

Strategic Planning

The Strategic Framework: The City of Lauderdale Lakes, with the leadership of the Mayor and Commissioners have developed a strategic framework. This framework will allow the City going forward to apply its resources to the priorities of the organization in a strategic manner. As part of the budget development process, the City's various services are broken down into strategic operational areas that include Public Safety; Infrastructure; Growth Management; Culture and Recreation; and Management Services. The most efficient organizations are those who have their strategic operational areas aligned with the Vision, and here in the City of Lauderdale Lakes, our strategic framework



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



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



Respect, Integrity, Openness, Honesty,

When we combine all of these elements into one document, including initiatives and performance measures, it is technically defined as a "Strategy Map". The City's Strategy Map can be found below:

Strategic Planning (continued)

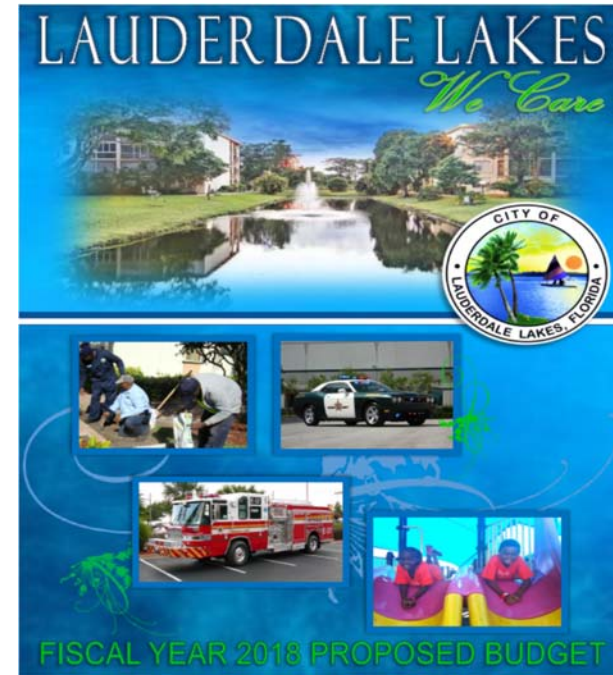
The City's overall business strategy is presented by perspectives, which allows the City to meet the goals in its operational areas that ultimately lead to achieving the Vision. The perspectives are read from bottom to top and start appropriately with Financial Management as the key to building a successful foundation for the organization. Next is investing in our most important asset our employees through Employee Development. We are going to ensure we develop our employees so that they have proper training to support operations and to achieve success. This allows us to achieve success in Operations because we have a financial foundation and we properly trained employees therefore creating efficient and effective operations. All of these Perspectives together allow the City to address the most important Perspective, our Customer. We will engage our Customers with the intent of improving the image of the City of Lauderdale Lakes.

The above process outlines the necessary elements that properly allow us to align our Vision and Mission and provides further clarity to departments of expected outcomes. This enhances our ability to focus on what is important to the organization. As we move forward with the implementation of this process it will become incorporated into our budget process more fully. We will then be able to describe in great detail the initiatives and fiscal impact of our efforts in addressing the strategic objectives identified by the Mayor and Commissioners as part of the strategic framework.

CITIZEN'S GUIDE

CITY OF LAUDERDALE LAKES
FISCAL YEAR 2017-2018

PROPOSED BUDGET



City of Lauderdale Lakes FY 2018 Citizen's Guide

This pamphlet is a brief look at the Proposed FY 2018 Budget for the City of Lauderdale Lakes. We hope to enhance your understanding of how the City's funding is structured, the services provided and the use of funding necessary to provide services.

Our vision is to provide innovative and excellent municipal services in an effective and efficient manner to the citizens of our City. Our intent is to engage citizens in the decision making of the City.

Thank you for the opportunity to serve you and to be able to make the City of Lauderdale Lakes the best it can be.

Rationale for the Budget Structure

National Accounting Standards - Just as businesses follow what are known as generally accepted accounting principles (abbreviated "GAAP"), governments follow national standards for financial reporting. A government using consistent standards can look at itself over time to measure its financial strengths. Comparative measures of performance can then be made with other units of government.

State of Florida Budgeting Standards - The State of Florida establishes budgeting and financial rules for local Florida governments. An example is its rule for the timing of the annual budget cycle. The fiscal year for counties begins October 1st and ends September 30th of the following year. Other rules include how a county adopts a budget and sets property tax rates.

Federal and State Grant Requirements - The City of Lauderdale Lakes receives grants from several federal and state agencies. To insure the City uses these funds for specific programs, these agencies require the City to keep grant funds separate from all other City Revenues. This segregation requires a more complex financial structure to manage these "restricted" dollars.

Local Budgeting Standards - Finally, the Board of City Commissioners establishes uses for some fees collected by the City to insure they are spent on specific programs. Stormwater assessment and permit fees are examples of revenues with such self-imposed restrictions.

Hazelle P. Rogers, Mayor
Veronica Edwards Phillips Vice Mayor
Sandra Davey, Commissioner
Gloria Lewis, Commissioner
Beverly Williams, Commissioner

City Manager
Phil Alleyne, City Manager
Financial Services Director

Susan Gooding-Liburd, MBA, CPA, CGFO, Assistant City Mgr.

Information about the budget is available by calling the **Financial Services Department:**
4300 NW 36th Street; Lauderdale Lakes, Florida
(954-535-2818)
from 8:00 A.M. to 5:00 P.M. Monday through Friday.
Information can also be obtained through the City Website at:
lauderdalelakes.org

City of Lauderdale Lakes 2018 Strategy Map



Balancing the City of Lauderdale Lakes Budget

Florida law states that a city must have a balanced budget. This means that the amount of proposed revenue must equal the anticipated expenditures in every fund. When it is said that the "budget is balanced", this means that all revenue equals all expenditures and there is no budget deficit.

Sources

Ad Valorem Tax	10,715,749
Sales & Use Tax	4,591,116
Special Assessments	9,304,244
Franchise Tax	2,823,500
Utility Tax	2,355,000
Permits/Licenses/Inspection	1,762,800
Fines & Forfeitures	191,500
Intergovernmental Revenue	3,053,379
Charges for Services	1,106,960
Miscellaneous Revenue	1,475,306
Transfers In	264,449
Other Sources/Appropriation	3,232,852

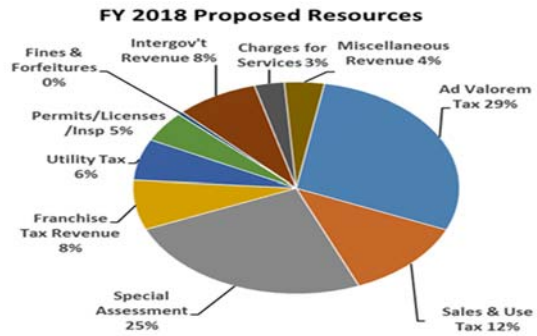
TOTAL SOURCES 40,876,855

Expenditures

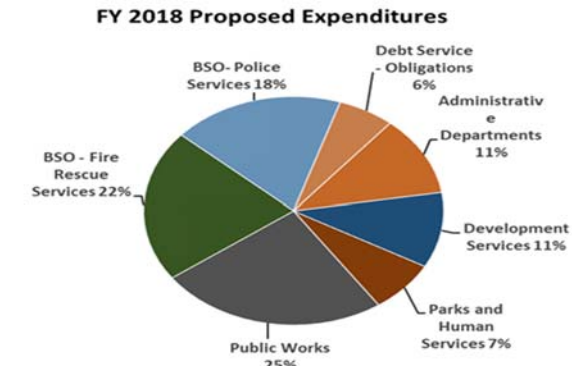
Mayor & City Commission	420,851
City Attorney	247,000
City Clerk	271,637
City Manager Office	431,689
Financial Services	1,389,483
Human Resources & Risk Mgmt.	276,994
Development Services	4,301,751
Parks & Human Services	2,976,721
Public Works	9,976,534
General Administration	1,548,436
Advisory Boards	33,100
BSO - Fire Rescue Services	8,716,491
BSO- Police Services	7,499,183
Debt Service - Obligations	2,466,187
Transfers Out	264,449
Other Uses/Contingency	76,380

TOTAL EXPENDITURES 40,876,855

Where the Money Comes From (Sources)



Where the Money Goes (Uses)

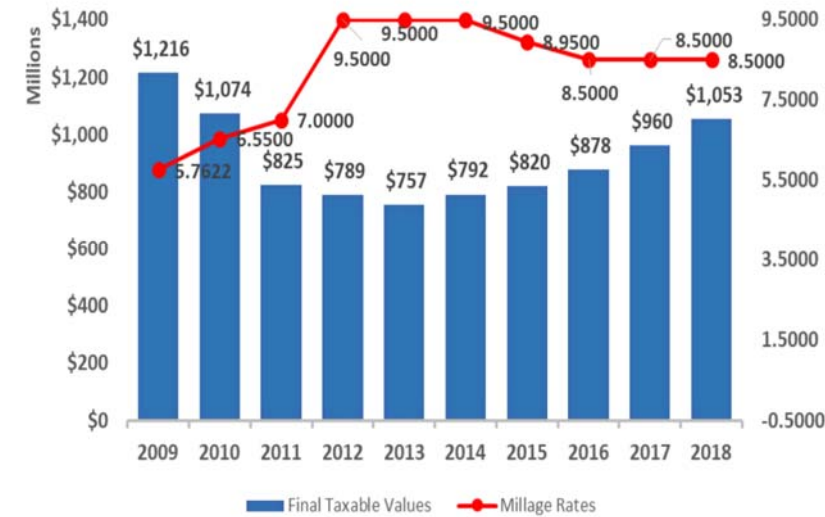


An Important Revenue - Property Taxes

A "property tax" more specifically called an "ad valorem" tax, is a tax based on the value of the property. In Florida there are three factors for calculating the amount of property tax assessed on a piece of real estate: the value of the property, the amount of the value exempted from tax and the tax rate.

Yearly, taxing authorities decide how much tax money their budgets require to operate and provide public services. The rate at which the tax is charged is called the "millage rate". One mill is equal to \$.001. This means that if the millage rate is 8 mills then the amount of tax paid per dollar value is \$.008. It is much easier to think of the rate as how many dollars of tax will be paid per thousand dollars of property value. For example, if the property is valued at \$10,000 and the millage rate is 8 mills, you would pay \$8 per \$1000 value or \$80.

FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	Change from FY 16
6.5500	7.0000	9.5000	9.5000	9.5000	8.9500	8.5000	8.5000	8.5000	-0.40%



FY 2018 Budget Challenges:

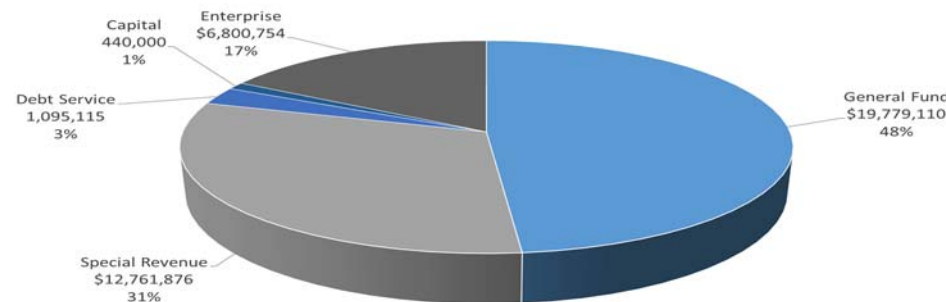
- The economy is improving but there is growing uncertainty regarding future growth of the economy. This gives us caution in forecasting future property values
- Reduction of debt service with the use of reserves
- Funding for both new CIP and the replacement of aging infrastructure
- Rising cost for Public Safety above consumer price index (CPI)

The Budget Structure

An important concept in government accounting and budgeting is subdividing the budget in to what are called "funds". This is called fund accounting. Fund accounting allows a government to budget and account for funds restricted by law or policy. These funds allow the City to separate certain revenues and then account for the expenditures from those revenues.

Each of the funds must balance, meaning that the revenues must equal the expenditures in each fund. The City budget adopted each year by the Mayor Commissioners is actually the total of the separate funds as summarized to the right by fund type.

Overall Budget \$40.8 Million



Fund Descriptions

General—To account for all financial resources except for those required to be accounted for in a separate fund.

Special Revenue—To account for specific resources which are restricted for a specific purpose.

Debt Service—To account for the payment of general long-term debt.

Capital—To account for resources for the acquisition or construction of major capital projects.

Enterprise—To account for operations that are financed and operated in a manner similar to private business.

Internal Service—To account for the financing of goods provided by one county department to another on a reimbursement basis.

Expendable Trust—To account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units.