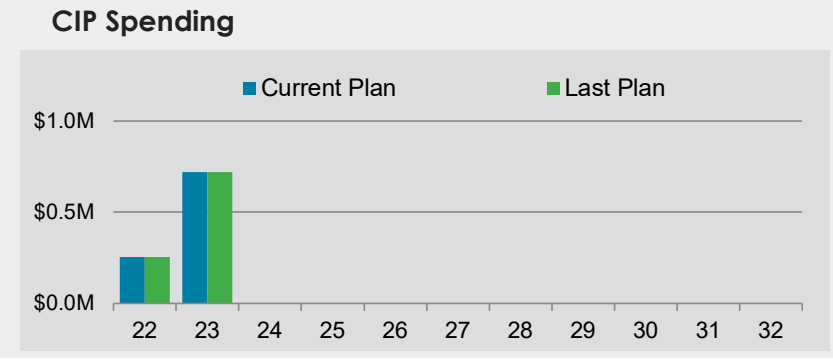
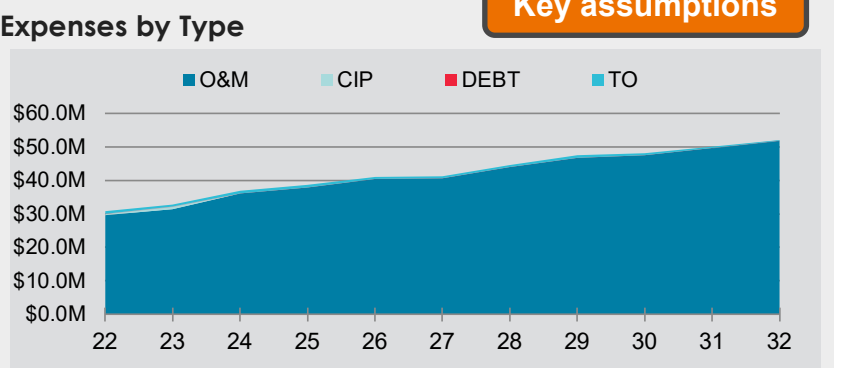
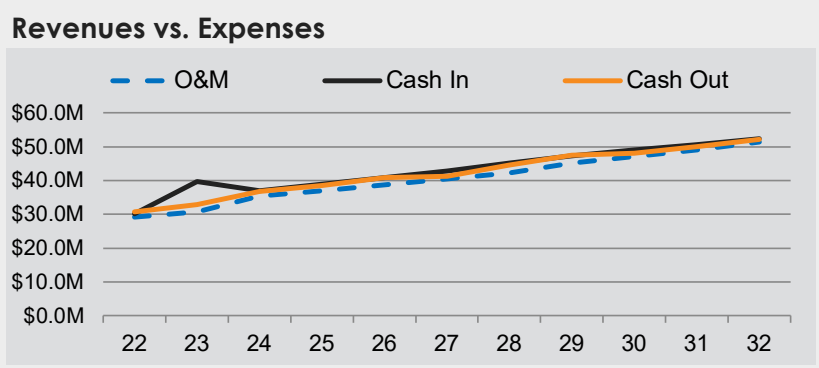
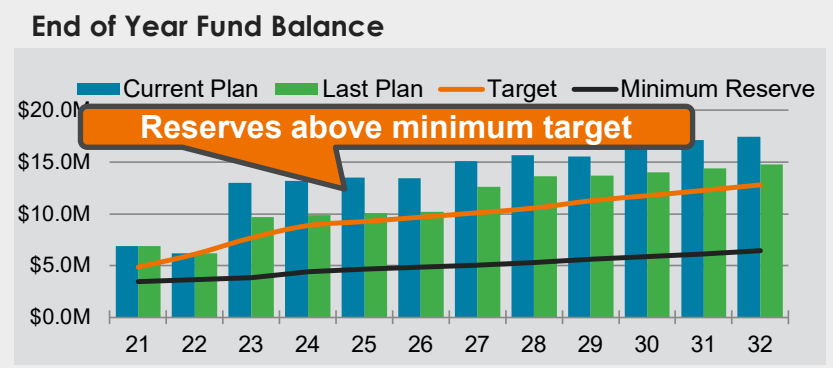


FT. LAUDERDALE SANITATION FUND

CALC SAVE CTRL LAST OVR

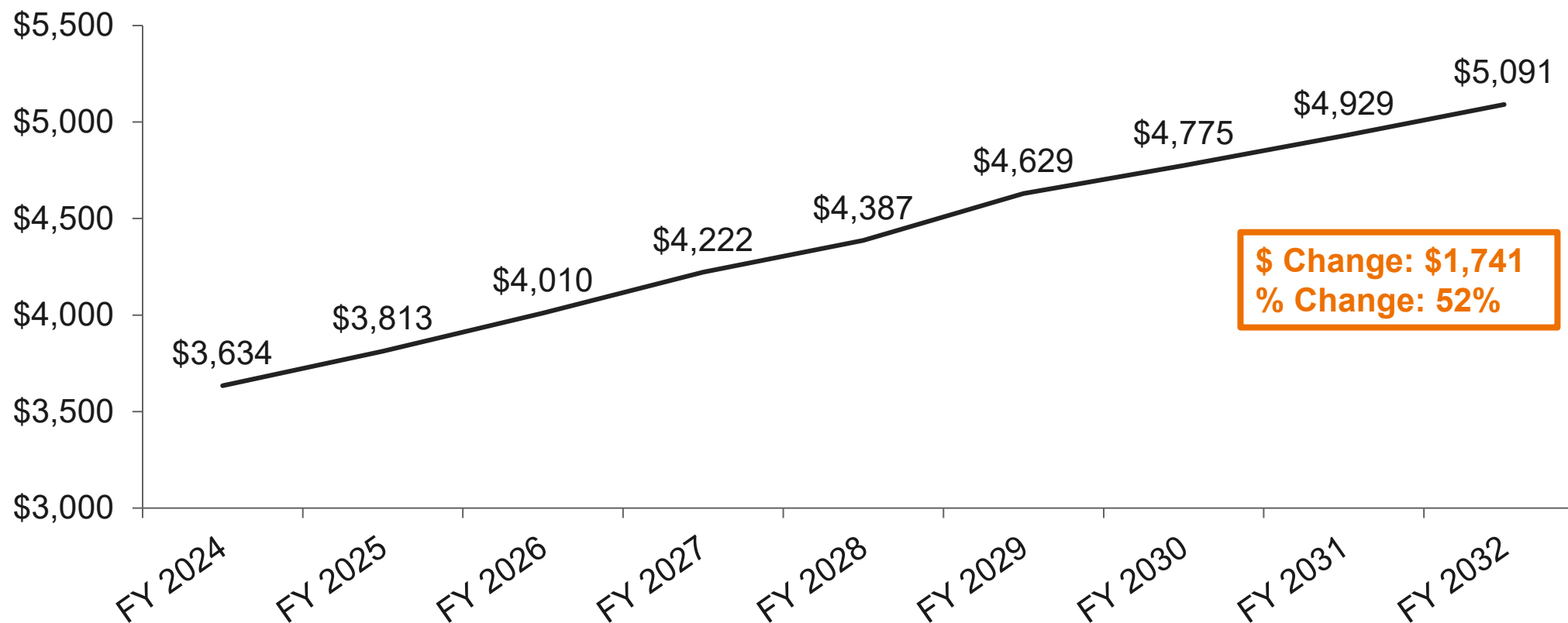
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2026	FY 2031
Rate Plan	0.00%	4.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	26.41%	52.29%
Last Plan	0.00%	4.00%	12.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	31.02%	59.41%
Single Family Sanitation Bill	\$44.02	\$45.78	\$48.07	\$50.47	\$53.00	\$55.65	\$58.43	\$61.35	\$63.19	\$65.09	\$67.04	FY24 Con. Adj.	29.00%
Last Plan	\$44.02	\$45.78	\$51.27	\$53.33	\$55.46	\$57.68	\$59.98	\$62.38	\$64.88	\$67.47	\$70.17	Gov. Center	Yes
Current Plan Net Cash Flow	(0.65)	6.80	0.19	0.32	(0.10)	1.69	0.52	(0.10)	0.93	0.68	0.31	Plant A	Yes
Last Net Cash Flow	(0.65)	3.45	0.24	0.17	0.14	2.39	0.99	0.10	0.30	0.40	0.40	Bulk Offset	Yes
												Check	-

Key assumptions





Residential Household Annual Cost Forecast ¹



Takeaway: Future financial planning & budgeting will need to be strategic and consider affordability

(1) Assumptions reflect a property tax based on a single-family property taxable value of \$300,000, with millage increases of \$0.25 in FY24 and FY29. Fire Assessment for a single-family with no increases throughout the projection period. Typical single-family water and sewer usage of 5 kgal per month. Sanitation charge for 1 cart single family with external bulk services, based on the rate plan increases shown for Sanitation. Stormwater assessment for a single-family house following a 10% rate increase from FY24 through FY29 and a 6% rate increase from FY30 through FY32.



Questions & Discussion

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Vice President

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