



**CITY COMMISSION WORKSHOP  
CITY OF PARKLAND  
AGENDA**

---

**Wednesday, June 17, 2020**

**at 5:00 PM**

**Commission Chamber  
6600 University Drive  
Parkland, FL 33067**

---

**Live Streaming at [www.cityofparkland.org/ccm](http://www.cityofparkland.org/ccm)**

- 1. CALL TO ORDER**
- 2. PLEDGE OF ALLEGIANCE**
- 3. ROLL CALL**
- 4. PRESENTATION**
  - 1. FISCAL GUIDANCE WORKSHOP**

**ADJOURNMENT**

PLEASE BE ADVISED THAT IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE BOARD, AGENCY OR COMMISSION WITH RESPECT TO ANY MATTERS CONSIDERED AT SUCH HEARING OR MEETING HE WILL NEED A RECORD OF THE PROCEEDINGS AND FOR SUCH PURPOSE HE WILL NEED TO ENSURE THAT A VERBATIM RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED. (FLORIDA STATUTE 286.0105)

IN ACCORDANCE WITH THE AMERICANS WITH DISABILITY ACT AND FLORIDA STATUTE 286.26, PERSONS WITH DISABILITIES NEEDING SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE CITY CLERK NO LATER THAN 48 HOURS PRIOR TO THE MEETING AT (954) 753-5040 FOR ASSISTANCE.



## CITY OF PARKLAND

Meeting: Wednesday, June 17, 2020

## AGENDA SUMMARY

Agenda Item: 4.1

### WORKSHOP

**SHORT TITLE:** Fiscal Guidance Workshop

**SUBMITTED BY:** Carole Morris

**MEETING GROUP:** City Commission

**ORIGIN OF REQUEST:** City Manger

### STAFF RECOMMENDATION

### STRATEGIC PLAN

**Strategy:** Effective and Efficient Government

**Goals & Actions by Strategy:** Other

### BACKGROUND & PURPOSE

At the July 8, 2020 City of Parkland (City) Commission meeting, you will be asked to make a determination as to the millage rate that the City will certify to the Property Appraiser for the upcoming fiscal year. Once that determination is made, that becomes the maximum millage that the City may assess for the 2020/2021 fiscal year.

As you well know, 2020 has been an unusual year. The COVID-19 pandemic and resultant State of Local Emergency lead to the cancellation of the City's Strategic Planning session(s). Absent that guidance, the presentation and discussion at this, our June 17<sup>th</sup>, workshop is intended to provide you with available information to consider as you evaluate financial options and how best, in the current climate of uncertainty and unknowns, to position the City of Parkland for the future.

### FISCAL IMPACT

n/a

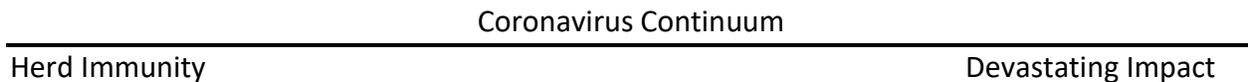
## Policy Leadership in Uncertain Conditions

The City Commission of the City of Parkland is being asked to make significant policy decisions regarding public finance and public services during a period of high uncertainty. While there is always some level of uncertainty in policy-making, at this point this level is high due to the variables discussed below.

### Three Uncertainty Factors

There are three uncertainty factors at this current time which make policy making particularly challenging. These uncertainty factors are presented as continuums since they may emerge at any point on a continuum or may move in either direction on a continuum. The factors are:

**Coronavirus.** The virus is still a concern for many and cases of infection still occur. Public health experts raise a concern of a second wave coming this Fall. Whether such a wave occurs, and how serious it would be, are the questions which the following continuum illustrates. On the positive end of the continuum herd immunity has been achieved in effect. This means that while coronavirus still exists, its impacts are not more severe than the seasonal flu and it no longer represents a serious threat to the capacity of the health care system, public gatherings or economic life. On the negative end of the continuum the second wave is as severe as its worst cases of the Winter, threatening the capacity of the health care system, numerous deaths and severe restrictions on public life. This continuum is shown below using the terms “herd immunity” and “devastating impact” to anchor the end points.



**Economy.** While the economy is re-opening, how fast it recovers is an unknown. There may be fundamental changes in how people work and telecommute which may have significant impacts on commercial real estate. The growth of on-line ordering could reduce the demand for brick and mortar retail. Whether restaurants can survive with limited occupancy is an unknown. It is unknown whether the fear of the virus will limit any sort of public facing businesses. The high rates of unemployment may continue and if federal supports end there may be a variety of housing and commercial crises. The fiscal strains on state and local governments could lead to more persons being unemployed and public supports more limited.

The positive end of this continuum is the “V” shaped recovery where a vibrant rebound occurs soon, unemployment numbers drop as rapidly as they grew, and the economic strains are manageable without significant long term impact. The negative end of the continuum is labeled “deep recession” in which unemployment remains high, there are more business failures, the commercial real estate sectors is significantly devalued impacting property values, the stock market has a major decline impacting pension plans, current retirees and overall

confidence, and residential evictions and foreclosures are broad enough to raise the rates of homelessness. Public unrest continues and grows.

#### Economy Continuum

“V” Recovery

Deep Recession

**Hurricane.** This is an annual uncertainty and as such it is one for which the City is as prepared as possible. What is different this year is the public health and economic conditions in which the City would have to respond. Social distancing or other suggested practice could represent a challenge in emergency conditions. Persons or businesses already facing stiff economic winds may not be able to handle the additional burden of hurricane related expenses. The positive end of this continuum is a “no hurricane” condition. The negative is a category 5 storm.

#### Hurricane Continuum

No Hurricane

Category 5

### Decision-Making in Uncertain Conditions: Principles

When making decisions in conditions of high uncertainty, there are several principles which are useful for individuals and organizations. These include:

Keep your eye on the ball. What is the desired end-result? For local governments, it is public health and safety as the starting point. Another common desired end-result is what policies and decisions will best position your City for current and future prosperity and quality of life?

Think in Probabilities. Uncertainty means there is no perfect information. There is a mix of facts, assumptions, possibilities. There are often multiple definitions of the problem and multiple potential solutions. Thinking in terms of probabilities removes the stress of seeking the “right” answer with the more reasonable goal of determining the most likely answer.

Use your professionals. Professional staff bring a range of expertise that will support policy-makers in obtaining relevant information while defining the probabilities of various actions. Professional staff can provide the following to support policy-making:

- Basic data and facts. These are the knowns that reflect past or current reality
- Possibilities, Probabilities and Assumptions. These are the unknowns or less well knowns that consider what might occur. Staff can assist policy-makers by providing the following

- Risk and Probability analysis: quantitative and qualitative risk assessment, probability ratings, risk management and risk communication
- Options development: Decision trees
- Consequences analysis: What are the implications and potential consequences of a policy?

Maintain Flexibility and Choice: Create as many options as possible (i.e. decision trees) and maintain those options if they are viable:

Make Measured and Incremental Decisions: where possible make the decisions in increments that will allow modification if needed and limit any errors in assumptions.

Maintain Public Confidence and Trust. Higher levels of uncertainty can lead to stress and conflict. Depending upon assumptions and probability assessment, widely divergent opinion may occur as to the best course of action. The elected body can best maintain public confidence and trust when its assumptions probability assessments are stated. This demonstrates policy-making based on logic, analysis, use of best available information all in the service of clear criteria: how to best position the City in this time? How to keep the community safe?

## Agenda

### Introduction

At the June 17<sup>th</sup> Workshop meeting, you will be asked to begin a decision-making process by providing initial direction on one key policy:

- Millage

On July 8<sup>th</sup>, you will set the maximum millage rate. You can reduce the millage after this date, but you cannot increase it. As you know the millage setting process has several key steps before you finalize your decision. Your initial guidance however will have consequences, so that Uncertainty Principle may also be used in this workshop.

As these topics are addressed, they will be framed from the perspective of “how to best position the City in this time for fiscal stability and flexibility? How to keep the community safe?”

### PowerPoint Presentation

We would like to structure the discussion tonight into numerous parts. Part one will be a presentation of current known conditions or facts about what the City is doing to protect public health and safety in the coronavirus context, the current financial condition and current community needs. In part two, we will examine future possibilities with respect to community

needs, financial scenarios and alternative services. Part three will focus on examining options regarding millage. Part four will discuss potential consequences of various decisions regarding the millage rate. Finally, part five will be your guidance.