



Tentative Budget and Financial Plan

FY2022/23

September 12, 2022



AGENDA

- Tentative FY2022/23 Budget and Financial Plan
 - History
 - Recap of the June 23rd Presentation
 - Current Situation
 - 5-Year Financial Plan and Proposed Strategies

HISTORY

HISTORICAL FACTS

- Financial crisis that has taken approximately nine (9) fiscal years to unfold
- Deficit spending depleted reserves by \$14.5 million in the General Fund (from FY2013/14 to FY2017/18)
- One-time annual fixes year over year
- Lack of new revenue generating programs for steady revenue streams
- Recent challenges - global pandemic, reduced revenues, high budget deficits, failing infrastructure, seriously compromised financial reserves, great resignation
- Extraordinary measures during FY2020/21 to build reserves to offset budget shortfalls

GENERAL FUND HISTORY



		REVENUES	REVENUES	REVENUES	EXPENDITURES	EXPENDITURES	EXPENDITURES
	GENERAL FUND	ADOPTED	REVISED	ACTUAL	ADOPTED	REVISED	ACTUAL
(1)	FY 2013-14	53,411,271	53,840,500	52,640,087	54,228,627	60,127,849	57,468,454
(1)	FY 2014-15	55,929,457	58,458,243	61,082,251	56,141,279	63,718,393	60,541,837
(1)	FY 2015-16	58,990,296	64,647,661	58,580,675	59,176,821	65,742,266	60,425,138
(1)	FY 2016-17	64,185,217	68,641,841	57,239,585	64,165,217	68,641,841	60,556,343
(1)	FY 2017-18	65,229,942	68,855,527	62,145,258	65,229,942	68,983,282	66,632,122
(1)	FY 2018-19	65,074,152	68,172,741	64,787,537	65,074,152	68,172,742	61,164,965
(1)	FY 2019-20	63,739,152	65,403,950	62,624,819	64,214,194	65,403,950	62,190,565
(1)	FY 2020-21	65,270,884	69,593,792	67,549,769	65,270,884	69,572,449	63,086,038
(2)	FY 2021-22	75,782,500	81,164,075	79,196,996	75,782,500	81,185,652	74,654,998
(2)	FY 2022-23	85,858,556	85,858,556	85,858,556	85,858,556	85,858,556	85,858,556

NOTES:

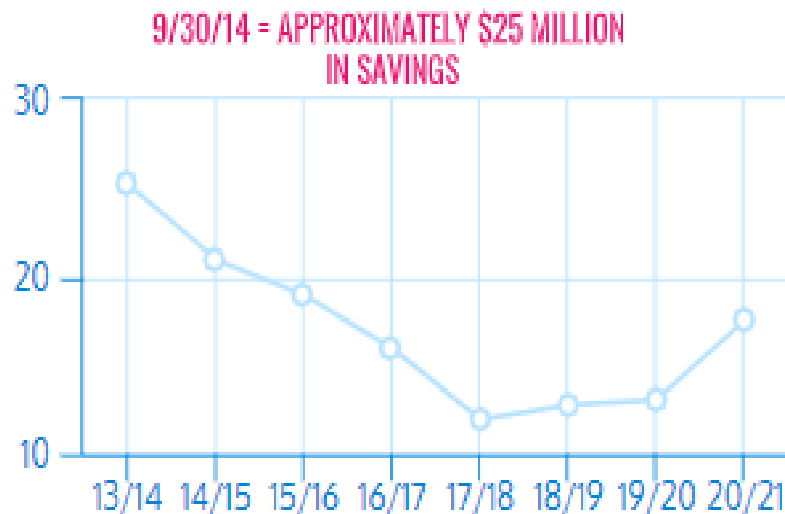
- (1) Retrieved from the Annual Financial Report.
- (2) Unaudited. The revenues and expenditures are based on projections.

All fiscal years exclude Tax Increment Financing to the CRA. Revenues and Expenditures Actual includes Sources and Uses.

**Expenditures exceeded revenues 4 out of the 5 years
from FY2013/14 to FY2017/18**

GENERAL FUND HISTORY (CONTINUED)

THE CITY'S SAVINGS ACCOUNT HAS CONSISTENTLY BEEN USED TO BALANCE BUDGET DEFICITS



9/30/20 = APPROXIMATELY \$13 MILLION LEFT IN SAVINGS

9/30/201= APPROXIMATELY \$17.6 MILLION IN SAVINGS



52% of savings used over the last 8 years

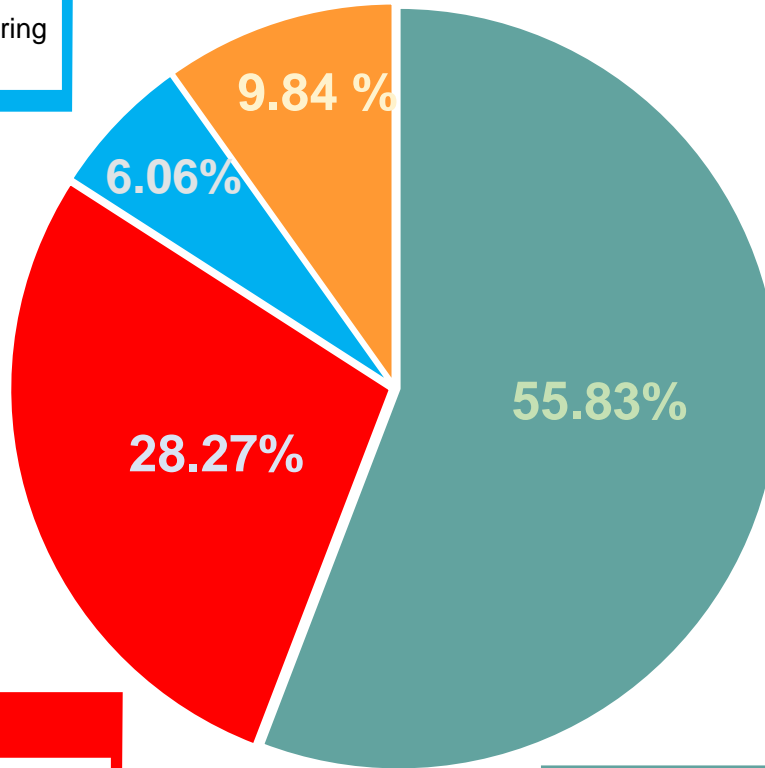
\$14.5 MILLION IN SAVINGS USED

\$4.5 MILLION SURPLUS

RECAP OF THE JUNE 23RD PRESENTATION

Total City Manager Recommended Budget \$174.5 Million

The Recommended Budget for FY 2023 is \$174.5 Million and is comprised of six fund types – the General Fund, Enterprise Fund, Special Revenue Funds, and Other Funds that support the Parks GO Bond Debt, Debt Service for Capital, Internal Service Funds (Fleet, General Liability, Worker's Comp.), and Capital Project Fund.



Other Fund Types

\$17,175,140

Debt Service, Capital Fund,
Internal Service Fund

Special Revenue Funds

\$10,580,252

Law Enforcement Trust Fund,
Transportation, GISND, TISND,
Grant, PD Outside Services, Police
Training, Police Equitable Sharing
and Permits & Inspections

Enterprise Fund

\$49,324,518

Cemetery, Sanitation, Utility,
Stormwater, Utility Impact Fee

General Fund

\$97,413,598

BUDGET – FISCAL YEAR 2022/23

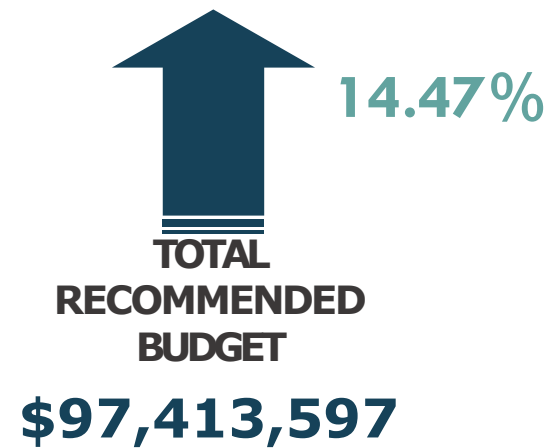
Citywide



Increase from
FY 2021/22 are due
to increased General
and Utility capital
projects, Fleet and
R&R Programs,
Personnel Costs



General Fund



Increase from
FY 2021/22
adopted budget is
\$12,315,252

MAJOR INCREASES (GENERAL FUND) FOR FY2022/23

ITEMS

AMOUNT

CRA TIF Payment	\$ 2,800,000
Capital Projects General Fund	2,100,000
Renewal & Replacement Program	2,000,000
Increase Cost for BSO Fire Services	1,100,000
Fleet Replacement Program	962,000
Additional Personnel	330,000
Increase Fuel Costs	320,000
Miscellaneous Items (Includes Health Insurance, P&F Pension, Increases in COLA/Merit	2,600,000

Total	\$ 12,212,000
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RECAP OF NEW PROPOSED STRATEGIES FY2022/23 – FY2026/27

SUMMARY OF NEW STRATEGIES

NEW STRATEGIES TO HEAD OFF FINANCIAL INSOLVENCY (FY2023 - FY2027)

>	PAYMENT IN LIEU OF FRANCHISE FEE (PILOF)	=	\$7.5 MILLION
>	SOLID WASTE FRANCHISE FEES	=	\$7.5 MILLION
>	PROPERTY TAX INCREASE	=	\$33 MILLION
>	ELIMINATION OF 14 GRANT FUNDED FIREFIGHTER POSITIONS	=	\$7.1 MILLION
>	NEW FUNDING MODEL FOR CITYWIDE FLEET PROGRAM	=	\$1.8 MILLION

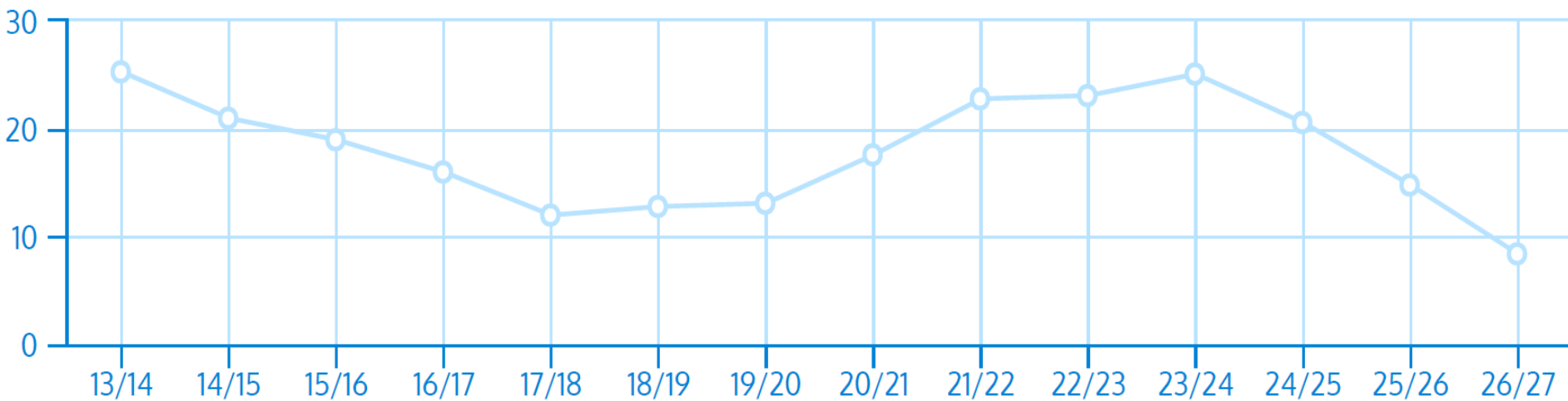


**APPROXIMATELY
\$48 MILLION
IN PROPOSED NEW
REVENUES
&
\$8.9 MILLION IN
COST SAVINGS**

RESERVES AFTER PROPOSED STRATEGIES

- **Strategies result in approximately \$33 million in ad-valorem revenue and approximately \$33.8 million in non ad-valorem revenues**
- If the City Commission approved the full suite of financial stabilization solutions, based on the projected budget shortfalls and the proposed strategies, the reserves will decrease from approximately \$22.8 million at the beginning of FY2022/23, to approximately \$8.3 million at the end of FY2026/27
- While reserves stay above the 16% minimum through FY2024/25, it should be noted that reserves dip starting in FY2023/24 when the ARPA subsidy goes away
- Staff will continue to propose additional strategies to generate revenue and to control expenditures as much as possible

GENERAL FUND RESERVES FY 2013/14 - FY 2026/27





PROPOSED CHANGES TO THE RECOMMENDED BUDGET

CHANGES TO THE RECOMMENDED BUDGET



- **General Fund = +811,990**
 - Police Interlocal Agreement with CRA = \$+267,541
 - Motor Fuel Costs = +173,587
 - Tax Increment Financing = +150,516
 - Update to Workforce Plan & Other = +220,346
- **Police Equitable Sharing Fund = +15,000** (Ballistic Shields)
- **Three Islands District = +5,478** (1.13% Increase in Taxable Value)
- **Golden Isles District = -53,407**
 - Remove Development of a Master Plan = -70,000
 - Remove Update of District Plan = -50,000
 - Working Reserves = +66,593
 - Taxable Values increased 1.37%
- **Transportation Fund = +40,469**
 - Update to Workforce Plan = +40,469
 - Motor Fuel Costs = +8,114
- **Permits & Inspections Fund = +239,706**
 - Update to Workforce Plan = +237,033
 - Motor Fuel Costs = +2,673

CHANGES TO THE RECOMMENDED BUDGET (CONT.)

- **Debt Service GO Bond Fund = +348** (Increase in Taxable Value)
- **Utility Impact Fee Fund = -485,000**
- **GO Bond Fund = +5,748** (Update to Workforce Plan)
- **Capital Projects Fund = +1,237,946** (Update to Workforce Plan)
 - Update to Workforce Plan = +946
 - EV Infrastructure Project = \$1,237,000
- **Sanitation Fund = -27,634**
 - Update to Workforce Plan = -28,650
 - Motor Fuel Costs = +1,016
- **Cemetery Fund = -4,885**
 - Update to Workforce Plan = -5,758
 - Motor Fuel Costs = +873
- **Utility Fund = -27,061**
 - Update to Workforce Plan = -51,148
 - Motor Fuel Costs = +24,088
- **Utility Impact Fee Fund = -485,000**
 - Remove Foster Road Watermain Project = -740,000
 - Working Reserves = +255,000

CHANGES TO THE RECOMMENDED BUDGET (CONT.)

- **Fleet Services Fund = +10,836**
 - Update to Workforce Plan = -17,566
 - Working Reserves = +26,221
 - Motor Fuel Costs = +2,181

PROPOSED CHANGES BY FUND

	2022-23	2022-23	2022-23	2022-23	
	CMREC	TENTATIVE	CHANGE	CHANGE	
FUND	BUDGET	BUDGET	\$	%	NOTE(S)
001 GENERAL FUND	97,410,598	98,222,588	811,990	0.83%	- Taxable Values increased by \$67,687,862 (1.03%) in July - Police Interlocal Agreement with CRA = +267,541
103 POLICE TRAINING FUND	10,000	10,000	0	0.00%	
104 POLICE/FIRE OUTSIDE SERVICES FUND	1,290,380	1,290,380	0	0.00%	
110 POLICE EQUITABLE SHARING FUND	552,580	567,580	15,000	2.71%	- Appropriations from Fund Balance
120 THREE ISLANDS DISTRICT	482,604	488,082	5,478	1.14%	- Taxable Values increased by \$8,735,500 (1.13%) in July
121 GOLDEN ISLES DISTRICT	527,848	474,441	-53,407	-10.12%	- Taxable Values increased by \$6,159,630 (1.37%) in July
150 GRANTS FUND	546,277	546,277	0	0.00%	- DOJ SPI Grant
160 TRANSPORTATION FUND	2,549,562	2,590,031	40,469	1.59%	- Transfer from General Fund
165 LAW ENFORCEMENT TRUST FUND	127,612	127,612	0	0.00%	
170 PERMITS & INSPECTIONS FUND	4,493,389	4,733,095	239,706	5.33%	- Appropriations from Fund Balance
202 DEBT SERVICE GO BOND FUND	3,079,738	3,080,086	348	0.01%	- Taxable Values increased by \$67,687,862 (1.03%) in July
248 DEBT SERVICE CAPITAL PROJECTS FUND	2,293,163	2,293,163	0	0.00%	
302 GO BOND FUND	235,933	241,681	5,748	2.44%	- Appropriations from Fund Balance
348 CAPITAL PROJECTS FUND	2,365,640	3,603,586	1,237,946	52.33%	- Transfer from General Fund
410 SANITATION FUND	7,554,599	7,526,965	-27,634	-0.37%	- Appropriations from Fund Balance
420 CEMETERY FUND	719,031	714,146	-4,885	-0.68%	- Appropriations from Fund Balance
440 STORMWATER FUND	6,249,940	6,249,940	0	0.00%	
490 UTILITY FUND	34,060,948	34,033,887	-27,061	-0.08%	- Appropriations from Fund Balance
491 UTILITY IMPACT FEES FUND	740,000	255,000	-485,000	-65.54%	
530 FLEET SERVICES FUND	5,742,182	5,753,018	10,836	0.19%	- Appropriations from Fund Balance
570 GENERAL LIABILITY FUND	1,972,128	1,972,128	0	0.00%	
575 WORKERS' COMPENSATION FUND	1,486,390	1,486,390	0	0.00%	
TOTAL	174,490,542	176,260,076	1,769,534	1.01%	

Special Revenue Funds

\$10,827,498

Law Enforcement Trust Fund,
Transportation, GISND, TISND,
Grant, PD Outside Services, Police
Training, Police Equitable Sharing
and Permits & Inspections

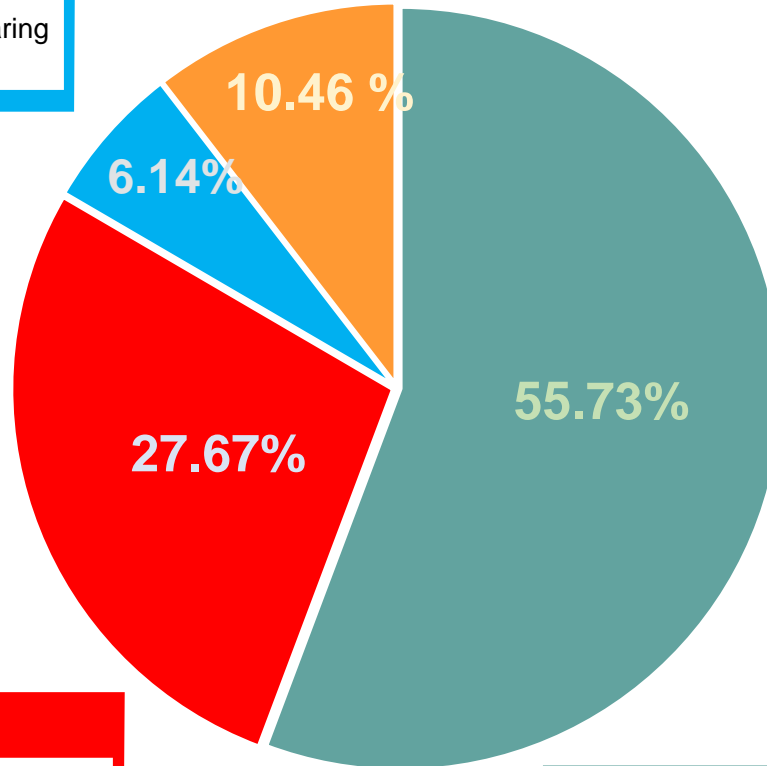
Other Fund Types

\$18,430,052

Debt Service, Capital Fund,
Internal Service Fund

**Total City
Tentative
Budget
\$176.2 Million**

The Recommended Budget for FY 2023 is approximately \$176.2 Million and is comprised of six fund types – the General Fund, Enterprise Fund, Special Revenue Funds, and Other Funds that support the Parks GO Bond Debt, Debt Service for Capital, Internal Service Funds (Fleet, General Liability, Worker's Comp.), and Capital Project Fund.



Enterprise Fund

\$48,779,938

Cemetery, Sanitation, Utility,
Stormwater, Utility Impact Fee

General Fund

\$98,222,588

MAJOR INCREASES (GENERAL FUND) FOR FY2022/23

	2021-22	2022-23	\$	%
ITEM	ADOPTED	TENTATIVE	CHANGE	CHANGE
CRA TIF PAYMENT	9,315,846	12,364,032	3,048,186	32.72%
CAPITAL PROJECTS	250,000	3,603,586	3,353,586	1341.43%
RENEWAL & REPLACEMENT PROGRAM	-	800,000	800,000	100.00%
BSO FIRE SERVICES	15,857,628	16,990,163	1,132,535	7.14%
FLEET REPLACEMENT PROGRAM	-	962,982	962,982	100.00%
ADDITIONAL PERSONNEL	-	500,000	500,000	100.00%
MOTOR FUEL	263,733	758,131	494,398	187.46%
MISCELLANEOUS ITEMS	59,411,139	62,243,694	2,832,555	4.77%
<u>TOTAL</u>	<u>85,098,346</u>	<u>98,222,588</u>	<u>13,124,242</u>	<u>15.42%</u>

Miscellaneous Items include health insurance, Police/Fire Pensions, Cost-of-Living Adjustments

NEW POSITIONS

519*
Personnel

10 General Fund (001)

- (1) Assistant City Attorney

Total Cost Impact - \$173,414

*Includes new positions

Special Revenue Funds

34

Grants Fund (1), Transportation Fund (5), Permits and Inspections Fund (28)

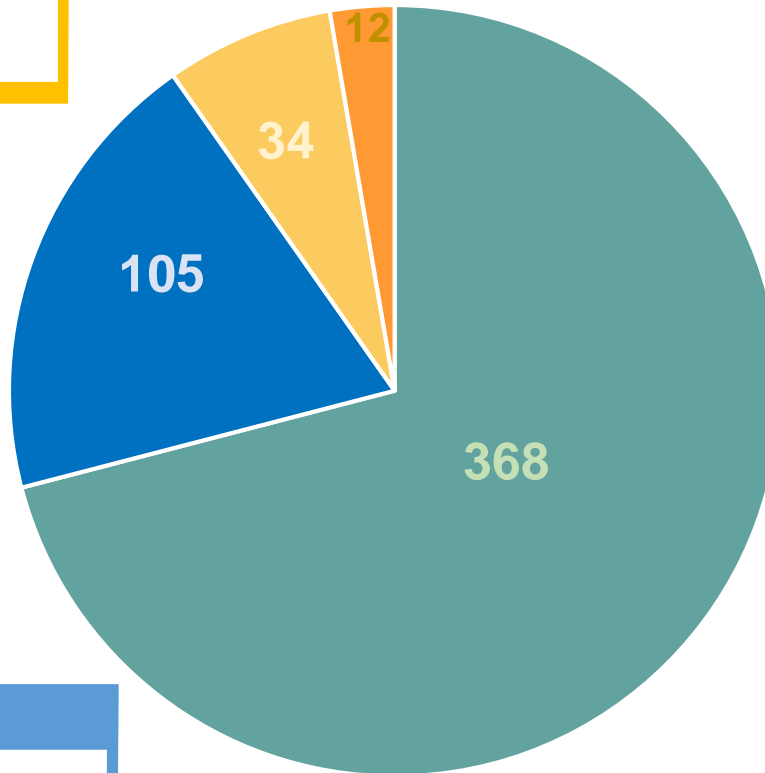
Additional Funds

12

Risk (2), Fleet (8),
GO Bond Capital Fund (2)

Workforce by Fund 519 Positions

A bulk of our workforce is sustained by the General Fund. The majority of the General Fund is sustained by Property Taxes and Other Revenues.



Enterprise Fund

105

Cemetery (4), Sanitation (25),
Utility (69), Stormwater (8)

General Fund

368

HR, Finance, CM Office,
Procurement, City Attorney, Parks &
Rec, Budget, Development Services,
IT, PD, DPW, Human Services

GENERAL FUND HIGHLIGHTS



FY 2022 revenues Compared to FY 2023

The General Fund has a combined gain in revenues in the amount of \$13,124,242 in comparison to the FY 2021/22 Adopted Budget– largest revenues increase is in Property Taxes and non ad-valorem strategies

Expenditure Increase

General Fund increased by \$13,124,242 or 15.42% from the previous year

General Fund Balanced

The FY 2022/23 General Fund is currently balanced without the use of either one-time revenue sources or reserves

Property Value

Property Value increased 10.72% from July 1, 2022 Certified Value

TIF / CRA

Increase of \$3,048,186 resulting from the Tax Increment Financing (TIF) payment to the CRA as a result of higher property values in comparison to the July 1, 2021 Certified Value

ASSUMPTIONS USED FOR 5-YEAR GENERAL FUND PROJECTIONS

- A 6% increase is budgeted for Ad Valorem revenue for FY2023/24, and 3% for subsequent years. Also includes Future Major Developments.
- \$4,989,379 is budgeted for the American Rescue Plan for FY 2022/23 and FY 2023/24.
- All other revenue assumptions for FY 2022/23 and subsequent years are based on recent trends.
- A 5.5% increase is budgeted for Non-Police Bargaining employees for FY 2022/23 and subsequent years. 3% COLA and 2.5% Merit.
- An 8% increase is budgeted for Police Bargaining employees for FY 2022/23 and subsequent years. 3% COLA and 5% Merit.
- The SAFER Grant requires \$890,679 in FY 2023/24, \$1,919,962 in FY 2024/25, and \$2,073,290 in FY 2025/26, and \$2,239,153 in FY2026/27. These costs were removed from projections as per the recommended Stabilization Strategies.
- 14 positions related to the SAFER Grant for 6 months in 2023-24.

ASSUMPTIONS USED FOR 5-YEAR GENERAL FUND PROJECTIONS (CON'T)



- 14 positions related to the SAFER Grant for a full year for FY 2024/25 and subsequent years, with an 8% increase from the prior years.
- A 5% increase is budgeted for Police & Fire Pensions for FY 2022/23 through FY 2025/26.
- A 4% increase is budgeted for Health Insurance for FY 2022/23 and 8% for subsequent years.
- A 5% increase is budgeted for the contract with the Broward Sheriff's Office for FY 2023/24 and subsequent years.
- A 3% increase is budgeted for the Tax Increment Financing payment to the CRA for FY 2023/24 and subsequent years.

OPERATING, DEBT, GOLDEN ISLES, AND THREE ISLANDS MILLAGE



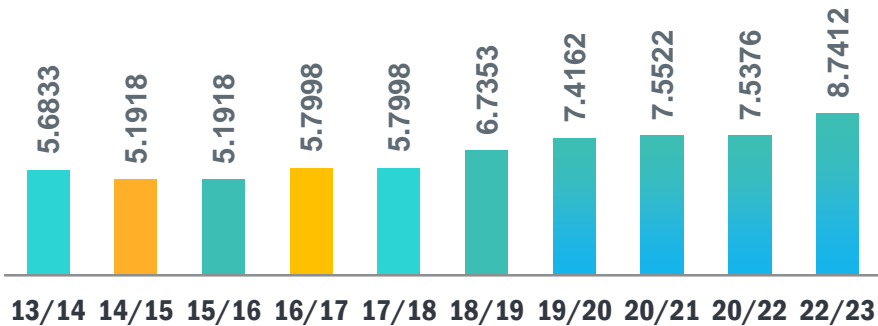
Operating & Debt Service Millage

The Operating millage is 8.2466 and Debt Service Millage is 0.4946. Average Taxable Value for a Single-Family Home in the City of Hallandale Beach is \$306,210. This equates to \$2,676 in property taxes. This equates to an **increase** of \$370 over last year's property tax bill.

HB MILLAGE TRENDS

TOTAL MILLAGE RATE

Total Millage Rate is used to determine operating millage (the amount of property taxes that property owners pay) and the debt service millage. The City is proposing a millage rate increase of 1.2466 mills and a decrease of 0.0431 mills for debts service in the City Manager Recommended FY 2022/23 Budget.

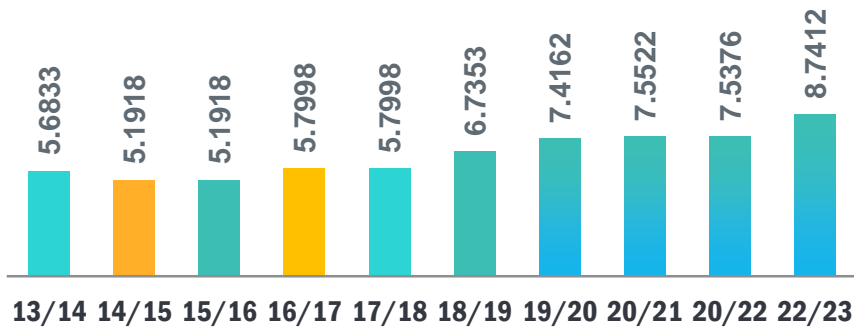


MUNICIPALITY	OPERATING	DEBT	TOTAL	RANK
LAUDERHILL	8.1999	1.6944	9.8943	1
LAUDERDALE LAKES	8.6000	1.0950	9.6950	2
HALLANDALE BEACH (Proposed)	8.2466	0.4946	8.7412	3
PEMBROKE PARK	8.5000		8.5000	4
WEST PARK	8.5000	-	8.5000	5
HOLLYWOOD	7.4810	0.4156	7.8966	6
MARGATE	7.1171	0.5974	7.7145	7
HALLANDALE BEACH (Current)	7.0000	0.5377	7.5377	8
NORTH LAUDERDALE	7.4000	-	7.4000	9
SEA RANCH LAKES	7.2500		7.2500	10
TAMARAC	7.2000	-	7.2000	11
MIRAMAR	7.1172	-	7.1172	12
LAZY LAKE	6.5000	-	6.5000	13
SUNRISE	6.0543	0.4066	6.4609	14
COCONUT CREEK	6.4463	-	6.4463	15
OAKLAND PARK	5.8890	0.5198	6.4088	16
DEERFIELD BEACH	6.0018	0.3107	6.3125	17
CORAL SPRINGS	6.0232	0.2303	6.2535	18
PLANTATION	5.8000	0.4007	6.2007	19
DANIA BEACH	5.9998	0.1441	6.1439	20
COOPER CITY	6.1250	-	6.1250	21
PEMBROKE PINES	5.6690	0.4159	6.0849	22
WILTON MANORS	5.8360	0.2419	6.0779	23
POMPANO BEACH	5.1875	0.7041	5.8916	24
DAVIE	5.6250	0.2311	5.8561	25
BROWARD COUNTY	5.6690	0.1556	5.8246	26
FORT LAUDERDALE	4.1193	0.2613	4.3806	27
PARKLAND	4.2979	-	4.2979	28
SOUTHWEST RANCHES	4.2500	-	4.2500	29
LIGHTHOUSE POINT	3.5893	0.5212	4.1105	30
HILLSBORO BEACH	3.5000	-	3.5000	31
LAUDERDALE-BY-THE-SEA	3.3923	-	3.3923	32
WESTON	3.3464	-	3.3464	33
UNINCORPORATED	2.3353	-	2.3353	34
AVERAGE	6.0079	0.2669	6.2748	

HB TAXABLE VALUE TRENDS

TAXABLE VALUES

Taxable Value is used to determine Ad Valorem revenue each Municipality receives from the County. The Taxable Value is multiplied by the annual millage rate to determine the amount of tax due.

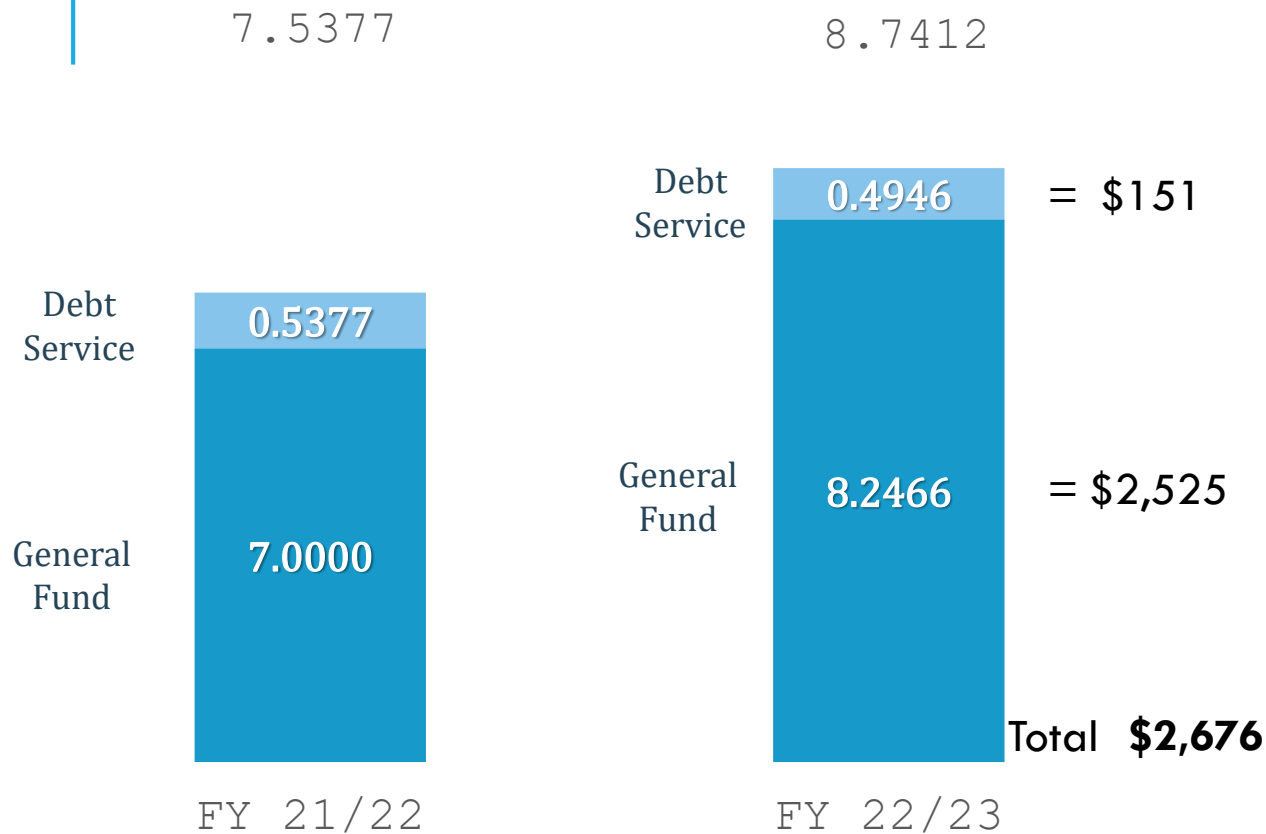


MUNICIPALITY	TAXABLE VALUE AS OF July 1st, 2022	OPERATING	DEBT	TOTAL	RANK
FORT LAUDERDALE	49,271,600,261	4.1193	0.2613	4.3806	1
HOLLYWOOD	21,001,968,219	7.4810	0.4156	7.8966	2
POMPANO BEACH	17,176,982,493	5.1875	0.7041	5.8916	3
PEMBROKE PINES	16,100,736,829	5.6690	0.4159	6.0849	4
CORAL SPRINGS	12,789,737,023	6.0232	0.2303	6.2535	5
MIRAMAR	12,585,942,283	7.1172	-	7.1172	6
DAVIE	12,494,575,904	5.6250	0.2311	5.8561	7
PLANTATION	11,678,873,997	5.8000	0.4007	6.2007	8
WESTON	10,540,297,532	3.3464	-	3.3464	9
SUNRISE	9,375,933,382	6.0543	0.4066	6.4609	10
DEERFIELD BEACH	9,349,779,724	6.0018	0.3107	6.3125	11
OAKLAND PARK	6,647,870,567	5.8890	0.5198	6.4088	12
PARKLAND	6,647,870,567	4.2979	-	4.2979	13
HALLANDALE BEACH (Proposed)	6,622,133,007	8.2466	0.4946	8.7412	14
HALLANDALE BEACH (Current)	6,622,133,007	7.0000	0.5377	7.5377	14
TAMARAC	5,332,804,719	7.2000	-	7.2000	15
COCONUT CREEK	5,236,558,528	6.4463	-	6.4463	16
DANIA BEACH	5,183,997,434	5.9998	0.1441	6.1439	17
MARGATE	4,136,012,855	7.1171	0.5974	7.7145	18
COOPER CITY	3,681,018,459	6.1250	-	6.1250	19
LAUDERHILL	3,601,410,628	8.1999	1.6944	9.8943	20
LIGHTHOUSE POINT	3,104,889,804	3.5893	0.5212	4.1105	21
NORTH LAUDERDALE	2,046,924,364	7.4000	-	7.4000	22
SOUTHWEST RANCHES	1,920,612,934	4.2500	-	4.2500	23
WILTON MANORS	1,887,880,081	5.8360	0.2419	6.0779	24
LAUDERDALE LAKES	1,691,013,837	8.6000	1.0950	9.6950	25
LAUDERDALE-BY-THE-SEA	1,691,013,837	3.3923	-	3.3923	26
HILLSBORO BEACH	1,671,258,836	3.5000	-	3.5000	27
UNINCORPORATED	1,094,801,962	2.3353	-	2.3353	28
PEMBROKE PARK	945,905,749	8.5000	-	8.5000	29
WEST PARK	816,694,542	8.5000	-	8.5000	30
SEA RANCH LAKES	278,829,391	7.2500	-	7.2500	30
LAZY LAKE	10,171,331	6.5000	-	6.5000	32
BROWARD COUNTY		5.6690	0.1556	5.8246	33
AVERAGE		6.0079	0.2931	6.2837	

MILLS NEEDED FOR MAJOR COST DRIVERS

ITEM	2022-23	
	TENTATIVE	MILLS
CAPITAL PROJECTS	3,603,586	0.7319
RENEWAL & REPLACEMENT PROGRAM	800,000	0.1625
FLEET REPLACEMENT PROGRAM	962,982	0.1956
ADDITIONAL PERSONNEL	500,000	0.1016

CITY MILLAGE-OPERATING & G.O. BOND



*Average Taxable Value for \$306,210 Home equates to approx.

\$370

increase in FY2022/23

*Based on taxable value not market value

PROJECTED RESERVES ON SEPTEMBER 30, 2022

- Based on the projected budget shortfalls, reserves would decrease from approximately \$22.8 Million at the beginning of FY2022/23 to approximately \$8.4 Million at the end of FY2026/27
- Financial strategies need to be undertaken to ensure that the City can sustain operations through FY2026/27

5-YEAR FINANCIAL PLAN AND CURRENT SITUATION

RECOMMENDED FINANCIAL STRATEGY FY 2023-FY 2027

BUDGET PROJECTIONS BEFORE STRATEGIES	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Revenue (Income)	\$ 76,305,743	\$ 77,175,532	\$ 81,329,458	\$ 86,717,602	\$ 90,021,809	\$ 91,858,321	\$ 93,955,253
Expenses	\$ (71,824,841)	\$ (83,723,634)	\$ (97,257,881)	\$ (102,330,544)	\$ (108,330,907)	\$ (111,621,224)	\$ (114,791,525)
Budget Surplus/Shortfall	\$ 4,480,902	\$ (6,548,102)	\$ (15,928,423)	\$ (15,612,942)	\$ (18,309,098)	\$ (19,762,903)	\$ (20,836,272)

APPROVED STABILIZATION STRATEGIES

Federal American Rescue Plan Act Assistance	\$ -	\$ 9,978,757	\$ 4,989,379	\$ 4,989,379	\$ -	\$ -	\$ -
New Certificate of Use Program	\$ -	\$ -	\$ 430,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Parking Program (meters & citations)	\$ -	\$ 1,133,040	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Total Approved Offset to Shortfalls	\$ -	\$ 11,111,797	\$ 6,619,379	\$ 6,789,379	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
Budget Surplus/Shortfall after Approved Strategies	\$ 4,480,902	\$ 4,563,695	\$ (9,309,044)	\$ (8,823,563)	\$ (16,509,098)	\$ (17,962,903)	\$ (19,036,272)

RECOMMENDED STABILIZATION STRATEGIES FY 23

Property Tax Increase FY23 (1.2466 mills)	\$ -	\$ -	\$ 6,079,388	\$ 6,444,151	\$ 6,637,476	\$ 6,836,600	\$ 7,041,698
Payment in Lieu of Franchise Fee - Water & Wastewater	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Solid Waste Franchise Fees at 22%	\$ -	\$ -	\$ 1,298,000	\$ 1,298,000	\$ 1,298,000	\$ 1,298,000	\$ 1,298,000
Solid Waste Franchise Fees at additional 3%	\$ -	\$ -	\$ 202,000	\$ 202,000	\$ 202,000	\$ 202,000	\$ 202,000
Elimination of 14 Firefighter Grant Funded Positions	\$ -	\$ -	\$ -	\$ 890,679	\$ 1,919,962	\$ 2,073,290	\$ 2,239,153
Implementation of Hybrid Fleet Program	\$ -	\$ -	\$ 385,373	\$ 495,349	\$ 377,349	\$ 296,349	\$ 296,349
Defer GF Capital Projects-Defer to FY24	\$ -	\$ -	\$ 165,000	\$ -	\$ -	\$ -	\$ -
Hiring Freeze (Select Vacancies)	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Proposed Offset to Shortfalls	\$ -	\$ 600,000	\$ 9,629,761	\$ 10,830,179	\$ 11,934,787	\$ 12,206,239	\$ 12,577,200
Ending Budget Surplus/Shortfall after Recommended	\$ 4,480,902	\$ 5,163,695	\$ 320,717	\$ 2,006,616	\$ (4,574,311)	\$ (5,756,664)	\$ (6,459,072)

BUDGET PROJECTIONS AFTER STRATEGIES

Year over Year Expenditure Change	-	16.57%	15.97%	4.48%	4.90%	2.95%	2.74%
Revenue (Income)	\$ 76,305,743	\$ 88,287,329	\$ 97,413,598	\$ 103,446,481	\$ 101,836,634	\$ 103,791,270	\$ 106,093,300
Expenses	\$ (71,824,841)	\$ (83,723,634)	\$ (97,092,881)	\$ (101,439,865)	\$ (106,410,945)	\$ (109,547,934)	\$ (112,552,372)
Budget Surplus/Shortfall	\$ 4,480,902	\$ 4,563,695	\$ 320,717	\$ 2,006,616	\$ (4,574,311)	\$ (5,756,664)	\$ (6,459,072)

RESERVES

Beginning Balance	\$ 13,168,875	\$ 17,649,777	\$ 22,813,472	\$ 23,134,189	\$ 25,140,805	\$ 20,566,494	\$ 14,809,830
Budget Surplus/Shortfall after Implementation of Strategies	\$ 4,480,902	\$ 5,163,695	\$ 320,717	\$ 2,006,616	\$ (4,574,311)	\$ (5,756,664)	\$ (6,459,072)
Ending Reserves Balance	\$ 17,649,777	\$ 22,813,472	\$ 23,134,189	\$ 25,140,805	\$ 20,566,494	\$ 14,809,830	\$ 8,350,758

Blue = 1 X revenue or expenditure reduction

Fund Balance - Less than minimum reserves shown in red	24.6%	27.2%	23.8%	24.8%	19.3%	13.5%	7.4%
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NO STRATEGY FY2023 THROUGH FY2027



BUDGET PROJECTIONS BEFORE STRATEGIES	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Revenue (Income)	\$ 76,305,743	\$ 77,175,532	\$ 81,329,458	\$ 86,717,602	\$ 90,021,809	\$ 91,858,321	\$ 93,955,253
Expenses	\$ (71,824,841)	\$ (83,723,634)	\$ (97,257,881)	\$ (102,330,544)	\$ (108,330,907)	\$ (111,621,224)	\$ (114,791,525)
Budget Surplus/Shortfall	\$ 4,480,902	\$ (6,548,102)	\$ (15,928,423)	\$ (15,612,942)	\$ (18,309,098)	\$ (19,762,903)	\$ (20,836,272)

**\$90 Million Deficit Over
the Next 5 Years**

PREVIOUSLY APPROVED & IMPLEMENTED STRATEGIES

APPROVED STABILIZATION STRATEGIES (FY2022 - FY2027)



BUDGET PROJECTIONS BEFORE STRATEGIES	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Revenue (Income)	\$ 76,305,743	\$ 77,175,532	\$ 81,329,458	\$ 86,717,602	\$ 90,021,809	\$ 91,858,321	\$ 93,955,253
Expenses	\$ (71,824,841)	\$ (83,723,634)	\$ (97,257,881)	\$ (102,330,544)	\$ (108,330,907)	\$ (111,621,224)	\$ (114,791,525)
Budget Surplus/Shortfall	\$ 4,480,902	\$ (6,548,102)	\$ (15,928,423)	\$ (15,612,942)	\$ (18,309,098)	\$ (19,762,903)	\$ (20,836,272)

APPROVED STABILIZATION STRATEGIES

Federal American Rescue Plan Act Assistance	\$ -	\$ 9,978,757	\$ 4,989,379	\$ 4,989,379	\$ -	\$ -	\$ -
New Certificate of Use Program	\$ -	\$ -	\$ 430,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Parking Program (meters & citations)	\$ -	\$ 1,133,040	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Total Approved Offset to Shortfalls	\$ -	\$ 11,111,797	\$ 6,619,379	\$ 6,789,379	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
Budget Surplus/Shortfall after Approved Strategies	\$ 4,480,902	\$ 4,563,695	\$ (9,309,044)	\$ (8,823,563)	\$ (16,509,098)	\$ (17,962,903)	\$ (19,036,272)

\$72 million deficit over the next 5 years

WHERE ARE WE NOW?

CURRENT SITUATION

NOT OUT OF THE WOODS YET



Over the next 5 years (FY2023-2027) the City faces a

**\$72 MILLION BUDGET
DEFICIT/SHORTFALL**

Due to ongoing budget deficits and the state of the economy,
the City will run out of savings by the end of FY2024

**Beginning of 2025=
BANKRUPTCY/INSOLVENCY**

SPECIAL DISTRICTS

GOLDEN ISLES, AND THREE ISLANDS MILLAGE



Golden Isles Millage

Golden Isles millage is 1.0934.

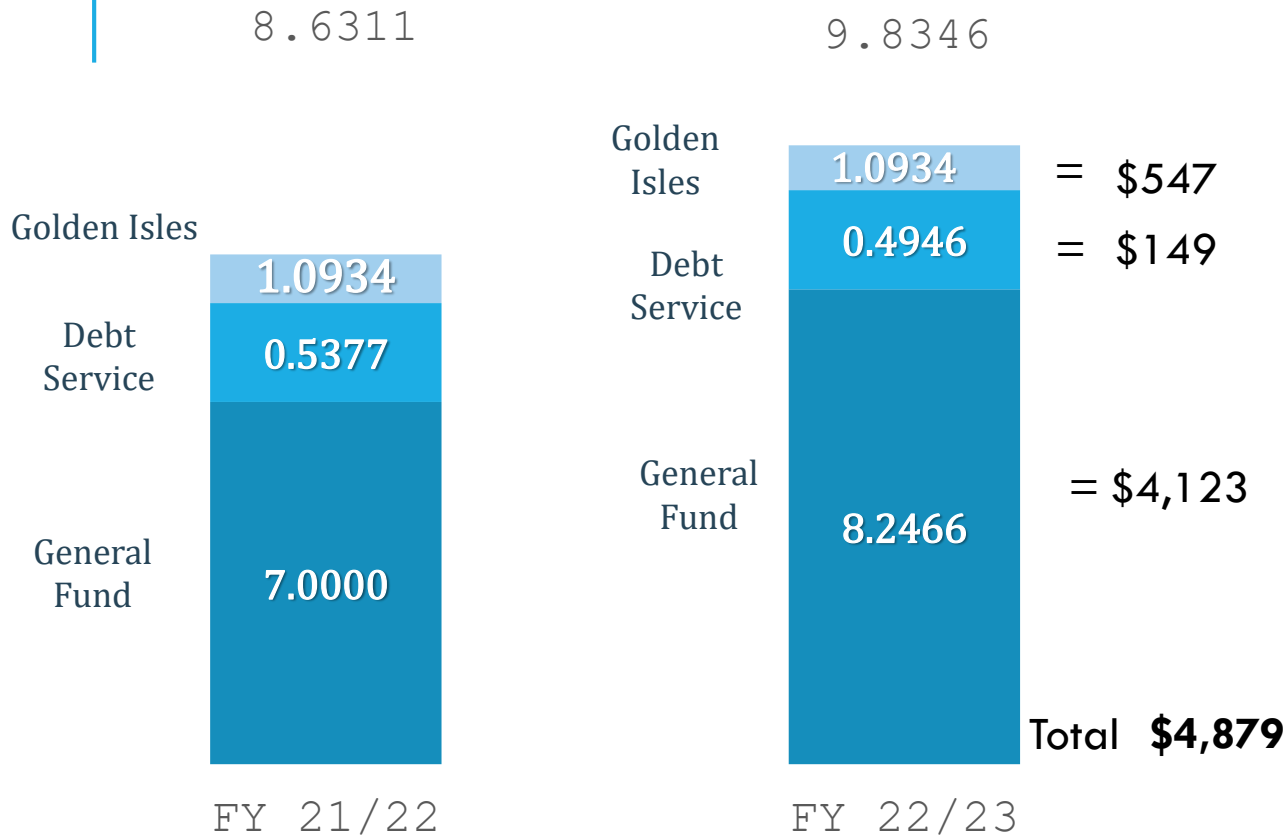
Based on the Assessed Taxable Value of \$500,000 for a Single-Family Home in the district, this equates to \$547 in property taxes.

Three Islands Millage

Three Islands millage is 0.6600.

Based on the Assessed Taxable Value of \$500,000 for a Single-Family Home in the district, this equates to \$330 in property taxes.

GOLDEN SPECIAL DISTRICT



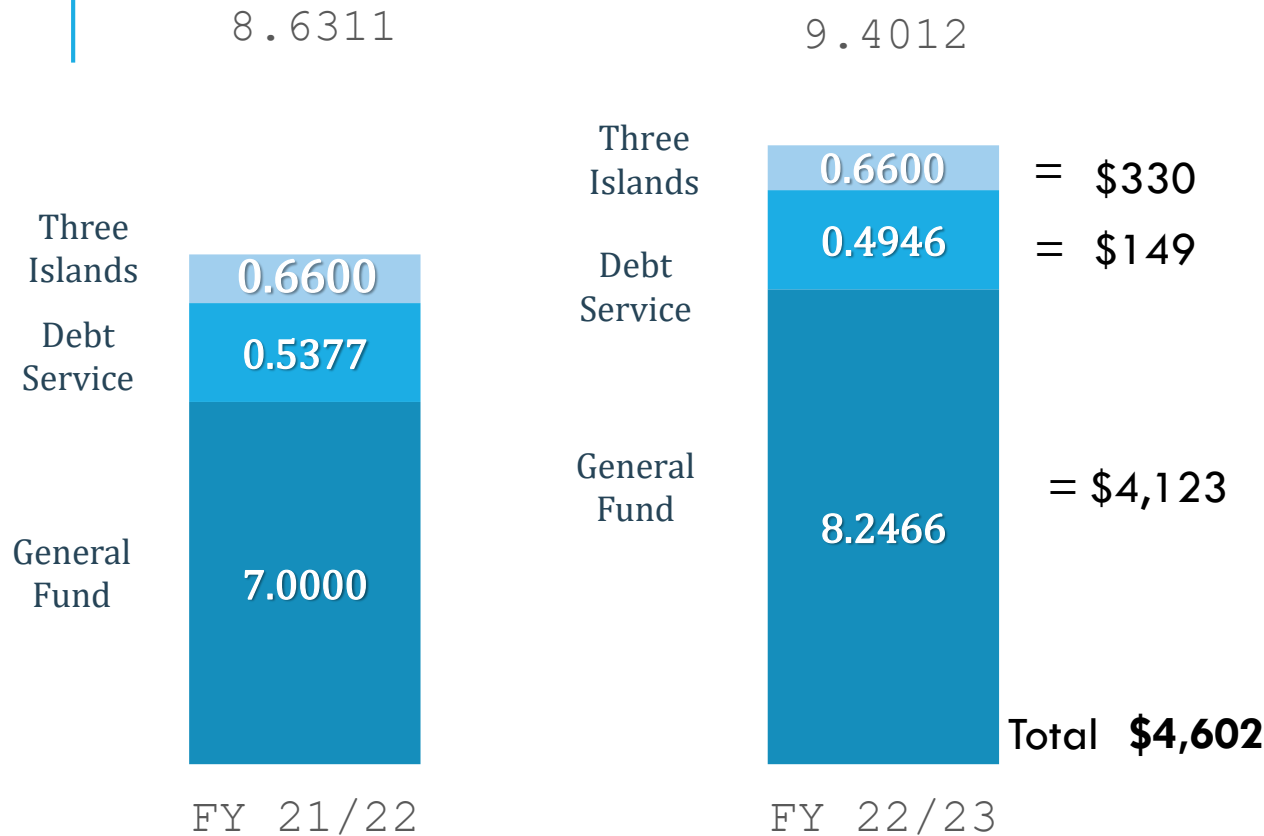
*Average Taxable Value for \$500,000 Home equates to approx.

\$623

increase in
FY2022/23

*Based on taxable value not market value

THREE ISLANDS SPECIAL DISTRICT



*Average Taxable Value for \$500,000 Home equates to approx.

\$605

increase in FY2022/23

*Based on taxable value not market value

PROJECTS TO ROLL INTO FY 2022-23

PROJECTS SUMMARY LIST

FY 2021-22 PROJECTS TO ROLL BY FUND

FUND	FUND DESCRIPTION	SUM OF AVAILABLE BUDGET
001	GENERAL FUND	\$ 2,082,316.72
120	THREE ISLANDS DISTRICT	\$ 576,775.00
121	GOLDEN ISLES DISTRICT	\$ 230,237.00
150	GRANTS FUND	\$ 1,275,778.92
160	TRANSPORTATION FUND	\$ 199,084.85
170	BUILDING FUND	\$ 198,600.00
170	BUILDING FUND	\$ 104,737.93
302	GO BOND FUND	\$ 1,451,320.37
330	CRA REDEVELOPMENT NOTE 2020	\$ 129,247.40
348	CAPITAL PROJECTS FUND	\$ 282,777.14
410	SANITATION FUND	\$ 106,500.00
440	STORMWATER FUND	\$ 40,000.00
440	STORMWATER FUND	\$ 3,020,023.51
490	UTILITY FUND	\$ 40,000.00
490	UTILITY FUND	\$ 21,921,921.25
491	UTILITY IMPACT FEES FUND	\$ 1,432.00
530	FLEET FUND	\$ 286,523.88
530	FLEET FUND	\$ 207,123.00
Grand Total		\$ 32,154,398.97

NEXT STEPS

PENDING ACTIONS



**SEP
12**

First Public
Hearing

**SEP
28**

Final Public
Hearing

QUESTIONS

