



Item No. 2a

AGENDA ITEM REQUEST FORM

Town Manager

Department Submitting Request

Connie Hoffmann 

Dept Head's Signature

BUDGET WORKSHOP June 21, 2011

FY2011 DESIGNATED HIGH PRIORITY ITEM
TOPICS: MASTER PLAN & CIP

SUBJECT TITLE: DRAFT FINANCE PLAN FOR IMPLEMENTATION OF THE TOWN'S MASTER PLAN

EXPLANATION: The Town engaged the services of Redevelopment Management Associates (RMA) to work with the Town Manager to prepare a financial plan to implement the Master Plan. A draft Five Year Finance Plan is attached. The Town does not have sufficient funding without borrowing or obtaining many large grants to finance all of the projects and activities in a five year period that are contained in the Master Plan. As a result, it was necessary to use some of the prioritization decisions the Commission had already made (e.g. on drainage projects) and make suggestions on how other large capital projects could be done in phases. We did feel it was important to accomplish significant improvements on the Town's three main commercial streets during the five year period – El Mar, Commercial Boulevard, and A1A. We also incorporated the Chen Stormwater Master Plan estimates for high priority drainage projects into the Plan as correcting drainage problems is a recommendation of the Master Plan and an issue important to our residents.

You will note that we have left space in the plan to fill in figures on the cost of replacing sewer lines for those streetscape projects where such significant roadwork will be done that it makes sense to replace the sewer lines at the same time. It may be necessary to do the same for some of the large drainage projects, such as those on Bougainvillea and Poinciana. Those numbers will be filled in after the evaluation of the sewer system is done. We did show \$1.7 million from the anticipated Sewer Fund balance flowing into the Finance Plan to cover some sewer projects. The funds are shown in the first year now, but will later be distributed among various years according to when projects are to be done.

In a similar vein, we anticipate that net parking revenues will be accumulating in the parking fund that will be able to be used to expand the parking inventory over time. We show that money going into a Parking Reserve.

The Finance Plan is a roadmap, not something etched in stone that cannot be changed. It is anticipated we will continue to revise it over the next several months and that it will be revised each budget year – and sometimes mid-year – as new information becomes available. For example, we have used Chen's estimates for drainage projects which include a sizeable contingency. If we continue to see much lower construction bids on drainage projects than Chen has estimated, we will want to reduce the drainage cost estimates in the Plan. Likewise, as we get into more detailed design of the projects, we will be able to refine the cost estimates.

The Plan suggests how we fund items in addition to the major infrastructure projects, such as some of the economic revitalization recommendations RMA made in their earlier report. Please note that we have not yet identified funding for the Economic Development Director position which the Plan assumes would be hired in the third year. I also included a new Project Manager position in the Plan, a position that will be required to handle the substantial bidding, administrative, field, and contract management work that will be generated by a capital program of this scope. We have shown that position funded through the Capital Fund. My thought is that we would transfer funds from the capital assets fund balance in the General Fund to the Capital Fund to cover that expense.

Kim Briesemeister of RMA will attend Tuesday's workshop and will explain how the cost estimates were developed and discuss other aspects of the draft Plan with the Commission.



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EXPECTED OUTCOME: Guidance from the Commission on the phasing of projects and funding issues called for in the draft plan, particularly in the first year so that the FY 2012 CIP Budget will reflect the Commission's priorities and direction.

EXHIBITS: RMA Financing & Implementation Plan for LBTS

Reviewed by Town Attorney

Yes No

Town Manager Initials CH



**Redevelopment
Management Associates**

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Financing and Implementation Plan

**For the Town of
Lauderdale-By-The-Sea**



*“Stimulating redevelopment activity in order to strengthen the
economic base of the redevelopment area”*

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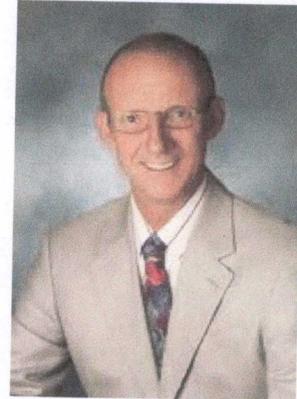
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Executive Team

Town Commission



**Mayor
Roseann Minnet**



**Vice Mayor
Stuart Dodd**



**Commissioner
Birute Ann Clotey**



**Commissioner
Scot Sasser**



**Commissioner
Christopher Vincent**

Town Manager

Connie Hoffmann

Recognition Page

Prepared By

**Kim J. Briesemeister
Christopher J. Brown
Redevelopment Management Associates**

**Connie Hoffmann
Town Manager
Town of Lauderdale-By-The-Sea**

With Support From

Community Residents

Business Owners

**Lauderdale-By-The-Sea Chamber of
Commerce**

Town Departments and staff

Executive Summary

In March 2011, RMA presented a Redevelopment Implementation Plan (“Redevelopment Plan”) for the Town of Lauderdale-By-The-Sea. The Redevelopment Plan’s primary purpose is to create the structure and foundation necessary to stimulate redevelopment activity.

RMA identified the following strategic redevelopment components:

- ✓ Appearance
- ✓ Marketing and Special Events
- ✓ Retail and Business Development
- ✓ Hotel Inventory and Operations
- ✓ Infrastructure in Public Right-of-Way
- ✓ Parking
- ✓ Funding
- ✓ Organization

Each redevelopment component included stakeholder/RMA observations as well as recommended actions to ensure the Town’s redevelopment goals are achieved. RMA also produced a recommended organizational structure and a project management task list to aid in the effective management of the Redevelopment Plan.

To implement the Redevelopment Plan in manageable segments, this document referred to as the *Financing and Implementation Plan* (the “Finance Plan”) has been drafted to provide a financial component for implementation. As the financial state of the Town changes over time, the Finance Plan will be updated to reflect changes in funding sources and/or redevelopment priorities.

The intended result is an increase in private sector investment because the development community, residents, lenders and all others involved in redevelopment recognize that a solid, long term commitment has been made by the elected officials presiding over the Town.

Respectfully Submitted,

Kim J. Briesemeister and Christopher J. Brown
Redevelopment Management Associates

Redevelopment Components

A. Appearance

The overall appearance of the Town of Lauderdale-By-The-Sea (“Town”) is vitally important to local residents and visitors alike. RMA recommends updating entryways to not only visually define the arrival into the Town, but to also establish a sense of quality that begins with the public right-of-way and public spaces. During the stakeholder interview process it was apparent that there is a desire to “define” the Town’s entry and improve the look and feel of the general area upon arrival.

The emphasis of this section of the Finance Plan is on preparing the necessary design guidelines to ensure the overall appearance of facades, features, right-of-way elements, color palettes, and other visual elements that are aesthetically pleasing and consistent.

In addition to the design guidelines, public right-of-way features need to be designed with a consistent theme. The Finance Plan includes appropriations within the marketing component to complete a branding process that incorporates right-of-way design elements.

B. Marketing and Special Events

Establishing a professional marketing program is imperative for the Town’s future economic growth and prosperity. Although individual businesses will advertise to attract their own customers, the overall business attraction and development of the Town should not be left to chance. The Town needs to position itself to attract local residents and tri-County visitors and tourists alike, as well as stay competitive with surrounding areas. Visitors drawn to the retailers may become hotel guests in the future and vice-versa.

Critical to an effective marketing program is defining the Town’s brand. Branding is the marketing practice of making a promise, and creating a symbol or design that identifies and differentiates a product, in this case the Town. Branding establishes an identifiable image that can add value by promoting tourism, attracting commercial enterprise, and building community pride. With a clearly defined image, the Town will be more successful in increasing hotel occupancy, attracting new retailers, increasing retail sales and realizing a greater tax base for its residents.

The Town Commission recently discussed having in-house staff produce a Marketing Plan. RMA recommends the Marketing Plan be based on the results of research-

based initiatives including intercept surveys (to capture information on current visitors) as well as a phone survey (to understand the impression people have who may or may not be current visitors to the Town). ESRI reports (statistical data) should also be utilized to analyze the demographic makeup of the Town compared to a larger area, and merchant surveys will be conducted to gauge the opportunities and issues facing the business community as well as the hotel industry.

C. Retail and Business Development

The retailers are important to the business base of the Town. When they do well, the rental receipts can support the maintenance and redevelopment of the buildings. Higher rents usually mean higher property values which form a tax base for the Town. Supporting the retailers is the first step to creating an environment where business prosperity is shared by all. The coordination of the retailers into a cohesive retail organization is highly suggested.

The nature of retail business in the Town (i.e. small owner-operated businesses) makes it unlikely that such an organization will form without the Town's active encouragement and support. Attention needs to be given to the overall "image" of the retail areas, and it is not enough to simply improve the right-of-ways or public spaces and not address the retailers' image and impact on the environment. This requires a concerted and comprehensive strategy by the Town.

Some of the key elements of retail redevelopment will include improved window displays, consistent hours-of-operation, improved communication with retailers, establishing incentive programs for retail properties, and establishing a merchant association to guide the merchants.

D. Hotel Inventory and Operations

The hotel industry in the Town is critical to its economic success. The Town is known for its beach and hospitality, which is linked to a vibrant entertainment retail center. Renovation, improved management, centralized marketing, and branding are significant keys to its success in the future.

One of the issues the Hoteliers face is the age of the structures which make upgrading costly and often impossible when revenue streams cannot cover the investment needed. Small changes and upgrades may begin to impact the revenue streams of the smaller operators, resulting in more funds available to maintain and/or upgrade properties. In drafting the Finance Plan it was recognized that if the Town assisted the Hoteliers in upgrading and enhancing their properties, the overall image of the Town would improve and potentially lead to additional revenue for the hotel industry in general.

Another issue is the lack of communication between the hotel operators. The Finance Plan places emphasis, albeit with limited funds, on ensuring the hoteliers meet on a regular basis and forge ways to increase business together.

E. Infrastructure in Public R.O.W.

A great deal of discussion has occurred on various options for improving the public right-of-way. Capital upgrades are recommended with an emphasis on phasing continued improvements over time.

In May 2011 the University Of Miami (School Of Architecture) visited the Town for a week long session to prepare infrastructure improvement recommendations for the area. The main focus was on Commercial Boulevard including the Pelican Plaza section, A1A between Palm and Pine Avenues, Town Hall & El Prado, the Basin Drive Marina area, and the redesign of hotel facades.

In accordance with the UM recommendations, the Finance Plan outlines a suggested phasing of these infrastructure improvements to provide a clear and consistent investment into the Town's public realm.

Over time and as the Town hires firms to design the improvements, field conditions, citizen and business design input, and permitting agencies may cause the costs to vary from what is forecast and will require amendments to the Finance Plan. This is a normal evolution of a Finance Plan. The estimates contained in the plan are based on current construction bids RMA has reviewed for projects in other South Florida cities and drainage estimates provided by Chen Moore & Associates to the Town. We have not built any assumptions for inflation into our cost estimates. The Town Manager has advised us that the Chen estimates include a sizeable contingency factor.

The primary objective is to send a consistent message that the Town intends to upgrade the right-of-way with the goal of making it an attractive place for the private sector to invest and thereby bring investment dollars to the Town.

F. Parking

Parking is often a contentious and divisive issue in retail and entertainment districts. Parking should be viewed as an evolving situation with short-term and long-term goals. It is not possible to accurately "predict" every scenario that will evolve as new businesses open and others close. The best approach is to set immediate objectives and prepare for long-range parking options including garages. This will require real estate ownership for the Town to build structured parking on an as-needed basis.

The following observations were taken from RMA's Redevelopment Plan and should be considered when determining parking options.

- Parking demand from restaurants east of A1A on Commercial Blvd is extremely high;
- The parking supply in the downtown is not adequate for peak demand in restaurant sections of Commercial Blvd. and during season for beach use;
- Wayfinding signage for parking is inadequate;
- Parking meter revenue is not maximized, thus the need for further analysis of parking rates and utilization; and
- El Prado and particularly the A1A surface lots are underutilized except at peak times.

RMA recommends that the Town fund a parking demand study to identify current and forecasted parking supply needs.

If the Town pursues an active business development approach, RMA believes it is likely that a parking garage will be needed towards the end of the 5-year forecast period. Given the net revenue stream in the Parking Fund that the Town Manager projects for next fiscal year (when your second round of parking rate increases are implemented), RMA believes that the financing of a 130-space parking garage is feasible through a bond issue supported entirely by parking revenues. New technologies being used in garage construction are lowering the cost per space and could make an even higher capacity parking structure possible.

Town of Lauderdale-By-the-Sea – Financing and Implementation Plan

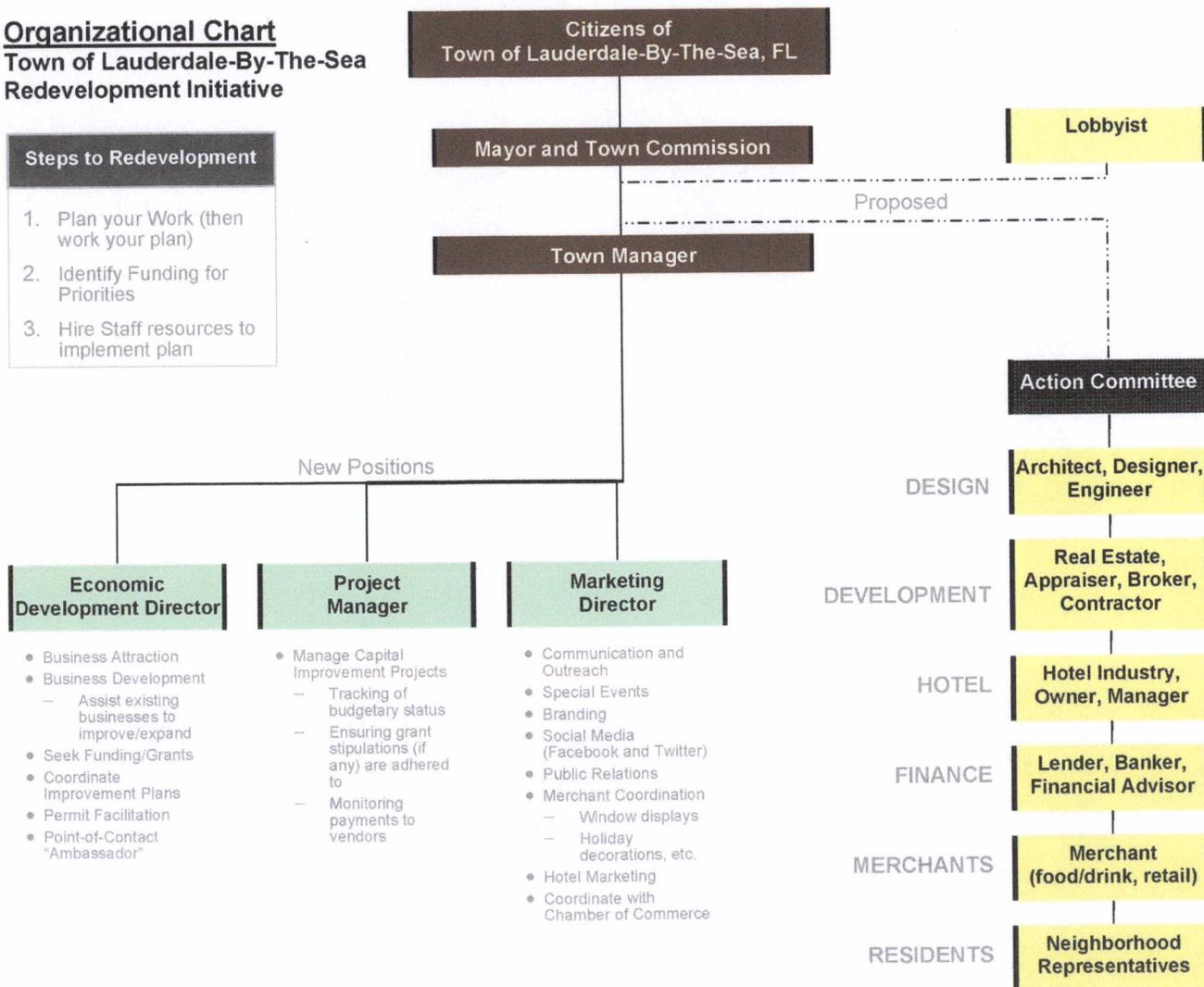
Organizational Chart



Organizational Chart Town of Lauderdale-By-The-Sea Redevelopment Initiative

Steps to Redevelopment

1. Plan your Work (then work your plan)
2. Identify Funding for Priorities
3. Hire Staff resources to implement plan



Financing and Implementation Plan

Synopsis

The Financing and Implementation Plan for the Town of Lauderdale-By-The-Sea presents financial forecast data in the following structure:

- Summary Statement by Redevelopment Components (i.e. segments forecasted expenditures by redevelopment component; examples include overall appearance, retail, etc.).
- Supporting Schedules which provide detailed information involving: Source & Use Statements for each redevelopment component that specifies the individual sub-projects and associated funding sources; and miscellaneous operating expenditure forecasts.



Town of Lauderdale-By-The-Sea Financing and Implementation Plan Summary Statement by Redevelopment Component

	Total	Proposed FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
Source (Revenue)						
Appropriate From Carryforward Fund Balance						
General Fund	\$ 2,597,663	\$ 75,000	\$ 1,272,388	\$ 350,000	\$ 460,684	\$ 439,591
Sewer Fund	\$ 1,700,000	1,700,000	-	-	-	-
Capital Fund	\$ 4,035,325	1,444,629	2,113,196	163,840	160,820	152,840
Parking Fund	\$ -	-	-	-	-	-
El-Mar Drive Improvements	\$ 929,600	-	855,090	-	-	74,510
Total Estimated Carryforward Balances	\$ 9,262,588	\$ 3,219,629	\$ 4,240,674	\$ 513,840	\$ 621,504	\$ 666,941
Town of Lauderdale-By-The-Sea Contribution						
General Fund Operating Budget						
<i>Funds freed by Staffing Reorganization</i>						
	\$ 475,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
<i>From Professional Consultants Budget</i>						
	\$ 135,000	85,000	-	25,000	-	25,000
<i>Other Existing Budget Sources</i>						
	\$ 256,870	43,300	51,440	51,850	52,040	58,240
Stormwater Fees (proposed)	\$ 800,000	-	200,000	200,000	200,000	200,000
Parking Fund (net revenues over expenditures)	\$ 1,125,000	225,000	225,000	225,000	225,000	225,000
Capital Fund (annual transfer from General Fund)	\$ 4,350,000	870,000	870,000	870,000	870,000	870,000
<i>Subtotal - Town Contribution</i>	\$ 7,141,870	\$ 1,318,300	\$ 1,441,440	\$ 1,466,850	\$ 1,442,040	\$ 1,473,240
Grant Programs	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Parking Revenue Bonds	\$ 2,440,000	-	-	-	-	2,440,000
Total Forecasted Revenues	\$ 9,581,870	\$ 1,318,300	\$ 1,441,440	\$ 1,466,850	\$ 1,442,040	\$ 3,913,240
Total Sources	\$ 18,844,458	\$ 4,537,929	\$ 5,682,114	\$ 1,980,690	\$ 2,063,544	\$ 4,580,181
Use (Expenditures)						
Expenditures						
Operations						
Dedicated Personnel Allocation (City staff)						
<i>Marketing Director (new position)</i>						
	\$ 494,400	\$ 95,000	\$ 96,900	\$ 98,840	\$ 100,820	\$ 102,840
<i>Project Manager (new position)</i>						
	\$ 494,400	95,000	96,900	98,840	100,820	102,840
<i>Economic Development Director (new position)</i>						
	\$ 290,740	-	-	95,000	96,900	98,840
Miscellaneous Operating Expense	\$ 43,870	6,800	6,940	9,850	10,040	10,240
<i>Subtotal - Operations</i>	\$ 1,323,410	\$ 196,800	\$ 200,740	\$ 302,530	\$ 308,580	\$ 314,760
Debt Service						
Parking Revenue Bonds (20-yr term; 5.44% TIC)						
	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
<i>Subtotal - Debt Service</i>	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
Redevelopment Components						
Appearance	\$ 75,000	\$ 35,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ -
Marketing and Special Events	\$ 303,000	97,000	37,500	62,500	37,500	68,500
Retail and Business Development	\$ 262,500	52,500	52,500	52,500	52,500	52,500
Hotel Inventory and Operations	\$ 387,500	77,000	79,500	77,000	77,000	77,000
Infrastructure in Public Right-of-Way	\$ 11,523,188	2,154,629	5,058,774	1,345,000	1,455,684	1,509,101
Parking	\$ 2,542,000	45,000	45,000	12,000	-	2,440,000
<i>Subtotal - Redevelopment Components</i>	\$ 15,093,188	\$ 2,461,129	\$ 5,288,274	\$ 1,564,000	\$ 1,632,684	\$ 4,147,101
Total Forecasted Expenditures	\$ 16,641,598	\$ 2,657,929	\$ 5,489,014	\$ 1,866,530	\$ 1,941,264	\$ 4,686,861
Reserve						
General Fund	\$ (310,140)	\$ -	\$ (1,900)	\$ (98,840)	\$ (102,720)	\$ (106,680)
Stormwater	\$ -	-	-	-	-	-
Sewer Fund	\$ 1,700,000	1,700,000	-	-	-	-
Capital Fund	\$ -	-	-	-	-	-
Parking Fund	\$ 813,000	180,000	195,000	213,000	225,000	-
El-Mar Drive Improvements	\$ -	-	-	-	-	-
Total Forecasted Reserves	\$ 2,202,860	\$ 1,880,000	\$ 193,100	\$ 114,160	\$ 122,280	\$ (106,680)
Total Uses	\$ 18,844,458	\$ 4,537,929	\$ 5,682,114	\$ 1,980,690	\$ 2,063,544	\$ 4,580,181

Surplus/(Deficit)	\$	-	\$	-	\$	-	\$	-	\$	-	\$
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Town of Lauderdale-By-The-Sea Financing and Implementation Plan Supporting Schedule - Appearance Project Listing

	Total	Proposed FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
Source (Revenue)						
Town of Lauderdale-By-The-Sea Contribution						
General Fund Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>From Professional Consultants Budget</i>	\$ 20,000	20,000	-	-	-	-
<i>Other Existing Budget Sources</i>	\$ -	-	-	-	-	-
Stormwater Fees (proposed)	\$ -	-	-	-	-	-
Parking Fund (net revenues over expenditures)	\$ -	-	-	-	-	-
Capital Fund (annual transfer from General Fund)	\$ -	-	-	-	-	-
Grant Programs	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Parking Revenue Bonds	\$ -	-	-	-	-	-
Appropriate from Carryforward Fund Balance						
General Fund	\$ -	-	-	-	-	-
Sewer Fund	\$ -	-	-	-	-	-
Capital Fund	\$ 55,000	15,000	15,000	15,000	10,000	-
Parking Fund	\$ -	-	-	-	-	-
El-Mar Drive Improvements	\$ -	-	-	-	-	-
Total Sources	\$ 75,000	\$ 35,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ -
Use (Expenses)						
Appearance						
Design Guidelines for Commercial Blvd. Facades	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	-
Public Signage Upgrade	\$ 55,000	15,000	15,000	15,000	10,000	-
Total Uses	\$ 75,000	\$ 35,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ -

Surplus/(Deficit)



Town of Lauderdale-By-The-Sea Financing and Implementation Plan

Supporting Schedule - Marketing and Special Events Project Listing

	Total	Proposed FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
Source (Revenue)						
Town of Lauderdale-By-The-Sea Contribution						
General Fund Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>From Professional Consultants Budget</i>	\$ 115,000	65,000	-	25,000	-	25,000
<i>Other Existing Budget Sources</i>	\$ 188,000	32,000	37,500	37,500	37,500	43,500
Stormwater Fees (proposed)	\$ -	-	-	-	-	-
Parking Fund (net revenues over expenditures)	\$ -	-	-	-	-	-
Capital Fund (annual transfer from General Fund)	\$ -	-	-	-	-	-
Grant Programs	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Parking Revenue Bonds	\$ -	-	-	-	-	-
Appropriate from Carryforward Fund Balance						
General Fund	\$ -	-	-	-	-	-
Sewer Fund	\$ -	-	-	-	-	-
Capital Fund	\$ -	-	-	-	-	-
Parking Fund	\$ -	-	-	-	-	-
El-Mar Drive Improvements	\$ -	-	-	-	-	-
Total Sources	\$ 303,000	\$ 97,000	\$ 37,500	\$ 62,500	\$ 37,500	\$ 68,500
Use (Expenses)						
Marketing and Special Events						
Market Research	\$ 75,000	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000
Branding Campaign	\$ 40,000	40,000	-	-	-	-
Marketing and Collateral Material	\$ 42,000	12,000	7,500	7,500	7,500	7,500
Business Development Events	\$ 148,000	20,000	30,000	30,000	30,000	36,000
Total Uses	\$ 303,000	\$ 97,000	\$ 37,500	\$ 62,500	\$ 37,500	\$ 68,500

Surplus/(Deficit)



Town of Lauderdale-By-The-Sea Financing and Implementation Plan

Supporting Schedule - Retail and Business Development Project Listing

	Total	Proposed FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
Source (Revenue)						
Town of Lauderdale-By-The-Sea Contribution						
General Fund Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>From Professional Consultants Budget</i>	\$ -	-	-	-	-	-
<i>Other Existing Budget Sources</i>	\$ 12,500	2,500	2,500	2,500	2,500	2,500
Stormwater Fees (proposed)	\$ -	-	-	-	-	-
Parking Fund (net revenues over expenditures)	\$ -	-	-	-	-	-
Capital Fund (annual transfer from General Fund)	\$ -	-	-	-	-	-
Grant Programs	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Parking Revenue Bonds	\$ -	-	-	-	-	-
Appropriate from Carryforward Fund Balance						
General Fund	\$ -	-	-	-	-	-
Sewer Fund	\$ -	-	-	-	-	-
Capital Fund	\$ 250,000	50,000	50,000	50,000	50,000	50,000
Parking Fund	\$ -	-	-	-	-	-
El-Mar Drive Improvements	\$ -	-	-	-	-	-
Total Sources	\$ 262,500	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500
Use (Expenses)						
Retail and Business Development						
Incentive programs for retail properties						
<i>Façade (signage/exterior)</i>	\$ 175,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
<i>Merchant Assistance</i>	\$ 75,000	15,000	15,000	15,000	15,000	15,000
Merchant Association	\$ 12,500	2,500	2,500	2,500	2,500	2,500
Total Uses	\$ 262,500	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500

Surplus/(Deficit)



Town of Lauderdale-By-The-Sea Financing and Implementation Plan

Supporting Schedule - Hotel Inventory and Operations Project Listing

	Total	Proposed FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
Source (Revenue)						
Town of Lauderdale-By-The-Sea Contribution						
General Fund Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
From Professional Consultants Budget	\$ -	-	-	-	-	-
Other Existing Budget Sources	\$ 12,500	2,000	4,500	2,000	2,000	2,000
Stormwater Fees (proposed)	\$ -	-	-	-	-	-
Parking Fund (net revenues over expenditures)	\$ -	-	-	-	-	-
Capital Fund (annual transfer from General Fund)	\$ -	-	-	-	-	-
Grant Programs	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Parking Revenue Bonds	\$ -	-	-	-	-	-
Appropriate from Carryforward Fund Balance						
General Fund	\$ 375,000	75,000	75,000	75,000	75,000	75,000
Sewer Fund	\$ -	-	-	-	-	-
Capital Fund	\$ -	-	-	-	-	-
Parking Fund	\$ -	-	-	-	-	-
El-Mar Drive Improvements	\$ -	-	-	-	-	-
Total Sources	\$ 387,500	\$ 77,000	\$ 79,500	\$ 77,000	\$ 77,000	\$ 77,000
Use (Expenses)						
Hotel Inventory and Operations						
Incentives Program	\$ 375,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Establish Hotel Association	\$ 10,000	2,000	2,000	2,000	2,000	2,000
Establish a Hotel rating/quality assurance program	\$ 2,500	-	2,500	-	-	-
Total Uses	\$ 387,500	\$ 77,000	\$ 79,500	\$ 77,000	\$ 77,000	\$ 77,000

Surplus/(Deficit)



Town of Lauderdale-By-The-Sea Financing and Implementation Plan

Supporting Schedule - Infrastructure in Public Right-of-Way Project Listing

	Total	Proposed FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
Source (Revenue)						
Town of Lauderdale-By-The-Sea Contribution						
General Fund Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>From Professional Consultants Budget</i>	\$ -	-	-	-	-	-
<i>Other Existing Budget Sources</i>	\$ -	-	-	-	-	-
Stormwater Fees (proposed)	\$ 800,000	-	200,000	200,000	200,000	200,000
Parking Fund (net revenues over expenditures)	\$ -	-	-	-	-	-
Capital Fund (annual transfer from General Fund)	\$ 4,350,000	870,000	870,000	870,000	870,000	870,000
Grant Programs	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Parking Revenue Bonds	\$ -	-	-	-	-	-
Appropriate from Carryforward Fund Balance						
General Fund	\$ 2,222,663	-	1,197,388	275,000	385,684	364,591
Sewer Fund	\$ -	-	-	-	-	-
Capital Fund	\$ 3,220,925	1,284,629	1,936,296	-	-	-
Parking Fund	\$ -	-	-	-	-	-
Capital Reserve: El-Mar Drive Improvements	\$ 929,600	-	855,090	-	-	74,510
Total Sources	\$ 11,523,188	\$ 2,154,629	\$ 5,058,774	\$ 1,345,000	\$ 1,455,684	\$ 1,509,101
Use (Expenses)						
Infrastructure in Right-of-Way						
Commercial Blvd Corridor						
Commercial Blvd. Streetscape (A1A to Seagrape)	\$ 1,015,000	\$ 1,015,000	\$ -	\$ -	\$ -	\$ -
Commercial Blvd. Streetscape (Seagrape to Bridge)	\$ 1,005,000	-	-	-	1,005,000	-
Entertainment District						
Pelican Square Improvements (2 blocks)						
<i>design/permitting/construction management</i>	\$ 185,000	185,000	-	-	-	-
<i>streetscape</i>	\$ 850,000	-	850,000	-	-	-
<i>drainage</i>	\$ 848,000	-	848,000	-	-	-
<i>sewer</i>	\$ -	-	TBD	-	-	-
<i>burying overhead utilities</i>	\$ -	-	TBD	-	-	-
Hotel/Motel District						
El Mar Dr.						
<i>El Mar Dr. (South)</i>						
<i>design/permitting/construction mgmt</i>	\$ 228,129	228,129	-	-	-	-
<i>streetscape</i>	\$ -	-	TBD	-	-	-
<i>drainage and pavement restoration</i>	\$ 1,368,774	-	1,368,774	-	-	-
<i>sewer</i>	\$ -	-	TBD	-	-	-
<i>El Mar Dr. (North)</i>						
<i>design/permitting/construction mgmt</i>	\$ 205,684	-	-	-	205,684	-
<i>streetscape</i>	\$ -	-	-	-	-	TBD
<i>drainage and pavement restoration</i>	\$ 1,234,101	-	-	-	-	1,234,101
<i>sewer</i>	\$ -	-	-	-	-	TBD
Portal St. Streetscapes (cost per block)						
<i>design/construction mgmt/streetscape</i>	\$ 620,000	310,000	-	310,000	-	-
<i>sewer</i>	\$ -	TBD	-	TBD	-	-



Town of Lauderdale-By-The-Sea Financing and Implementation Plan

Supporting Schedule - Infrastructure in Public Right-of-Way Project Listing

	Total	Proposed FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
<u>Use (Expenses) continued</u>						
A1A Corridor						
A1A South Streetscape (Palm Ave. to Datura Ave.)						
design/permitting/construction management	\$ 167,500	167,500	-	-	-	-
sewer	\$ -	-	TBD	-	-	-
streetscape	\$ 1,550,000	-	1,550,000	-	-	-
A1A South (Commercial Blvd to Datura Ave.)						
design/permitting/construction management	\$ -	-	-	-	-	-
streetscape	\$ 675,000	-	-	675,000	-	-
sewer	\$ -	-	-	TBD	-	-
Drainage Projects						
Harbor Dr. (Seagrape to E. Tradewinds; construction)	\$ 199,000	199,000	-	-	-	-
Bougainvilla Dr. (Pine Ave. to Washingtonia Ave.)						
design/permitting/construction management	\$ 50,000	50,000	-	-	-	-
construction	\$ 392,000	-	392,000	-	-	-
Poinciana St. (Pine Ave. to Washingtonia Ave.)						
design/permitting/construction management	\$ 50,000	-	50,000	-	-	-
construction	\$ 360,000	-	-	360,000	-	-
Basin Dr.						
design/permitting/construction management	\$ 245,000	-	-	-	245,000	-
Hibiscus Ave. and Datura Ave.						
design/permitting/construction management	\$ 275,000	-	-	-	-	275,000
Total Uses	\$ 11,523,188	\$ 2,154,629	\$ 5,068,774	\$ 1,345,000	\$ 1,455,684	\$ 1,509,101

Surplus/(Deficit)



Town of Lauderdale-By-The-Sea Financing and Implementation Plan

Supporting Schedule - *Parking* Project Listing

	Total	Proposed FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
Source (Revenue)						
Town of Lauderdale-By-The-Sea Contribution						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>From Professional Consultants Budget</i>	\$ -	-	-	-	-	-
<i>Other Existing Budget Sources</i>	\$ -	-	-	-	-	-
Stormwater Fees (proposed)	\$ -	-	-	-	-	-
Parking Fund (net revenues over expenditures)	\$ 87,000	45,000	30,000	12,000	-	-
Capital Fund (annual transfer from General Fund)	\$ -	-	-	-	-	-
Grant Programs	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Parking Revenue Bonds	\$ 2,440,000	-	-	-	-	2,440,000
Appropriate from Carryforward Fund Balance						
General Fund	\$ -	-	-	-	-	-
Sewer Fund	\$ -	-	-	-	-	-
Capital Fund	\$ 15,000	-	15,000	-	-	-
Parking Fund	\$ -	-	-	-	-	-
El-Mar Drive Improvements	\$ -	-	-	-	-	-
Total Sources	\$ 2,542,000	\$ 45,000	\$ 45,000	\$ 12,000	\$ -	\$ 2,440,000
Use (Expenses)						
Parking						
Additional on street parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Way-Finding Plan/Signs	\$ 20,000	10,000	10,000	-	-	-
Parking Lot Improvements	\$ 30,000	15,000	15,000	-	-	-
Parking Meters & Pay Stations	\$ 40,000	20,000	20,000	-	-	-
Parking Demand Study	\$ 12,000	-	-	12,000	-	-
Parking Garage Construction (130 spaces)	\$ 2,440,000	-	-	-	-	2,440,000
Total Uses	\$ 2,542,000	\$ 45,000	\$ 45,000	\$ 12,000	\$ -	\$ 2,440,000

Surplus/(Deficit)



Town of Lauderdale-By-The-Sea Financing and Implementation Plan

Supporting Schedule - Miscellaneous Operating Expenditures

	Total	Proposed FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
Growth Assumptions			2.00%	2.00%	2.00%	2.00%
Communications	\$ 8,380	\$ 1,000	\$ 1,020	\$ 2,080	\$ 2,120	\$ 2,160
Printing & Binding	\$ 4,700	900	920	940	960	980
Postage	\$ 500	100	100	100	100	100
Office Supplies	\$ 5,200	1,000	1,020	1,040	1,060	1,080
Dues and Subscriptions	\$ 6,060	800	820	1,450	1,480	1,510
Travel and Training	\$ 13,830	2,000	2,040	3,200	3,260	3,330
Operating Supplies	\$ 5,200	1,000	1,020	1,040	1,060	1,080
Total	\$ 43,870	\$ 6,800	\$ 6,940	\$ 9,850	\$ 10,040	\$ 10,240

About RMA



Redevelopment Management Associates (“RMA”) is a company owned by its Principal Members, Kim J. Briesemeister and Christopher J. Brown, each of whom have been engaged in redevelopment and consulting under their own banners for nearly 50 years combined. Redevelopment Management Associates (RMA) is a result of recognizing the needs of urban cities, counties and CRA’s and providing specialized urban redevelopment services. Recently RMA was appointed as the Executive Director of the Pompano Beach CRA.

Ms. Briesemeister’s areas of expertise for the past twenty-three years has been community redevelopment agency management, including the Downtown Management Organization in the Netherlands Antilles, the Hollywood CRA, Fort Lauderdale CRA, West Palm Beach CRA, and the Pompano Beach CRA. Based on her CRA initiatives, Ms. Briesemeister has generated over \$750 million of redevelopment activities. Other specific areas of expertise include tax increment financing and financing structures for development districts, downtown marketing, urban housing (both workforce and market-rate), community neighborhood organization, redevelopment strategies, and public improvements through street beautification and open space. Her success is unmatched in the industry, as witnessed by the success of the Hollywood, Fort Lauderdale, and West Palm Beach Redevelopment Districts.

Mr. Brown’s areas of expertise over the past four years have been community redevelopment agency management, urban planning consulting and real estate development. Mr. Brown managed the highly successful Delray Beach CRA for nine years and set the basis for an enormous success in both retail redevelopment and urban housing. The Delray Beach TIF at the beginning of his tenure, in 1991, was less than \$300,000 annually, and after his departure in 2001, it rose to over \$3 million. Having set the foundation for many housing projects, the TIF today exceeds \$13 million. Other specialized areas of expertise include retail development, workforce and market-rate housing, construction, urban planning and zoning, downtown parking, business development and event planning.

