

ANNUAL OPERATING BUDGET



City of Fort Lauderdale

FISCAL YEAR 2001/2002

CITY COMMISSION

Mayor Jim Naugle
Vice-Mayor Gloria F. Katz
Commissioner Tim Smith
Commissioner Carlton B. Moore
Commissioner Cindi Hutchinson

CITY MANAGER

Floyd T. Johnson

CITY ATTORNEY

Dennis E. Lyles

CITY CLERK

Lucy Masliah

MANAGEMENT TEAM

Bud Bentley, Assistant City Manager
Greg Kisela, Assistant City Manager
Pete Witschen, Assistant City Manager
Damon R. Adams, Director of Finance
Ernest W. Burkeen, Director of Parks and Recreation
Bruce Larkin, Director of Administrative Services
Otis J. Latin, Fire Chief/Director of Fire-Rescue
Bruce Roberts, Police Chief



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Fort Lauderdale
Florida**

For the Fiscal Year Beginning
October 1, 2000

Arnold D. Brown
President

Jeffrey R. Brown
Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to the City of Fort Lauderdale, Florida for its annual budget for the fiscal year beginning October 1, 2000. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and a communications medium. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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READER'S GUIDE

The 2001/2002 Annual Operating Budget for the City of Fort Lauderdale, Florida is intended to serve four purposes:

1. The Budget as a Policy Document

As a policy document, the Budget indicates what services the City will provide during the twelve-month period beginning October 1, 2001 and why. The Budget Message in the Introductory Section summarizes the challenges facing Fort Lauderdale and how the Budget addresses them. The Executive Summary provides more detailed information such as revenue sources and trends, expenditure categories, and descriptions of all operating funds. The Department Budgets section provides major goals and objectives for each organizational unit in the City as well as some key performance measures upon which programs will be monitored.

2. The Budget as an Operations Guide

As an operations guide, the Budget indicates how services will be delivered to the community. The Department Budgets section outlines the number of authorized fulltime equivalents and departmental appropriations approved by the Commission for the provision of services by each department. An organizational chart is provided to show how the City is structured for efficient and effective work. Also included in the Department Budgets section is a listing of major revenues which are the responsibility of each respective department.

3. The Budget as a Financial Plan

As a financial plan, the Budget outlines how much City services will cost and how they will be funded. The Introductory Section provides an overview of the budget, including major revenue and expenditure categories. Following the Budget Message, there is a discussion of the City's accounting structure and budgetary policies. The Financial Section includes projections of the City's financial condition at September 30, 2002 and comparisons of financial activity over time. The Budget document includes appropriations from operating funds for capital improvement purposes. The total Capital Improvement Plan including bond funds is summarized in the capital section. Specific information is found in the separately published Capital Improvement Plan. However, any operating and maintenance cost impact of completed capital projects is reflected in the adopted operating budget described in this document. Information about the City's bonded debt is summarized at the end of this section. More detail can be found in the separately published Comprehensive Annual Financial Report.

4. The Budget as a Communications Device

The Budget is designed to be user friendly with summary information in text, tables and graphs. A glossary of budget terms is included in the General Information section for your reference. In addition to this reader's guide, the following table of contents and the index at the end of the book provide a listing of the various topics in the Budget document. Should you have any question about the City budget that this document does not answer, please feel free to call the Research and Budget Division at (954) 828-5425. Copies of this document are available for review at all Broward County libraries in Fort Lauderdale including Main, Riverland, Mizell Center, Fort Lauderdale, Imperial Point, and the Galt Reading Room. In addition, City financial information including the Budget Message in this document can be accessed through the internet at <http://ci.fort-lauderdale.fl.us>.

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*Fort Lauderdale
City Commissioners*

Cindi Hutchinson

Carlton B. Moore

Mayor Jim Naugle

Vice Mayor Gloria F. Katz

Tim Smith

July 17, 2001

Mayor Jim Naugle
Vice Mayor Gloria F. Katz
Commissioner Tim Smith
Commissioner Carlton B. Moore
Commissioner Cindi Hutchinson

Honorable Mayor and Commissioners:

In accordance with Article IX, Section 9.2 of the City Charter, I am pleased to present the proposed budget for Fiscal Year 2001/2002. The all funds budget totals \$341 million representing a one percent increase from the FY 2000/2001 originally adopted budget. The General Fund proposed budget is \$193.8 million or 8.4 percent more than the originally adopted General Fund budget for the current fiscal year. The proposed millage rate for operating and debt service purposes is 5.5664, which is the same combined rate as the City has levied since 1999.

I have prepared this proposal to reflect consideration of Commission long-term commitments and consensus on operating budget priorities as well as the professional judgment of the City's management team.

Putting This Proposed Budget in Context

The current fiscal year is the first full one in this century. Prior budgets including my first two as your City Manager generally tried to bridge the decisions of the 1990's as we moved forward to the 21st Century. The past year has seen the Commission take bold steps to bring our City to its fullest quality of life in this new era. A \$550 million water and sewer master plan will provide the necessary utility infrastructure for the entire community to share in the growth of Fort Lauderdale in the most environmentally responsible way. Initiatives in the Community Area Planning Central Area as well as the Northwest Progresso Flagler Heights Community Redevelopment Agency will bring to fruition the strong potential of this area. The proposed recapitalization plan for general City facilities, once approved, will strengthen and enhance the most basic of the City's infrastructure for police, fire-rescue, parks, and transportation services. The relocation of Construction Services to the Lincoln Park site marks the initial step in the City's efforts to embark on a comprehensive space planning endeavor. These initial commitments are indicative of a move to strategic thinking and planning for the challenges of this century, and the Commission is to be commended for these decisions.

It is also fitting that as the City addresses longer-term issues, our actions are measured against the backdrop of our community's upcoming 100th anniversary as a municipal corporation.

Much like the “Best City by 1994” focus of a decade ago, the Commission has now targeted 2011, one hundred years after Fort Lauderdale’s incorporation, as a key date for accomplishing a number of major goals. This proposed budget is intended to set the stage for moving in that direction.

Your Budget Advisory Board has reviewed many of these long-term financing commitments and urged the City to evaluate their collective financial impact to the community. They have prudently pointed out that each program has been presented and discussed individually but the combined result of tackling all of them at once has not really been approached in public discussion. This proposed operating budget attempts to compile the impact that these initiatives would have on FY 2001/2002 in terms of debt service and staff support. The Capital Improvement Program, which will be submitted and reviewed later this year, will provide more detail on the resources necessary for infrastructure improvements.

I have approached the development of this proposed budget with these long-term commitments in mind. Additionally, the requirements of the adopted union agreements that will carry us until September 30, 2003 have significant dollar impacts on this budget. These agreements, the commitments made by the Commission in the past twelve months, and the Commission priorities have provided the direction for this budget. It is important that, as we undertake these long-term initiatives with financing ramifications, we approach the operating budget prudently, aware of the implication that day-to-day operations and their price tags have on the City’s bond rating and our ability to minimize borrowing costs.

Budget Highlights

This proposed budget addresses many of the Commission’s priorities while moving forward with the long-term commitments discussed earlier.

Managed Growth

- The initial debt service payment of \$186,000 for conversion of the Lincoln Park site to the new Construction Services headquarters is part of this proposed budget.
- Staffing increases for zoning (2.5 positions) and building inspections (1 position) supported by additional revenue from users of construction services based upon an outside fee study are included.
- A \$100,000 downtown residential study in conjunction with the Downtown Development Authority and the Community Redevelopment Agency is proposed.
- An additional \$40,000 (\$70,000 total) has been included for traffic consultants required by development projects, to be funded by those developers.
- A total of \$244,000 has been included in the proposed budget to reflect the City’s commitment to new economic development through incentives approved for business expansion.
- The proposed budget provides for the upgrading of a part-time clerk to full-time to provide additional support for the City’s real estate needs.

Infrastructure

- This proposed budget assumes that the Commission agrees that an accelerated recapitalization plan is critical. The details can be determined at the time the capital improvement plan is brought forward for consideration this fall. This operating budget proposal includes the necessary staffing resources to accomplish the magnitude of improvements that were presented a few weeks ago.
- Two additional positions would be added for support of neighborhood, business, and special assessment projects in Engineering.
- Fifteen full-time equivalent positions are included in this budget message for recreational programming and maintenance of new park bond facilities including Croissant Park Recreation Center, the Beach Community Center, Lauderdale Manors Pool and Water Playground, the expanded Warfield Park, Snyder Park, 17th Street Causeway, Floranada Park, Holiday Park Phase III, George English Park, and Palm Aire Park.
- \$130,000 in funding for contract maintenance has been included for new medians along Powerline Road, Oakland Park Boulevard, Davie Boulevard, Broward Boulevard, Sunrise Boulevard, and Northeast 13th Street.
- To assist with the various financing commitments and subsequent spending of bond proceeds, the proposed budget includes two additional positions in the City Attorney's Office, one additional staff auditor, and one additional accountant to be funded as part of the management and oversight of the capital improvements.

Technology

- All City departments are actively pursuing ways to take advantage of the technology available including use of the internet for serving customers and to automate functions. The budget includes upgrades for all personal computers that have been deemed obsolete or unable to handle new software.
- A total of \$550,000 is included for maintenance of the computer-aided dispatch and records management system in the Police Department because the warranty period has now expired.
- Four additional civilian positions have been added in the Police Department to support the information systems that officers in the field rely on every day. An additional position in the Geographic Information System (GIS) Office in Administrative Services would provide additional support to public safety utilizing GIS databases and tools.
- An amount of \$60,000 has been included for additional services in Construction Services either through the Internet or the customer kiosks in the "One Stop Shop".
- A new full-time position for a Web Engineer would increase the City's utilization of the intranet, an electronic network for City staff that could automate the distribution of policies, procedures, forms, etc.
- A total of \$120,000 is included in this proposed budget for fault-tolerant and data recovery equipment to speed recovery of databases when crashes occur.
- While not an additional budget item, the next fiscal year will see the installation of the new payroll/personnel system that has taken the dedicated efforts of personnel and finance staff to implement this new software. The new system should provide the City with capabilities to handle these critical functions for several years to come.

Mass Transportation

- The City's gas tax fund, which is not part of the operating budget, will provide for mass transportation along the Galt Ocean Mile, Lauderdale Manors, downtown, and the beach.
- Further study will be necessary to determine the appropriate incentives to encourage residents, commuters, and visitors to move away from their reliance on automobiles and ease the congestion of our high traffic areas.

Public Safety

- Full implementation of the new rescue unit on the beach is included in this proposed budget, which will begin this summer and is partially funded by contributions from the North Broward Hospital District, Holy Cross Hospital, North Ridge Medical Center and the Cleveland Clinic. Nine new firefighter/paramedic positions are required to staff the new equipment.
- A total of \$177,000 is included in this budget message as City match for new police grants. The leveraging of City dollars with federal grants has provided increased resources over the last few years for the Police Department.
- An amount of \$250,000 is included in the General Fund budget to continue five Police Department positions that were formerly created with grant funds that will expire during the next fiscal year.
- The proposed budget provides for two additional police boats and four new engines, the replacement of six existing boats, and the replacement of twelve boat engines with the use of the Commission-approved master lease established for public safety. These purchases will help to patrol the expanded water skiing areas established earlier this year.
- The next phase of the personally assigned vehicles (PAVe) program is included in contingencies (\$433,000) pending the receipt of a federal grant to provide the technology included in patrol cars as well as final development of the policy for use of the vehicles.
- The study of implementing non-resident parking charges along north beach to fund lifeguard coverage continues. The initial conclusion is that it would be very difficult to generate sufficient parking revenue to cover the cost of all lifeguard coverage recommended. Staff will continue to pursue options and hopefully have some workable approaches in the near future for Commission consideration.

Other Priorities

- A total of \$65,000 is proposed for grant writing services from an outside firm to seek additional grants for City programs as recommended by the Budget Advisory Board and confirmed by the Commission.
- Community Inspection staff are comparing occupational licenses holders at the County with City lists to determine overlap and the merits of consolidating enforcement with Broward County.
- The General Fund working capital reserve that was established a few years ago at \$1.5 million will end this fiscal year with \$2 million, a 33 percent increase. This adjustment helps to address the concern about the City's minimal fund balance.

Overall, the proposed budget includes sixty-four new full time equivalent positions to keep up with the demands of our customers and to implement the Commission's priorities. Twenty-one

of these positions are fully offset by outside revenue sources, fifteen are for the new parks bond projects, nine are for the new rescue unit for the Barrier Island, and seven are in the Enterprise Funds.

Compensation

The proposed budget provides for the funding of negotiated compensation increases for union represented employees. The wage increases include 3 percent in October 2001 for General Employees, 3 percent in October and 1.5 percent in April 2002 for those employees represented by the International Association of Firefighters, 2.25 percent in both October and April for police officers, and 3 percent in both October and April for police sergeants. The budget also funds the agreed upon improvements in health and pension benefits. A 3.5 percent increase in regular pay in October has been included for non-bargaining unit employees. All October increases are effective the first full pay period in October.

Pension improvements included in the bargaining agreement with General Employees will be brought forward for Commission approval in September. Additionally, recent changes in Federal tax laws will provide an opportunity to address pension inequities for nonclassified employees. Prior to the recent changes, these employees had no option to supplement their pension plan with deferred compensation like other employees since deferred compensation was their primary plan. It is proposed that next year's budget include funds, which together with the employees own funds, would allow the purchase of service credits in the City's General Employee Retirement System or additional contributions to the employee's existing plan. Such a plan amendment will be brought forward for Commission consideration along with the bargained improvements for classified employees. Additionally, a sum of \$250,000 has been added to both the current year and next year for adjustments to the City's contribution for Firefighter pension based upon the State's review of the City's actuarial report and the intended use of insurance premium revenues.

Necessary Resources

This budget proposal includes reasonable revenue adjustments and places the cost on those who benefit most from the services and improvements. The proposed property tax millage rate would stay at the same combined rate of 5.5664. The last time the rate was lower was in 1993. For residents with a homestead exemption, the most that their tax bill can increase for City purposes is 3 percent based upon the limits of the "Save Our Homes" State Constitutional Amendment. The City has again set a new record for new construction in one year with a taxable value of \$292 million. The tax roll overall has increased 11.6 percent over last year's amount. Such growth allows us to fund the initiatives discussed earlier, the labor agreement increases, and the increased service demands, while keeping the tax rate flat.

As was considered when the first Fire-Rescue Special Assessment was implemented as a replacement to the Broward County Municipal Services Benefit Unit charge, a 5 percent increase in the fee is recommended. For a single family home, the charge would be \$40 per year.

Based upon the Commission's approval of the Water and Sewer Master Plan, this proposed budget includes a 2.5 percent increase in those user fees for the capital improvements and a 2.5 percent adjustment for increases in operational costs.

The City's stormwater fee has not been increased since its inception in 1992. A 5 percent increase is proposed to provide necessary resources for swales and other stormwater management efforts. A single-family home would pay \$2.35 per month under this proposal.

Conclusion

William Jennings Bryan noted a century ago "Destiny is not a matter of chance; but a matter of choice. It is not a thing to be waited for, it is a thing to be achieved." Among other descriptions, a budget is a compilation of choices. The Commission has taken Fort Lauderdale's destiny in its hands by laying out some exciting plans for the years ahead. This proposed budget will help us forge ahead. I look forward to finalizing the City's operating plans for FY 2001/2002 with you following review by the Budget Advisory Board and the public hearings scheduled for September 12th and 20th.

Sincerely,

F. T. Johnson
City Manager

CHANGES FROM JULY

The Budget Message on the previous pages was presented on July 17th. Changes were made subsequent to that date that are summarized below and reflected in the remainder of this document.

The City's budget does change from July to the public hearings based upon revised revenue and expenditure projections as well as City Commission policy decisions. The proposed budget as described on pages 1-6 was based upon actual receipts and expenditures through May. The final projections were based upon year-to-date information through July. In compliance with State Statutes, the millage rates initially set in July provide a cap beyond which the final adopted rates cannot exceed. The most significant changes from July included the following adjustments:

- a reduction in the operating millage rate from 5.0696 to 4.8762 and a corresponding reduction in the appropriation for General Fund contingencies of \$2.2 million;
- a change in the way revenues and expenditures are accounted for at the War Memorial Auditorium resulting in a \$500,000 increase in projected revenue (gross amount) and a \$500,000 increase in the expenditure appropriation to reflect payments to concessionaires;
- an increase in the Sanitation Fund appropriation of \$500,000 due to projected savings in FY 2000/2001;
- an increase of \$5.2 million in the projected Water and Sewer Fund anticipated ending balance by fully reflecting the impact of the rate increases;
- a \$1.1 million increase in the Vehicle Rental Fund to reflect the carrying forward of unencumbered vehicle purchases originally planned for FY 2000/2001.

At final adoption, the City Commission reduced the final operating millage rate, which effectively reduced available General Fund resources by \$2.2 million. The budget was balanced by reducing contingencies by that same amount with the understanding that the City Manager would return at a later Commission meeting with a budget amendment. At the October 16, 2001 Regular Commission Meeting, the budget amendment was approved. This budget document reflects the adopted budget, as it existed on September 20. Because budget amendments can and do occur throughout the fiscal year, this document does not reflect the amendment approved in October.

The recommended FY 2001/2002 all funds budget totals \$345.4 million. This represents an increase of approximately \$8.1 million or 2.4 percent more than the FY 2000/2001 budget. This summary describes the budget by fund type.

GENERAL FUND

Overall, the General Fund revenue projection, including all sources, is an increase of \$13.3 million or 7.4% over the adopted FY 2000/2001 budget. The following table summarizes the revenue picture:

Table 1. Revenue Summary

Resources Available	FY 2000/2001	FY 2000/2001	FY 2001/2002
	Original Budget	Estimated Actual	Adopted Budget
Ad Valorem Taxes – Operating	\$ 61,908,270	61,961,278	66,880,942
Ad Valorem Taxes – Debt	6,454,097	6,455,965	6,787,604
Franchise Fees	12,800,000	12,791,202	10,715,000
Utility Taxes	28,369,000	27,660,000	33,060,773
Licenses & Permits	8,136,400	8,143,200	8,326,978
Intergovernmental	15,279,917	15,524,473	16,093,330
Charges for Services	15,646,555	15,286,652	15,918,006
Fines & Forfeitures	1,875,750	2,164,910	1,817,500
Miscellaneous:			
Interest	1,163,520	1,725,033	1,636,800
Leases/Rents	2,140,535	2,269,230	2,262,567
Special Assessments	5,985,000	5,985,000	6,286,889
Other Miscellaneous	14,153,957	14,623,715	16,169,564
Non-Revenues:			
Working Capital Reserve	1,500,000	1,500,000	2,000,000
Prior Year Balance	2,959,690	6,497,811	3,659,855
Transfers	368,695	493,943	425,000
Total Resources Available	\$ <u>178,741,386</u>	<u>183,082,412</u>	<u>192,040,808</u>

Ad Valorem Taxes – The adopted ad valorem or property tax millage rate for operating purposes is 4.8762 compared to the previous operating millage rate of 5.0415. In addition to the property tax levied for operating purposes, property taxes also include a separate debt levy which is used to pay debt service costs (principal and interest payments) on outstanding General Obligation (G.O.) Bonds. The current outstanding debt issues are 1987 bonds which were refunded in 1992 and again in 1998. Debt service for that issue will be \$3,934,738 in FY 2001/2002 which will require a levy of \$4,105,196 and a millage rate of 0.2869 compared to the previous millage rate of 0.2968. The 1997 bond issue requires a debt service payment in FY 2001/2002 of \$2,875,103, which requires a gross levy of \$3,003,418 and a millage rate of 0.2099 compared to the previous millage rate of 0.2281. The combined millage rate for operating and debt service for Fiscal Year 2001/2002 is 5.3730.

Property taxes from the debt levy are shown as revenue to the General Fund and then transferred to the debt service fund. Accordingly, transfers from the General Fund to the debt service fund are in the amount of \$6,787,477, which assumes a 95 percent collection rate as well as receipt of some delinquent taxes from prior years. The City expects to receive about \$290,000 in delinquent taxes from Broward County related to taxes levied against Port Everglades in prior years.

By state statute, the operating property tax rate is restricted to no more than 10 mills (\$10 per \$1,000 of taxable value) for municipalities. Adoption of any increase in the total levy beyond new construction or annexation is required to reference the rolled-back rate, which is the rate necessary to generate the same taxes as were received in the prior year. Compared to the rolled-back rate of 4.6112, the adopted operating rate is a 5.7 percent increase. As described in the City Manager's Budget Message, the "Save Our Homes" State Constitutional amendment limits the increase in assessed value to the Consumer Price Index. For this year, the limit is 3 percent. Over time the limit essentially shifts the tax burden from residential property to non-residential property.

Table 2. Impact of Property Tax Rates on Average Homeowner

	<u>Levied</u> <u>2000/2001</u>	<u>Adopted</u> <u>2001/2002</u>
Assessed Value	\$150,000	\$154,500
Homestead Exemption	(25,000)	(25,000)
Taxable Value	\$125,000	\$129,500
Operating Millage	5.0415	4.8762
Debt Service Millage	<u>0.5249</u>	<u>0.4968</u>
Total Millage	5.5664	5.3730
Total Tax Bill	\$695.80	\$695.80

Following is a comparison of current millage rates for Broward County taxing jurisdictions as well as larger Florida cities.

Table 3. Adopted Operating Millage Rates for FY 2001/2002

<u>Jurisdiction</u>	<u>Millage</u>	<u>Percentage</u>
Broward County Schools	8.7541	35.5%
Broward County	7.4005	30.0%
Fort Lauderdale	4.8762	19.8%
North Broward Hospital	2.4803	10.1%
S. Florida Water Mgmt.	0.6970	2.8%
Children Services	0.3055	1.2%
Hillsboro Inlet District	0.0951	0.4%
Florida Inland Navigation	<u>0.0385</u>	<u>0.2%</u>
	24.6472	100.0%

Table 4. Broward County Cities – Population and Millage Rates

City	Population	Rank	FY 2001/2002	
			Operating Millage	Rank
Pembroke Park	6,299	26	8.5000	1
Margate	53,909	13	7.0083	2
Lazy Lake Village	38	30	7.0000	3
Miramar	72,739	9	6.9226	4
Hollywood	139,357	2	6.8500	5
Hallandale	34,282	16	6.7480	6
Sea Ranch Lakes	1,392	29	6.5000	7
Deerfield Beach	64,583	10	6.3546	8
Sunrise	85,779	5	6.2750	9
Wilton Manors	12,697	23	6.2467	10
Dania	20,061	21	6.1000	11
Tamarac	55,588	12	5.9999	12
Oakland Park	30,966	19	5.9715	13
Cooper City	27,939	20	5.8570	14
North Lauderdale	32,264	17	5.6792	15
Lauderhill	57,585	11	5.6000	16
Davie	75,720	8	5.1086	17
Coconut Creek	43,566	15	5.0959	18
Lauderdale Lakes	31,705	18	4.9500	19
FORT LAUDERDALE	152,397	1	4.8762	20
Lauderdale-by-the Sea	2,563	27	4.7000	21
Pembroke Pines	137,427	3	4.4597	22
Pompano Beach	78,191	7	4.1261	23
Parkland	13,835	22	4.1000	24
Plantation	82,934	6	4.0000	25
Lighthouse Point	10,767	24	3.8984	26
Coral Springs	117,549	4	3.8715	27
Hillsboro Beach	2,163	28	3.6500	28
Southwest Ranches	8,243	25	3.0000	29
Weston	49,286	14	1.5235	30

Table 5. FY 2001/2002 Operating Millage Rates As Adopted Per \$1,000 Of Taxable Value For Selected Florida Cities

City	FY 2001/2002 Millage
Jacksonville*	10.3465
Miami	8.9950
Hialeah	7.5280
Miami Beach	7.2990
St. Petersburg	7.1400
Hollywood	6.8500
Tampa	6.5390
Orlando	5.6916
Clearwater	5.5032
Gainesville	4.9416
Fort Lauderdale	4.8762
Pembroke Pines	4.4597
Coral Springs	3.8715
Tallahassee**	3.2000

*Jacksonville, which is consolidated with Duval County, may levy up to \$20 per \$1,000 of value.

**Tallahassee operates its own power company. Revenues from that operation heavily subsidize their general fund.

Franchise Fees - Franchise fees are payments made by Florida Power and Light (FPL) and Peoples Gas for the privilege of constructing upon and operating within property owned by the City. The basis for the fees is provided for in long-term agreements, which do not expire for several years. FPL, which is projected to pay 96 percent of the estimated \$10,715,000, remits 6 percent of its gross revenue derived from accounts within the City limits, less property tax and minor fees previously paid to the City. In prior years, other franchise fee payers included BellSouth and AT&T Broadband. The new State communications services tax has replaced these fees along with some utility taxes discussed below. The projection for FY 2001/2002 reflects a 2.5% increase from the current year's budget due mainly to FPL rate increases in January and April of this year slightly offset by a rebate in June.

Utility Taxes - The City levies a 10 percent utility tax on electric, gas, and water utility bills for customers within the City. The largest source for this revenue category is the new State communications services tax which replaces former City utility and franchise fees on telephone and cable services. The new tax represents 50% of the projected revenue based upon estimates from the Florida Department of Revenue. FPL comprises 40% of the total. Water utility taxes are anticipated to increase due to the proposed water rate increase.

Charges for Services - This revenue is associated with revenue received from users of specific services. These services include user fees for police, building inspection, planning, and docks as well as parks and recreation. The revenue projected for FY 2001/2002 is anticipated to remain flat compared to the current fiscal year with no new user fees proposed in this revenue category.

License and Permit Fees - License and permit fees include occupational licenses issued to authorize businesses to operate within the City limits, and development permits issued to authorize building and construction within the City limits. While the occupational license revenue is fairly static, the development permits reflect the strong economic conditions and the market demand for office, retail, and residential construction. The permit revenue is projected to increase by 2.5% following an outside consultant fee review and the imposition of a zoning permit fee.

Intergovernmental Revenue - This revenue source is comprised of recurring State and County-shared revenue. The State of Florida shares motor fuel, alcoholic beverage license, and sales tax revenue with local government on the basis of population. Broward County provides gasoline and occupational license revenue. The revenue overall was projected to increase by 3.7% paced by a continuing strong return on State sales tax.

Fines and Forfeitures - This revenue category includes fines for traffic and other City Code violations. The revenue source has been stable but not growing. This category represents less than one percent of all General Fund resources.

Miscellaneous Revenue - This revenue source includes interest earnings, rents, the special assessment for fire-rescue, and interfund charges. Significant changes include an additional \$1.4 million in revenue to the General Fund from the various capital improvement programs that are contemplated in the next twelve months including the Water and Sewer Master Plan, the Accelerated Recapitalization Plan, and Executive Airport improvements. Another change in this revenue category is the planned five percent increase in the special assessment to recover a portion (26%) of the costs for fire-rescue services.

Non-Revenues - Non-revenues consist of the working capital reserve, prior year balance, and transfers from other funds. The working capital reserve was created in FY 1993/1994 to provide additional protection against economic downturns and is projected to begin FY 2002 with a \$2 million balance. The prior year balance represents available funds from the current year to fund next year's budget. The FY 2000/2001 amount of \$6,497,809 differs from the budgeted amount in that the estimate reflects encumbrances incurred in the previous year which were outstanding at September 30, 2000 as well as any additional balance available after the final closing of the books from the previous fiscal year.

GENERAL FUND

Table 6. Expenditure Summary By Department

<u>Resources Allocated</u>	<u>FY 2000/2001 Original Budget</u>	<u>FY 2000/2001 Estimated Actual</u>	<u>FY 2001/2002 Adopted Budget</u>
Administrative Services	\$ 7,694,150	8,396,195	8,285,052
City Attorney	1,730,714	1,795,473	2,116,775
City Clerk	801,182	938,782	851,172
City Commission	206,185	201,827	206,027
City Manager	2,634,879	2,971,491	3,232,311
Community & Economic Development	6,796,875	6,901,684	7,299,318
Finance	3,268,250	3,325,478	3,526,403
Fire-Rescue	31,451,293	33,250,708	36,189,110
Parks and Recreation	23,910,250	24,335,621	26,599,338
Police	58,061,022	60,067,303	64,037,767
Public Services	16,485,645	17,204,904	18,572,562
Other General Government	1,243,362	1,480,316	2,360,657
Contingencies	7,517,884	75,002	547,501
Transfers Out	15,439,695	16,477,773	16,152,652
Working Capital Reserve	1,500,000	2,000,000	2,064,163
Year End Balance	-	3,659,855	-
Total Resources Allocated	<u>\$ 178,741,386</u>	<u>183,082,412</u>	<u>192,040,808</u>

Program highlights include:

Administrative Services – The budget includes \$26,000 for increased hours for part time Information Technology interns, \$68,000 for another Geographic Information Specialist, the conversion of a temporary Clerk II to permanent status, a fault-tolerant/data recovery system for NT servers for \$120,000, and \$7,000 for an additional school crossing guard at Walker Elementary School. The Personnel Division has changed its name to Human Resources.

City Attorney's Office – An additional City Attorney and support staff are included for the Water and Sewer Master Plan, which will provide offsetting revenues to cover the \$150,000 cost of these

positions. The budget also includes the full year's cost of another legal secretary requested at the end of the last fiscal year.

City Clerk – An additional \$7,300 is included to increase the hours budgeted for a part time Secretary, as well as \$4,500 for a new computer and office equipment.

City Manager's Office – Two new auditors are included, one for revenue audits with a \$25,000 revenue offset to the \$60,000 cost, and the other for the Water and Sewer Master Plan which will fully offset that \$60,000 cost. Additionally, a Web Engineer for the City's intranet (starting mid year for \$50,000) has also been included.

Community and Economic Development – The budget includes \$70,000, with a \$220,000 revenue offset, for expenses associated with the opening of eight t-head mega yacht slips at the Las Olas Marina. One third of the cost for a new deputy director position has been added for \$40,000, with the remaining costs funded by the Executive Airport and Housing and Community Development. Two part-time code compliance officers are included for \$15,000. A total of \$100,000 has been added for the City's share of a consultant study to determine residential build-out density for the downtown, northwest, and south Regional Activity Center. Also included is \$245,000 for anticipated economic incentive payments. Six planning staff have been transferred to Public Services which has taken over the Planning functions related to the Development Review Committee and to updates to the State's Comprehensive Plan.

Finance – This budget reflects an additional accountant for \$60,000, which will be completely offset by revenues from the Water and Sewer Master Plan.

Fire-Rescue – The budget includes \$652,000 for nine new positions as well as equipment for a new rescue unit added late in the last fiscal year for the Barrier Island; \$132,000 for replacement of twenty percent of bunker gear and boots; and another \$55,000 included for vaccinations and medical testing. Fifty percent of the self contained breathing apparatuses (150 complete sets) and 300 spare bottles need replacement, however the full cost to do this would be \$590,000. Therefore this will be financed over a 5-year period with a debt service payment of \$135,000 included in FY 2001/2002.

Parks and Recreation – This budget addresses the need to staff and operate the new parks bond projects that will be coming on line during this fiscal year. Eleven full time equivalents plus operating costs have been added for a total of \$428,000, with \$31,000 in offsetting revenue, for Croissant Park Recreation Center, a new Beach Community Center, Lauderdale Manors Pool and Water Playground, and Warfield Park expansion. Other parks that will be newly constructed or expanded include the 17th Street Causeway, Snyder Park, Floranada Park, Holiday Park Phase III, George English and Palm Aire. For these locations, four full time equivalents for maintenance, plus supplies and equipment, are included for \$203,000. Contract services for median maintenance of additional locations such as Powerline Road, Northeast 13th St, and the Oakland Park, Sunrise, Broward, and Davie boulevards, is included for \$130,000.

Police – Additional funding of \$555,000 is included for maintenance of computers that are coming off warranty. A total of \$243,000 is provided for grant employees who will be transferred to the General Fund as the grants expire, and \$180,000 is included for an Information System Manager, a Technical Support Analyst, a Secretary and a Clerk Typist II. Replacement of six existing boats and twelve existing engines plus two new boats and 4 new engines are included for the Marine Unit. If this equipment was purchased outright, \$522,800 would need to be added to the budget. Therefore, the boats will be financed over a 6-year period and the engines for 2 years with a combined debt service payment of \$150,518 in FY 2001/2002.

Public Services – In Construction Services, a Building Inspector II, a Building Inspector I, a Service Clerk, and a Secretary I upgrade to full time status is included for a total of \$176,000 which will be totally offset with additional revenues. A total of \$60,000 from the Construction Trust Fund account will be used to purchase computer equipment for enhanced customer service. An Administrative Aide and an Engineer have been added for Airport support which will cover the \$103,000 cost, and a Real Estate Clerk II was upgraded to full time status for a cost of \$3,000. Eight existing GOB parks bond staff were transferred into the accelerated recapitalization program and 4 new staff (a Chief Architect, an Assistant City Engineer, and two Engineering Technicians) have been added to that program with the costs totally offset by additional revenues. One existing GOB parks bond employee plus 8 new staff (two Engineering Assistants, two Party Chiefs, and four Engineering Aide II's) were added for the Water and Sewer Master Plan which will cover these costs. For Special Assessment Projects, one existing GOB parks bond employee plus two new staff (an Administrative Assistant and an Engineering Technician) are included for a cost of \$123,000. Other additions to the budget include \$60,000 for maintenance of ballfield lighting, and \$40,000, which is offset by revenue, for additional traffic consultant fees. Six planning staff have been transferred in from Community and Economic Development to take over the Planning functions related to the Development Review Committee and to updates to the State's Comprehensive Plan.

Other General Government - This category includes items that are not attributable to City departments. Funding is provided for various social service, cultural, and promotional organizations in the community. The Community Services Board has evaluated the social and cultural applications for this funding and the Economic Development Advisory Board has reviewed the promotional proposals. This budget also includes funding for City mission related expenditures, \$65,000 for contract services for grants, \$49,000 for a National Urban Fellow Sponsorship, \$30,000 for the Information Technology Fund, \$10,000 for the tuition refund program, and the General Fund portion of the overhead charge for telecommunications and central stores.

Table 7. Social, Cultural and Promotional Funding

<u>SOCIAL ORGANIZATIONS</u>	Budget	Budget	Request	Adopted
	<u>FY 1999/2000</u>	<u>FY 2000/2001</u>	<u>FY 2001/2002</u>	<u>FY 2001/2002</u>
7th Avenue Recovery	\$ 0	0	10,000	8,451
A Child is Missing	2,500	4,375	6,000	5,721
Abandoned Pet Rescue, Inc.	0	0	5,000	5,375
Alzheimer's	5,864	0	0	0
Area Agency On Aging	38,756	39,000	N/A*	39,000
Boy Scouts Of America	2,500	0	0	0
Brookwood, A Young Woman's Residence	0	0	10,000	0
Broward Coalition for the Homeless	0	7,708	25,000	15,087
Broward Grandparents	0	0	25,000	9,701
Broward Homebound	5,250	0	7,000	6,413
Children's Diagnostic Center	2,500	4,948	0	0
Covenant House	0	11,875	30,000	0
Evergreen Baptist Church	0	18,182	25,000	0
Family Central	40,339	40,000	N/A*	40,000
First Call For Help	2,500	6,816	14,228	9,685
Florida Alliance for Progress, Inc.	0	0	10,000	0
Girl Scouts of Broward County, Inc.	2,500	7,420	13,500	10,413
HANDY, Inc.	0	0	10,000	0
Holiday Park Optimist Club	0	9,479	35,000	13,067
Justice for Children	0	2,084	0	0
Kids In Distress	3,409	4,479	5,000	0
Kids Voting Broward	0	2,084	2,000	4,413
Lighthouse of Broward County	3,636	5,677	10,000	9,028
McCloud Temple Church of God	0	0	30,000	0
Sharlene's Angels on Earth, Inc.	0	0	115,717	0
Sickle Cell Association	2,500	0	0	0
Starting Place	2,500	0	15,000	0
United Hearing & Deaf	4,091	6,094	7,500	8,548
United Residential Council	0	19,791	60,000	11,721
Urban League	6,496	10,750	23,000	0
Women In Distress	4,659	8,239	13,950	12,377
SOCIAL SERVICE TOTAL	\$ <u>130,000</u>	<u>209,000</u>	<u>507,895</u>	<u>209,000</u>

*Funding Levels are Pre-Set

	Budget FY 1999/2000	Budget FY 2000/2001	Request FY 2001/2002	Adopted FY 2001/2002
<u>CULTURAL ORGANIZATIONS</u>				
A Child's First Impression	\$ 2,606	0	0	0
All Florida Youth Orchestra	0	5,000	10,000	8,328
Ancestral Legacies, Inc.	0	0	10,000	6,980
Bonnet House	2,606	5,000	5,000	0
Curtain Call Playhouse	0	4,800	4,800	0
Florida Philharmonic Orchestra	2,606	5,000	5,000	4,000
Ft Laud Children's Theatre	5,720	0	0	0
Naval Airstation of Ft. Lauderdale	0	10,200	0	0
Old Dillard Museum	7,947	0	0	0
Opera Guild	3,515	0	10,000	7,942
Sharlene's Angels On Earth, Inc.	0	0	25,000	0
Stranahan House	5,000	0	5,000	2,750
CULTURAL TOTAL	\$ 30,000	30,000	74,800	30,000
<u>TOTAL SOCIAL & CULTURAL</u>	\$ 160,000	239,000	582,695	239,000
<u>PROMOTIONAL ORGANIZATIONS</u>				
Broward Ctr. for the Performing Arts	\$ 3,711	10,000	25,000	10,000
Broward County Film Society	7,227	10,000	15,000	9,358
Chamber of Commerce	17,410	0	13,000	0
Dillard High School Task Force	5,900	0	0	0
Florida Philharmonic	0	0	15,000	10,000
Florida Regional Minority Purchasing	5,424	10,000	20,000	3,500
Fort Lauderdale Children's Theatre	0	0	10,000	3,000
Fort Lauderdale Community Dev. Corp	0	0	15,000	0
International Business Council	0	0	38,055	0
Jimmy Evert Tennis Center - USTA	0	2,000	6,000	0
Jimmy Evert Tennis Ctr. – International	0	0	15,000	0
Las Olas Association, Inc.	3,299	0	40,000	0
Museum of Art	0	6,000	12,000	5,000
Navy League	3,236	3,000	5,000	1,000
Old Town at Riverwalk Merchants	0	4,000	15,000	8,142
Riverwalk Fort Lauderdale, Inc.	2,299	0	5,500	0
Smart Growth Solutions Group, Inc.	0	0	12,500	0
Sunshine Football Classic (MICRON PC)	4,486	5,000	0	0
Winterfest	7,908	10,000	25,000	10,000
PROMOTIONAL TOTAL	\$ 60,900	60,000	287,055	60,000
<u>TOTAL ALL CONTRIBUTIONS</u>	\$ 220,900	299,000	869,750	299,000

Contingencies - This appropriation is designed to cover expenditures not anticipated at the time of budget adoption. At the final budget hearing, the Commission adopted an operating millage rate that effectively removed \$2.2 million in resources from the General Fund contingencies. Given the uncertainties of the timing of obtaining grant funding and other policy decisions still to be determined regarding the PAVe (Personally Assigned Vehicles for police) program, \$443,000 for debt service and for cash match is being added here. The adopted funding level also includes an amount for cost-of-living adjustments for management and confidential employees.

Transfers - A transfer is an interfund transaction. Transfers out of the General Fund include resources for debt service (principal and interest) payments, contributions to the capital improvement program, and grant matching dollars.

Table 8. All Funds Proposed Transfers

	FY 2000/2001 Original Budget	FY 2000/2001 Estimated Actual	FY 2001/2002 Adopted Budget
<u>TRANSFERS IN</u>			
From Sunshine State for Geo. Info. Systems	\$ 68,695	68,695	-
From Water and Sewer Fund	-	67,096	-
From Parking Fund	-	58,152	-
Community Redevelopment Agency	<u>300,000</u>	<u>300,000</u>	<u>425,000</u>
Total Transfers In	<u>\$ 368,695</u>	<u>493,943</u>	<u>425,000</u>
<u>TRANSFERS OUT</u>			
Capital Improvement Plan	\$ 4,359,933	4,920,637	4,100,000
Community Redevelopment Agency	733,238	733,238	1,087,377
General Obligation Bond Debt Svc.	6,454,097	6,451,801	6,787,477
Excise Tax Debt Service	2,725,491	2,725,491	2,733,848
Sunshine State Debt Service	703,375	703,375	1,014,304
Vehicle Rental Fund	125,277	498,547	125,277
Grant Matching Funds	200,000	143,643	177,240
Insurance Fund	-	162,757	-
Parking Fund	<u>138,284</u>	<u>138,284</u>	<u>127,129</u>
Total Transfers Out	<u>\$ 15,439,695</u>	<u>16,477,773</u>	<u>16,152,652</u>

Year-End Balance/Working Capital - Savings in the current fiscal year (revenues minus expenditures) represent a significant resource for funding future budgetary requirements. The City has traditionally appropriated all identified resources for service delivery except for working capital reserve which is proposed to be \$2 million for FY 2001/2002. This represents a \$500,000 increase in order to maintain a responsible reserve for fiscal stability.

SANITATION FUND

The Sanitation Fund provides the City with refuse collection, a trash transfer station, lot clearing, bulk trash collections, recycling and street cleaning services. In early FY 1998/1999 we proceeded with enhancing our level of service in this program by providing once a week yard waste cart service to our customers. This enhanced level of service has resulted in the twice-monthly bulk service to be adjusted to once a month. In addition, we have reduced the size of the refuse containers to encourage recycling. These service levels are working well.

The remediation of the old Wingate Landfill and Incinerator site has begun and based on the agreements between the City, the other Potential Responsible Parties and Environmental Protection Agency, it has been financed with the 6% rate increase approved by the City Commission for this purpose in April 1995.

The FY 2001/2002 budget for Sanitation is \$18,834,390 an increase of \$1,470,776 or 8.5% from the FY 2000/2001 budget. This increase results primarily from an increase in operational costs as well as increased contractual costs. Monies are also included to move the maintenance of the Sanitation trucks into the fleet. The City expects to get an \$890,000 rebate from the County during FY 2001/2002 from the refinancing of the incinerator bonds that will help offset the budget increases. Therefore no rate increase is needed.

WATER AND SEWER FUND

The City of Fort Lauderdale supplies water and sewer services on a regional basis for over 300,000 residents of central Broward County. Areas serviced by the City's water treatment and distribution system include Fort Lauderdale, Port Everglades, Sea Ranch Lakes, Lauderdale-by-the-Sea, Oakland Park, Wilton Manors, Davie, Tamarac and portions of unincorporated Broward County.

The total FY 2001/2002 operating budget for the Water and Sewer Fund is \$39,583,586, an increase of \$7,685,624 or 21% above the FY 2000/2001 budget. Most of this increase is due to the creation of a Utilities Engineering Division to work on the Water and Sewer Master Plan which is offset by reimbursement from the Water and Sewer Capital Improvement Program. There is no debt service included for FY 2001/2002 since the issuance of revenue bonds is not contemplated until the following year and all outstanding revenue bonds will be fully matured by 9/30/01. Initial costs for the implementation of the Master Plan will be funded with operating revenue. Additional increases are due to employee payroll increases and general operational costs. A 2.5% rate increase has been included to cover these costs.

Last year, the Public Services Department presented the Water and Sewer Master Plan to the Commission. The Plan entails spending approximately \$550 million over the next twenty years. It was discussed that a 2.5% increase in rates would be added in years one, seven, and fourteen specifically for the Water and Sewer Master Plan. For FY 2001/2002 this gives a total rate increase of 5%.

The impact of a 5% rate increase on a residential customer using 10,000 gallons of water monthly amounts to \$2.51 illustrated as follows:

5% Effect on Water and Sewer Rates

<u>5/8 inch meter</u>	<u>Old Rate</u>	<u>New Rate</u>	<u>Increase</u>
Water Fixed Charge	\$ 2.82	\$ 2.96	\$ 0.14
Water Commodity			
0-3,000 gals	0.92	0.97	0.05
4-7,000	1.58	1.66	0.08
> 8,000	2.33	2.45	0.12
Sewer Fixed Charge	3.28	3.44	0.16
Sewer Commodity			
0-3,000 gals	2.13	2.24	0.11
> 4,000	2.96	3.11	0.15

5% Effect on Average Customer (10,000 gallons/month)

<u>5/8 inch meter</u>	<u>Old Rate</u>	<u>New Rate</u>	<u>Increase</u>
Water Charge	\$18.89	\$19.86	\$ 0.97
Sewer Charge	<u>30.39</u>	<u>31.93</u>	<u>1.54</u>
Total	\$49.28	\$51.79	\$ 2.51

CENTRAL REGIONAL WASTEWATER SYSTEM FUND

The City of Fort Lauderdale, through Large User Agreements, operates the Central Wastewater Region to provide treatment services for Fort Lauderdale, Oakland Park, Wilton Manors, Port Everglades, and parts of Tamarac. These agreements, necessitated by federal funding requirements, establish the methodology for setting rates to large users. The City Commission establishes a billing rate based upon estimated expenses for the coming fiscal year. At the close of each fiscal year, the fund is audited and the actual rate determined. If necessary, lump sum rebates or charges are made to adjust the amounts paid during the year. In the past, the rate calculated at year-end has been less than the budgeted rate resulting in rebates instead of charges.

The FY 2001/2002 operating budget for the Central Regional Wastewater System is \$8,136,964 an increase of \$273,120 which translates to a 3.5% increase over the FY 2000/2001 budget. A meeting of the Wastewater Large Users Committee was held in August 2001 to set the rates for FY 2001/2002. The Large User rate was reduced from the current \$0.77 to \$0.73 per 1,000 gallons of wastewater treated.

STORMWATER MANAGEMENT SYSTEM FUND

The City's Stormwater Management program is entering its tenth year of operation. Revenues collected are used for operating expenses and capital improvements directly related to the management of stormwater, including improvements designed to increase water quality in the City's waterways. Stormwater capital funds were used, for example, to fund those improvements

in the Executive Airport/Fiveash Wellfield area, which are directly related to water quality improvements.

The FY 2001/2002 Stormwater operating budget is \$2,304,014 a decrease of \$8,978 or a 0.5% decrease from the FY 2000/2001 budget. This decrease results from small adjustments to the operating budget. Stormwater rates have not increased since FY 1993/1994. The last few years, the City's been spending down the Stormwater reserves. In order to continue the current level of service we are recommending a 5% rate increase.

Billing is based on the following rate schedule:

- Residential property with three units or less is billed \$2.35 per month (\$0.11 per month increase).
- Commercial and industrial properties as well as multifamily residential with four units or more are billed \$23.92 per acre per month (\$1.14 per acre per month increase).
- Property with low runoff characteristics, such as vacant land, parks and wellfields are billed \$7.58 per acre per month (\$0.36 per acre per month increase).

PARKING SERVICES FUND

The City's parking system provides 10,242 parking spaces located in four parking garages and numerous parking lots as well as on-street parking. The FY 2001/2002 Parking Services operating budget is \$6,599,521, an increase of \$877,810 or 15% from the FY 2000/2001 budget.

During this fiscal year, public parking will be developed under the deck area of the new 17th Street Causeway Bridge and at Cooley's Landing Marine Facility. The City is currently negotiating the development of the Las Olas Intracoastal lot. This will result in a 1,000 space public parking facility(s). Metered parking is being explored in the City's North Beach area along both sides of the road on A1A north of Sunrise Boulevard to just beyond N.E. 18th Street. Public parking is also being explored at the former helistop and homeless sites in downtown Fort Lauderdale.

The new BridgeSide Square development parking facility was opened in February 2001 and provides 524 public parking spaces. This parking facility is operated without attendants since the City installed multi-space parking meters on all three levels of the public parking garage area and also sells monthly parking permits for this parking facility.

Parking Services has reorganized its management structure and restructured the duties of two vacant, former Assistant Manager positions.

AIRPORT FUND

The Executive Airport Division of the Community and Economic Development Department develops, operates and promotes Fort Lauderdale Executive Airport and Industrial Airpark, the Downtown Heliport, and the new Foreign-Trade Zone #241. The Airport is self-sustaining, with revenue generated by land leases and fuel flowage fees. The Division administers 47 land leases for both aviation-related and Industrial Airpark land on the 1,200-acre property.

Airport revenues are expected to increase by 8.5% from \$4,676,866 in FY 2000/2001 to \$5,082,409 in FY 2001/2002. Expenses are predicted to decrease by \$113,875 or 2.5% from \$4,303,905 in FY 2000/2001 to \$4,190,048 in FY 2001/2002.

Fort Lauderdale Executive Airport continues to play a key role in the City of Fort Lauderdale's economic development efforts by offering the types of facilities and amenities essential to business travelers. Executive Airport is unique in the Southeast in that it offers a 24-hour FAA Air Traffic Control Tower, an Instrument Landing System, a 6,000-foot runway, Aircraft Rescue and Fire Fighting services, U.S. Customs, 24-hour security and a police substation on the property.

This award-winning Airport is home to over 700 aircraft, including 110 jets and 42 helicopters, more than any other airport in the Southeastern United States. Six Fixed Base Operators provide a full spectrum of services, including fueling, avionics, maintenance, charters, aircraft sales and leasing, and air ambulance. Eighty-four percent of the over 9 million gallons of fuel pumped at the Airport in 2000 was jet fuel.

A number of Capital Improvement Projects are under development to prepare the Airport to meet the future aviation needs of the area. One of the most significant projects currently underway is the \$4 million Airfield Electrical Rehabilitation Project, which will bring the airfield electrical system and guidance signs up to current FAA standards and will enhance safety by reducing runway deviations, which have become a matter of national priority.

The Airport is also completing construction of an elevated Downtown Heliport, which will provide a vital transportation link to the City's Central Business District. The new facility will offer one landing and one parking position and a fully furnished lobby. The Heliport will be a convenient option to surface transportation for people traveling from Miami, West Palm Beach, and as far away as Orlando and Tampa.

As a means of continuing to promote economic development opportunities in the area, the entire Airport and six other sites were recently designated as Foreign-Trade Zone #241. This designation will help Airport tenants conducting international business to defer, reduce, or even eliminate costly duties or excise taxes, thus making the tenants financially stronger and more competitive.

The Airport's mission is to attract business to the area and help those businesses prosper while being a benefit to the community. As part of that mission, the Airport will complete the Master Plan and Part 150 Study Updates this coming year. These studies involve the efforts of the Airport tenants, the community, the Federal Aviation Administration and Florida Department of

Transportation, and the City staff to set a course for the future that meets the needs of both the aviation community and the needs of the residential community.

SUNRISE KEY NEIGHBORHOOD IMPROVEMENT DISTRICT

In accordance with State Statute regarding safe neighborhood districts, the following budget is based upon a millage rate of 1 mill.

Security & Other Services	\$37,400
Professional Services	4,200
Vehicle Expenses	4,200
Repair and Maintenance	2,500
General/Liability Insurance	3,500
Contingencies	7,000
Matching Funds	<u>1,200</u>
Total	\$60,000

LOOKING AHEAD

As part of the budget process, departments were asked to look ahead and identify what they should be doing over the next two years and what the future budgetary impact will be. Outlined below are areas they have specified that should be addressed.

Administrative Services

Purchasing and Central Stores will continue to leverage the use of technology and make greater use of the Internet. Within the Purchasing area, vendors will have greater access to their records and orders. Technology is available for Purchasing to electronically submit purchase orders to web enabled vendors. Efforts will continue to upgrade Purchasing software, strive to provide a full interface with the accounting system to include on-line receiving, and leverage the Internet for sources of vendors and commodities. The budgetary impact of leveraging technology is approximately \$50,000 over the next two years.

Purchasing would also like to begin the process of researching and implementing a document scanning system for the tremendous volume of paper records which we are required to maintain and access. This is a large capital project that could have a budgetary impact of over \$200,000, but the savings in staffing and productivity, as well as in records management, would be well worth the investment.

There has been a significant increase in the number of alternative competitive solicitation methods that are used, such as Requests For Proposals and Requests For Letters of Interest. There is also more involvement in contract negotiation for these more complex procurements. Therefore, it may be requested to add a staff buyer position for a total cost of approximately \$50,000 - \$60,000.

Fleet Services will need to monitor the Federal Government's position on alternate fuel mandates for cities and private fleets. A natural gas refueling station could cost the City between \$300,000 and \$500,000 if no outside funding sources such as grants, cost sharing funds, etc, were available. The growth in the fleet is making the existing garage maintenance and repair facility obsolete and inadequately sized to handle all sizes and types of fleet vehicles and equipment. A long term solution should be incorporated into the City's plans for a new operation center.

City Manager's Office

Administration will strive to complete the implementation of the Citizen Response system with ongoing staff training and software installation and upgrading. In addition, efforts will continue to actively monitor legislative issues and to implement a strategic planning process that will carry the City forward in the 21st century.

Internal Audit will step up its coverage of audits/reviews of the City's franchise fees, utility tax, license collector fees, and the review of various grants and contracts the City has entered into. Based on the results of the reviews, the City could recover revenues which could affect the City's General and Enterprise funds. Due to all the new technology and management use of computer programs for decision-making, the Division should secure contract services to perform audits of the City's computer environment.

The Office of Equal Opportunity would continue the City's education and awareness programs through training initiatives which will require contract professional services (\$25,000). Additional resources will also be needed in the future to provide clerical assistance to the staff and increase the level of service and effectiveness of the City's Disadvantaged Business Enterprise Program.

Public Information's most significant initiative for the coming years will be the expansion of electronic government communications and service delivery. The City's Internet presence, maintenance and enhancements to the web site will increase immensely, which will require additional staff resources. The City's redevelopment efforts are expected to bring new projects to the community in the coming months. Communicating the progress of projects to the community will be a critical element for their success.

Community and Economic Development

Under Community/Neighborhood Services, programs and support should be expanded to educate, empower, and sustain neighborhoods.

Under Marine Facilities, if the proposed issuance of a bond for the enhanced Capital Improvement Plan for building/facilities recapitalization is endorsed, the needs will be addressed. If not, then additional resources from the General Fund will be needed.

The Community Inspections Division will continue to focus on and build upon its relationship with the community. High priority is placed on the commitment and ability to maintain neighborhoods, protect property and preserve the value of our public and private investments. With this commitment comes the continued expenditure relating to demolishing and securing buildings. We will build on last year's efforts to educate the public through the schools, neighborhoods and civic associations, and the Neighborhood Leadership College. Such actions will continue to create an

awareness and understanding of the code. The budgetary impact relates to required educational materials. Revenue relating to such enforcement is expected to decline as communication increases and a level of understanding is recognized prior to an enforcement hearing process. Staffing at the administrative and inspector levels is expected to increase due to annexations and the expansion of enforcement beyond just trash violations to include issues such as landscaping, boarded structures, house painting, general aesthetics and environmental issues. Traditional enforcement of the South Florida Building Code and the City Code of Ordinances will continue over the next two years. The South Florida Building Code will be enforced until it is replaced by the State of Florida Building Code at which time our focus will shift to the new code. The Division will continue to train staff at all levels.

The new Redevelopment Division will leverage private sector investment to facilitate grants and/or payment to fund public improvements on or near City owned land. We intend to capture over \$4 million in infrastructure grants over the next 16 months as a result of this development activity. Over the same period, we expect to facilitate development of over \$60 million with various tax revenues in excess of \$1.2 million and job creation of over 1,500. The future budgetary impacts will be the cost of staff services.

The Community Redevelopment Agency (CRA) Board recently approved a strategic financial plan to leverage private sector investment in the CRA district. The \$45 million plan will focus on specific project areas and provide the foundation for infrastructure support and development of parcels. The plan contemplates the sale of Tax Increment Financing bonds and possibly an infusion of general funds, should the tax increment generation lag behind capital investment and related debt service payments. The amounts are preliminarily identified within the finance plan, however as projects become more detailed, flexibility is necessary. The plan can be revised as needed. The objective is to minimize the amount of funds, if any, needed from the General Fund to initiate redevelopment in the CRA district.

The Airport Division will focus on implementing a number of new programs and initiatives including continuation of our 24 hour Air Traffic Control Tower, rehabilitating the entire electrical system, and developing a program to extend the hours of operation of the Executive Airport U.S. Customs facility. An update has been initiated to the Airport Master Plan and Noise Compatibility Study which will establish FAA approval and funding for future airfield development projects and noise abatement measures. The new Downtown Heliport will be operational in the next year, requiring aggressive marketing to the aviation industry and to corporations targeted by the City for relocation. Aggressive staff effort will also be put forth to complete a multi-million dollar project to construct a permanent Airport Administration Building and design a Fire Rescue Station and an Emergency Operations Center with partial FDOT funding. Future phases will include U.S. Customs and Airport Maintenance facilities. This project will be paid for by Airport Division funds and FDOT grant funding.

Finance

The Governmental Accounting Standards Board (GASB) has issued Statement 34, "Basic Financial Statements for State and Local Governments" which establishes new accounting and financial reporting standards for state and local governments. This statement is effective for financial statement periods beginning after June 15, 2001. The City is in the process of

implementing GASB 34. In the Insurance Fund, medical inflation costs and premium collections will have to be carefully monitored in order to maintain a stabilized self-funded health program.

Fire-Rescue

Current initiatives to reduce overhead and operational costs should continue. These include reducing medical supply costs working with Central Stores on inventories, reducing inventories at fire stations and apparatus where appropriate, and developing processes that improve control and purchase. Other systems or process changes, such as the Traffic Control Devices, EMS Field Data Devices, and Emergency Medical Dispatch will provide ability to increase workloads by reducing the time for dispatch, response, and report writing of emergency personnel.

Parks and Recreation

The final phase of the General Obligation Bond projects will be coming on line in FY 02/03. Over the next year, the County will finalize the county parks plan and the City should be receiving challenge grants with matching funds for various park sites. Additional funds will become necessary to maintain these new facilities and enhancements.

Police

The next phase of the PAVe (Personally Assigned Vehicles) will be requested for FY 2002/2003 at a cost of about \$653,000. Also, in FY 2002/2003 the remaining two employees from the Civilianization Grant will be transferring into the General Fund with an estimated cost of \$100,000.

Public Services

Efforts are underway to move towards a fully online permitting system in the Building Services Division. Such efforts may result in the need for improvements in the database, as well as hardware and software to implement such high tech systems. Comprehensive Planning will need funding for the Urban Design Plan that will be presented to the Commission in 2001. This Plan will require resources to implement various studies and capital projects.

General

As the extent and quality of City services continues to rise, so too do the geographical boundaries of these service areas. To that end, the issue of annexation and the potential effect that joining areas will ultimately have on the City's budget is a very important issue in upcoming fiscal years.

Representatives from all City departments have joined to form the Annexation Core Team to project among other issues, the economic effects of annexation. The team has developed five-year cost projections for two adjacent unincorporated Broward County neighborhoods, Melrose Park and the Riverland/Southwest Areas, that have each passed a bill listing the City of Fort Lauderdale as a potential municipality into which they may incorporate. The cost estimates are developed to determine if an unincorporated neighborhood is at least economically neutral so that the City may provide adequate services to the area. Therefore, all expenditures required to service the newly incorporated area, including one-time capital costs, are subtracted from all sources of the neighborhood's revenue.

On November 6, 2001, Melrose Park residents voted for incorporation into the City effective September 15, 2002. The Riverland/Southwest areas are scheduled to vote on March 12, 2002.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

INTRODUCTION

The City of Fort Lauderdale is a municipality chartered under the laws of the State of Florida in 1911, with the Charter being replaced by a special act of the Florida Legislature in 1957 and substantially revised in 1984.

The Annual Operating Budget is the result of efforts by the Mayor and four City Commissioners as well as City staff to allocate limited resources to best serve the needs of the City of Fort Lauderdale. The Budget therefore reflects the policies adopted by the Commission in response to the needs and concerns communicated to them by the residents of Fort Lauderdale. A Vision Statement has been adopted by the Commission (page 35) which summarizes the City's long-term aspirations. The City Commission has appointed a Budget Advisory Board of residents who provide recommendations to the Commission during the year as well as prior to adoption of the Annual Operating Budget.

FINANCIAL STRUCTURE

The Budget is designed to coordinate with the City's accounting system in order to facilitate an orderly and expeditious transition from budget adoption to financial control. A brief explanation of the types and purposes of budgeted funds is presented below.

Governmental Fund Types

Governmental funds are those through which most governmental functions of the City are financed. The acquisition, use, and balances of the City's expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The measurement focus is on determination of changes in financial position, rather than net income.

The following are the City's governmental fund types:

General Fund - The General Fund is the general operating fund of the City. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are paid from the General Fund.

Special Revenue Funds - Special revenue funds are used to account for the proceeds of specific revenue sources (other than major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. Funds of this type in the Annual Operating Budget are the Fort Lauderdale Community Redevelopment Agency and Sunrise Key Safe Neighborhood District.

Debt Service Funds - Debt service funds are used to account for the annual payment of principal, interest, and other expenditures on general long-term debt, other than bonds payable from the operations of the enterprise funds. Funds of this type in the Annual Operating Budget are General Obligation Bonds, Excise Tax Bonds, Sunshine State Governmental Financing Commission, and Tax Increment Revenue Bonds.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

Capital Projects Funds - Capital projects funds are used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by enterprise operations. While the Annual Operating Budget includes the contribution to these funds from operating sources, the specific appropriations for these funds are only summarized in this document and are included in detail in a separate Capital Improvement Plan which is separately adopted by the City Commission.

Proprietary Fund Types

Proprietary funds are used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector. The measurement focus is on determination of net income. The following are the City's proprietary fund types:

Enterprise Funds - Enterprise funds are used to account for operations that provide a service to citizens, financed primarily by a user charge, and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability or other purposes. Funds of this type in the Annual Operating Budget include Sanitation, Water and Sewer, Central Regional Wastewater System, Parking System, Executive Airport, and Stormwater Management.

Internal Service Funds - Internal service funds are used to account for the financing of goods or services provided by one department to other departments of the City or to other governmental units. Funds of this type in the Annual Operating Budget are Insurance (Risk Management), Central Services (Print Shop, Radio and Telecommunications, and Central Stores), and Vehicle Rental (Fleet Management).

Other Fund Types

In the City's accounting system, there are other fund types which are not included in the Annual Operating Budget. These funds are fiduciary funds and account groups.

Fiduciary Funds - Fiduciary funds are used to account for assets held by the City in a trustee capacity for individuals, private organizations, other governmental units, and/or other funds. Funds of this type include the Cemeteries General Reserve Endowment and Perpetual Care Funds, General Employees and Police/Fire Pension Funds, the Arts and Science District Garage, and Deferred Compensation. The Annual Operating Budget reflects the operating budget contributions to the pension plans and deferred compensation. The City contributes no money to the cemeteries funds because the function has been privatized. The Arts and Science District Garage, while managed by the Parking staff in Administrative Services, is handled as a separate function on behalf of the Performing Arts Center Authority and the Downtown Development Authority.

Account Groups - Account groups are used to establish accounting controls and accountability for the City's general fixed assets and its general long-term debt. The City's account groups are General Fixed Assets and General Long-Term Debt. The Annual Operating Budget provides for the initial purchase and on-going maintenance of fixed assets. The Annual Operating Budget does not include compensated absences but does reflect the annual principal and interest amounts (debt service) on bonded debt.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

BASIS OF BUDGETING

The budget is adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) with the following exceptions:

- Advances from other funds are presented as revenues.
- Encumbrances, advances to other funds, and principal on long-term debt of the proprietary funds are presented as expenditures or expenses.
- Depreciation and compensated absences are not budgeted in any funds.

The GAAP basis of accounting for governmental funds is modified accrual. Under the modified accrual basis, revenues are recognized when they become susceptible to accrual, i.e., measurable and available to finance the City's operations. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures (decreases in net financial resources) are recognized in the accounting period in which the related fund liabilities are incurred as long as it is measurable. An exception to this is long-term debt and the long-term portion of accumulated compensated absences and longevity pay, which are recognized when due.

In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as a guide. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purpose of expenditure and are usually revocable only for failure to comply with prescribed compliance requirements. The resources are reflected as revenues at the time of receipt or earlier if susceptible to accrual.

The major utility and franchise taxes are recorded as revenues when earned. Licenses and permits, fines and forfeitures, charges for services, and other revenues (except investment earnings) are recorded as revenues when received in cash because they are generally not measurable until actually received. Property taxes are recorded as revenues in the fiscal year levied, provided they are collected in the current period or within sixty days thereafter. Those remaining uncollected are recorded as deferred revenues. Investment income is recorded as revenue when earned. Special assessments are recorded as revenues only to the extent that individual installments are considered available.

The accrual basis of accounting is utilized by proprietary funds and pension and nonexpendable trust funds. Under the accrual basis, revenues are recognized in the accounting period in which they are earned, if objectively measurable, whether collected sooner or later. Expenses, not expenditures, are recognized when the benefits of costs incurred are deemed to have been consumed or expired. Long-term liabilities are accounted for through those funds. Depreciation of fixed assets (including capital outlay equipment purchased in the operating budget) are recorded in the accounts of these funds as well on the straight-line basis over the following useful lives: buildings (40-50 years), improvements (20-50 years), and equipment (3-15 years).

EXPLANATION OF BUDGETARY POLICIES AND BASIS

DEVELOPMENT PROCESS

The budget process is guided by direction from the City Commission as it strives to meet the needs of the community at a reasonable price. Every Commission meeting involves deliberation about what services the City should provide, at what level, and at what price. The decisions made by the Commission throughout the year provide a general path for the budget deliberations to follow. City employees provide the perspective of professionals as to the most efficient and effective way to implement Commission policy. Residents have the opportunity to express their preferences for City services and funding mechanisms through formal budget public hearings as well as individual agenda items during the year. In addition, a Budget Advisory Board, comprised of residents and appointed by the Commission, meets regularly to develop recommendations for the budget.

The budget process is comprised of five stages, all of which are facilitated by the Budget Office: forecast, request, review, adoption, and monitoring. These steps often overlap one another because the City is always operating in one fiscal year while working on the next and there are many participants involved in the process.

The forecast stage is the beginning step in the development of the next year's budget. In December, budget staff outlined the options for the upcoming budget process using the City's Vision Statement (page 35) as an overall guide of the City's general direction. After review by the Assistant City Managers, a forecast of the General Fund for the next fiscal year is prepared. That forecast is typically presented to department heads and the City Manager in February. Based upon their review, the forecast is refined and the budget process is finalized with input from departmental budget coordinators. The forecast is presented to the City Commission traditionally in April or May at the same time that the Commission provides their priorities for budget development. The priorities established for FY 2001/2002 are summarized on pages 36 and 37.

The request stage involves many participants. The Commission has delegated responsibility for recommendations related to community groups to the Community Services Board and the Economic Development Advisory Board. Budget staff meets with these advisory bodies in January to outline the options for the request process and establish a timetable. In February for social/cultural requests, and in March for promotional projects, the boards solicit requests from community groups. In February, departments are asked to submit proposals for reorganizing or utilizing temporary and part-time help. In March, budget staff provide training to approximately one hundred employees who are traditionally involved in preparing their own department's budget requests. In April, all departments prepare their proposals using on-line budget preparation software and completing justifications on electronic forms. The information assembled also includes revenue projections for each department's area of responsibility.

The review stage provides for the evaluation of budget requests that have been submitted. Budget staff review the reorganization and position change proposals in March and load any changes into the automated payroll projection system. At this same time, the advisory boards are reviewing the community group proposals. In May, the City Manager conducts formal budget reviews with each department to better understand their priorities and requests. In June, the management team (City Manager, Assistant City Managers, and department heads) meet, sometimes frequently, to hammer out the decisions necessary to prepare a proposed, balanced

EXPLANATION OF BUDGETARY POLICIES AND BASIS

budget. Final decisions are made in July so that the City Manager can present his Budget Message to the Commission per City Charter requirements. The Budget Advisory Board, appointed by the Commission, reviews the City Manager's budget and applies the results of their yearlong research in making their recommendations to the Commission in August. The Board often submits recommendations outside of this time frame as consensus is reached on other issues.

The adoption stage is the final step in the development of the budget. It begins with the recommendation of the advisory boards for funding community groups. These generally are transmitted in May or June. The City Manager presents a comprehensive proposal for the coming fiscal year. In July, the Commission accepts the City Manager's proposal and directs that a preliminary millage rate be calculated and forwarded to Broward County for inclusion in the State-required "Truth in Millage" (TRIM) notice sent to all property owners. The TRIM notice is sent in August and provides the taxpayer with the taxable value of their property, the proposed millage rates for all taxing jurisdictions, and the date, time, and location for the first public hearings. The City Commission holds the first hearing and tentatively adopts the millage rates and the budget. A TRIM advertisement is placed in the City's newspaper of record before the final public hearing. That advertisement provides a budget summary, information about the final public hearing, and a notice of tax increase if applicable. The Commission holds the final public hearing and then adopts the final millage rates and the budget.

The monitoring stage really occurs year round. In October, staff load the adopted budget amounts into the automated financial system for implementation of the budget. In addition, authorized positions are rolled into the payroll/personnel system to provide the guideposts for hiring. The budget document is prepared to reflect the plans approved by the Commission. The adopted millage rate is transmitted to Broward County for preparation of billing and collection. The City Manager's Office in conjunction with budget staff determines the appropriate monitoring procedures for the fiscal year (i.e. approval process for budgeted purchases, review of budget shifts within a single department's budget). All during the fiscal year, departmental and Finance Department staff review purchase and personnel requisitions, have access to financial information on-line real-time, and monitor Commission agendas for financial impacts. The City Manager holds periodic budget reviews with each department to ascertain the status of budgeted revenues and expenditures. The Commission considers allocations from General Fund Contingencies and other budget amendments to reflect adjustments in appropriations when necessary based upon actual expenditures during the year.

Refer to pages 40 and 41 for a summary of the budget process and calendar.

AMENDMENT PROCESS

After the budget has been adopted in September, there are two ways that it can be modified during the fiscal year.

For changes within a department's appropriation within the same fund, the City Manager has the authority to authorize changes. The Assistant City Managers review all purchases which require an adjustment of \$1,000 or more. A formal process has been utilized for many years for capital outlay in particular. As the budget process gets underway, departments prepare estimates for

EXPLANATION OF BUDGETARY POLICIES AND BASIS

current year expenditures. As they are submitted to the budget office, they become the guidepost for all subsequent purchases regardless of the original appropriation. Such estimates are prepared initially in April and revised in June and August.

For modifications which cross departmental and/or fund lines, only the City Commission can approve such changes. This process includes allocation of budgeted General Fund contingencies. The request is placed on a regular consent agenda and requires a majority vote of the Commission.

CAPITAL IMPROVEMENT PLAN

Expenditures for capital improvements are not included directly in the operating budget. The Annual Operating Budget includes and identifies amounts to be transferred to capital project funds from operating sources. The appropriations for capital improvements are budgeted as part of the Capital Improvement Plan (CIP) and prepared and approved separately. A Capital Improvement Program Committee, consisting of department heads and the Assistant City Managers, meets on a regular basis to oversee a five-year CIP, which is updated and presented yearly to the City Commission for approval. A separate CIP document is available which details each project, its purpose, funding sources, timetable, and its effect on future operating budgets. The first year of the CIP is referred to as the capital budget. The CIP and Annual Operating Budget are closely linked as the budget assumes the cost of maintaining and operating new facilities as they are constructed within the CIP. The department representative on the CIP Committee is responsible for incorporating any needed funding for completed projects into the operating budget. Capital projects are budgeted and accounted for in a number of funds. A summary of the CIP is provided beginning on page 173.

There are many differences between the operating budget and the capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all City services, but does not result in the addition of major, physical assets for the community. The capital budget includes one-time costs for projects that may last several years and result in major physical assets being added in the community.

DEBT POLICY AND ADMINISTRATION

There is no statutory or charter debt limitation. The City has established its own policies regarding the utilization of debt instruments. Debt is used for a variety of purposes and in a variety of ways. The principal use of debt by the City has been for making capital expenditures. Because the use of public capital stretches over many years, it is appropriate that those who enjoy the benefits should also pay the costs. This general principle of intergenerational equity, however, must be applied cautiously. The public capital of one generation may be regarded as a dubious asset by the next. Why should those who did not choose to make the expenditures pay for them? Any capital expenditures, the continuing merit of which is in doubt, might more appropriately be paid for by those who chose to make the expenditure. Moreover, this reservation accords with financial conservatism as a public debt based on unwanted capital expenditures is not of very good quality. Another more pragmatic qualification to this general

EXPLANATION OF BUDGETARY POLICIES AND BASIS

principle is that short-lived capital expenditures may be more easily and appropriately fitted into current budgets than paid for by borrowing. The Commission has agreed to issue debt for recapitalization of existing assets and for most of the Water and Sewer Master Plan. The City determined that the needs for these improvements were such that borrowing was warranted to expedite the implementation of these projects.

The solid financial position of the City along with application of the most current financial management practices has permitted the City to obtain very favorable bond ratings and, consequently, lower interest rates. The City has adopted the following policy statements as guidelines for the use of debt:

1. No borrowing of short-term debt for support of routine operations is to be used unless borrowing can be obtained at a lower rate of interest than invested funds and funds are not available for the routine operations.
2. Debt payment shall not exceed the anticipated useful life of an improvement and in no case exceed 30 years.
3. Bond issues shall be scheduled to level annual debt service requirements so that borrowing costs are minimized. This may be modified based on the express purpose of spreading improvement costs equally over a long period of time so that future citizens become responsible for portions of the cost.
4. Efforts shall be made to maintain or improve the City's bond rating.
5. With each bond offering and at least annually, the City shall fully disclose its financial position and fiscal management practices.

The following policy statements have been adopted by the City as operating guidelines for the level of debt for all direct non-self-supported debt:

1. Direct, non-self-supported debt shall not exceed 3% of assessed valuation.
2. Direct, non-self-supported debt shall not exceed \$750 per capita.
3. Direct, non-self-supported and overlapping debt shall not exceed 5% of assessed valuation.
4. Annual debt service requirements shall not exceed 10% of the annual budget.
5. Average annual bond maturities shall not exceed 15 years.
6. Where required, debt services equal to the highest scheduled principal and interest payment shall be maintained (except assessment debt) or debt service reserve insurance will be obtained.

A summary of the City's outstanding long term debt related to capital improvement (except assessment debt) as of October 1, 2001 is as follows:

	Bonds Outstanding	Interest Rate Range	Final Maturity	BOND RATING		
				Standard & Poor's	Moody's	Fitch
General Obligation	\$50,450,000	4.00 - 7.00	20	AA	Aa2	N/A
Excise Tax	30,655,000	2.50 - 6.60	20	A+	A1	N/A
Tax Increment	4,735,000	4.70 - 6.20	20	AAA*	Aaa*	N/A
Sanitation	<u>5,477,000</u>	4.35 - 5.40	20	N/A	A1	A
TOTAL	\$91,317,000					

*Repayment of the tax increment bonds is insured, reflecting the triple rating.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

General Obligation Bonds are secured by the full faith and credit of the City. The outstanding General Obligation Bonds will be repaid from ad valorem taxes. The Excise Tax Bonds are secured by a pledge of certain utility service, cigarette, and franchise taxes. Tax increment bonds are secured by property taxes and a secondary pledge of Parking revenue.

FUND BALANCE POLICY

The City of Fort Lauderdale has established a practice of maintaining and ensuring minimum levels of fund balance. In the General Fund, the original budget included \$2.0 million as working capital in addition to \$548,000 in contingencies. The October Budget Amendment mentioned on page 7 added \$500,000 to the Working Capital Reserve and restored the General Fund Contingencies to the traditional base level of \$1.5 million. The amount of the budgeted fund balance is set by the Commission considering the need for unreserved, undesignated amounts against the political consideration of a reasonable property tax levy. In the enterprise funds, provision is made for operating working capital on top of amounts for debt service and replacement reserves.

VISION STATEMENT

CITY OF FORT LAUDERDALE

In 1995, Fort Lauderdale citizens met as an American Assembly to take part in the process to develop the strategic guide for the City into the 21st century. The Assembly's objectives, to continue the forward momentum gained by the City's 1994 mission and to address current and future challenges, resulted in this vision:

Fort Lauderdale, the "Venice of America," is a tropical paradise. Its beauty makes it truly distinctive, and the City offers residents and visitors a lasting warm and congenial lifestyle. Fort Lauderdale has become a model for other communities, which emulate not only its citizen involvement, but also its commitment to communication and participation in community planning.

Working relationships with other municipalities and agencies are strong, as we share information and resources for our mutual benefit, coordinate key services, and resolve current and future social service issues. Fort Lauderdale is a model of intergovernmental cooperation.

As the region's natural leader, Fort Lauderdale's prosperous commerce center is considered the hub of South Florida. The City is the governmental, financial and cultural center of the region. Its environment attracts and retains desired business and industry through well-trained, educated workers, available facilities, and other enhancements that encourage desirable development. Our downtown, with corporate headquarters, cultural aspects and amenities along the New River, uptown's dynamic business center, executive airport, an industrial commerce center, as well as our world renowned beach, provide a desirable setting for families to live, work and play.

Partnerships make it possible for Fort Lauderdale to achieve its successes. The high level of cooperation among residents, businesses, schools, religious organizations and the City allow the planning and implementation of programs that enhance the quality of life. Innovative projects have provided solutions to social and safety issues, such as homelessness and community policing. Quality of life, growth management and resource identification and allocation strategies have also been developed. Neighborhood organizations provide a voice for every household throughout the City. The network of neighborhood associations is a family that shares resources, collaborates with other organizations, and provides leadership to empower our entire City. Revitalization of the northwest and other areas of the City has transformed neighborhoods at risk into vibrant centers of economic and cultural richness.

Fort Lauderdale has attracted a diverse population and maintained a hometown feeling even as it provides improved access into and through the City. Neighborhoods are preserved and connected through improved streets and a network of pedestrian and bike paths. Our streetscape and natural habitat are sustained through our urban tree canopy, a source of great pride to the City. Public parks and recreation open space needs are met as we continue our focus on environmental awareness and responsibility. With unsurpassed natural beauty, our waterways provide commerce, employment and recreational activities. Water quality standards are among the highest in the country.

The unique needs of Fort Lauderdale's neighborhoods are met by a highly competitive urban school system, with facilities and resources which reflect the community's total commitment to excellence in education. Standards of excellence ensure students are prepared for life outside the classroom; parents and administrators are accountable for success. The City and the community, through commitments and bonds with educational institutions at all levels, have ensured a quality education is available to everyone.

The City is using rapidly changing technology to provide instant access to information and increased citizen awareness on many levels. We are recognized as one of the safest and cleanest cities in the United States, with residents and businesses creating a clean, safe environment in partnership with the City. Fort Lauderdale is truly a model City for the 21st century.



**Commission Operating Budget Priorities for FY 2001/2002
Requiring Additional Resources**

Policy Themes		
Managed Growth	Infrastructure	Technology
One-Stop Shop Service Level (Outside Study for Revenue Support) (Set Reasonable Fees)	General CIP Recapitalization (Functionality, Safety) NCIP/BCIP/Special Assessment Support Sidewalks	City Services through the Internet (Evaluate Contract Webmaster) (Charge to Other Funds)
Residential Buildout Density Study (Development Fee Recovery)	Inspection by Light Duty Staff or Council of Civil Assoc. Damages (Restitution from Demolition Contractors) Traffic\ Calming (Special Assessment	
Develop Design Plan with DDA & Others	Maintenance and Operation of Completed Projects Parks Facilities Median Upgrades Outreach Efforts for Recreation Participants Contracting of Recreation Programs & Year-Round Usage Increase Real Estate Support Potential New Debt Obligations Accounting Support (Charged to Pertinent Fund)	

Policy Themes

Mass Transportation

Public Safety

Other

Act Upon County Study re Impact Fee

North Beach Lifeguards
(Non-Residential Revenue)

Increase Grant Writing Capability

Public and Private Parking Surcharge

Personally-Assigned Vehicles for Police

Increase Economic Development Expertise
(Relate to Chamber and Broward Alliance)

Remove Parking Lots - Shuttle Service

Establish a Merit Pay System for Employee
Compensation

Collect County Occupational Licenses

LINKAGES BETWEEN VISION, MISSION, PRIORITIES, AND GOALS/OBJECTIVES

The City of Fort Lauderdale strives to maintain linkages between its vision statement, departmental mission statements, budget priorities, departmental goals and objectives, and resource allocations. The vision statement on page 35 has set the stage for departmental mission statements, which provide a long-range view of each department's role in achieving the vision. For FY 2001/2002, the City Commission identified some key budget priorities (pages 36 and 37), which are pertinent to the next twelve months of City activity. To address these priorities, departmental objectives for the fiscal year indicate what actions City departments will take during the fiscal year to fulfill the Commission's expectations. The allocation of additional resources to meet these objectives is summarized in the Budget Message (pages 2-4), the Executive Summary (pages 12-14, 17-22), and in the Departmental Budgets section.

For example, the vision statement foresees Fort Lauderdale "using rapidly changing technology to provide instant access to information and increased citizen awareness on many levels." In the departmental section of this document, the goal of the Information Technology Division of Administrative Services on page 83 is to provide for the "innovative implementation of new technologies". The Public Information Office of the City Manager Department has an objective on page 105 to "maintain and enhance the City's presence on the Internet". The Central Accounting Division of the Finance Department has an objective on page 124 to "go live with a new Payroll/Personnel system by the end of FY 2001/2002". The Public Services Department has also set a technology objective on page 159 to "continue developing a 5-year Master Plan for competitiveness improvements including process control and information systems." The Commission priorities include a technology theme. The Budget Message on page 3 emphasizes the additional resources proposed by the City Manager and ultimately approved by the City Commission.

Other key areas of the City's vision statement which have translated into specific responses in the FY 2001/2002 budget include:

- "model of intergovernmental cooperation" (See departmental objectives for the City Attorney's Office on page 95 related to City, State and Federal laws; the mission statement for the City Clerk Department on page 97; the City Manager's Department objective related to Federal and State legislative programs on page 103; the Community Planning and Neighborhood Services Division work on annexation programs shown on pages 109 and 110; and the Police Department objective on page 149 related to dispatch with the Sheriff's Office.)
- "neighborhoods are preserved and connected" (See the Budget Message on pages 2-4 where there is discussion of additional resources allocated for downtown residential and traffic consultants, the plans for significant capital improvements especially within neighborhoods, mass transportation routes to improve service to neighborhoods, and implementation of the rescue unit for the north beach area.)
- "public parks and open space needs are met" (See the Executive Summary on page 13 for the additional resources added for new park areas.)
- "recognized as one of the safest and cleanest cities in the U.S." (See departmental objectives for Community Inspections on pages 116 and 117, Fire-Rescue on pages 132-134, and Police especially on pages 150 and 151.)

Linkages Between Vision, Mission, Priorities, and Goals/Objectives

FY 2001/2002 Operating Budget

	City Vision Statement				
	Citizen Involvement	Neighborhoods Preserved	Parks Open Space	Technology Citizen Awareness	Safe Clean
Budget Priorities Policy Themes	All Themes	Managed Growth	Infrastructure	Technology	Public Safety
		Infrastructure	Public Safety		
		Mass Transportation			
Departmental Mission; Goals and Objectives:					
Administrative Services				★	
City Attorney's Office		★			★
City Clerk's Office	★			★	
City Manager's Office	★			★	
Community and Economic Development	★	★		★	★
Finance	★	★		★	
Fire-Rescue	★	★		★	★
Parks and Recreation	★	★	★	★	★
Police	★	★	★	★	★
Public Services	★	★		★	★

BUDGET PROCESS

MONTH	FORECAST STAGE	REQUEST STAGE	REVIEW STAGE	ADOPTION STAGE	MONITORING STAGE
OCT					Load Budget/FAMIS Roll Positions Prepare Budget Document Transmit Millage Monitoring Procedures Budget Adv. Bd. Meetings
NOV					On-Line Review Review Requisitions Commission Agendas Publish Budget Document Budget Adv. Bd. Meetings
DEC	Outline Process				On-Line Review Review Requisitions Commission Agendas Budget Adv. Bd. Meetings
JAN	Prepare Forecast	Staff Meets With Advisory Boards for Community Group Funding Procedures			Budget Coordinators Mtg. Review Requisitions Commission Agendas Budget Adv. Bd. Meetings
FEB	Present Forecast to Department Heads	Reorganizations Position Changes Community Group Proposals			On-Line Review Review Requisitions Commission Agendas Budget Adv. Bd. Meetings
MAR	Firm Up Process Refine Forecast	Train Staff Load Reorganizations	Review Reorganizations Community Group Presentations		On-Line Review Review Requisitions Budget Adv. Bd. Meetings
APR	Prepare for Commission Workshop	Department Requests		Advisory Boards Recommendations	On-Line Review Review Requisitions Budget Adv. Bd. Meetings
MAY	Commission Workshop		City Manager Reviews Adjustments for Commission Priorities	Commission Hears Advisory Boards Recommendations	On-Line Review Review Requisitions Budget Adv. Bd. Meetings
JUN			Management Team Meetings		Revise Dept. Projections Budget Adv. Bd. Meetings
JUL			Balance the Budget	City Mgr. Message Tentative Adoption	Budget Adv. Bd. Meetings
AUG			Budget Advisory Board Recommendations	TRIM Notice	Revised Departmental Projections
SEPT			Commission Workshop	Public Hearings TRIM Ad Final Adoption	Budget Amendments

BUDGET PREPARATION AND IMPLEMENTATION CALENDAR
FY 2001/2002 OPERATING BUDGET

DATE: 2000

ACTIVITY

- October 2 Departmental Budget Coordinators meet to critique the FY 2000/2001 process.
- December 12 City Commission sets budget target for social, cultural and promotional funding.

DATE: 2001

- January 8 Community Services Board discusses upcoming social/cultural funding process.
- February Departments prepare proposed reorganization and position change requests.
Departments review the first quarter revenue and expenditure data.
City Manager conducts first quarter budget review meetings with departments.
- February 7 Initial Budget Discussions are held with the City Manager and Assistant City Managers.
- February 8 Initial Budget Discussion held with the Executive Management Team.
- February 26 Economic Development Advisory Board discusses upcoming promotional funding process.
- March Training is provided to all budget preparers.
Departments begin preparation of budget requests.
- March 15 City Commission approves budget amendment to reflect union agreements and non-bargaining unit adjustments.
- March 21 Budget briefing is held for the Executive Management Team.
- April 5 Formal budget kickoff occurs with all forms and spending guidelines distributed.
- April 9 Community Services Board adopts recommendations for social/cultural funding.
- April 30 Departments submit budget requests.
City Commission reaches consensus on FY 2001/2002 budget priorities.
- May City Manager conducts program budget reviews with departments.
Budget Office conducts technical budget reviews with departments.
- June 5 City Commission holds joint meeting with the Budget Advisory Board.
- June 6 Executive Management Team receives update of budget development status.
- June 18 Departments revise budget estimates.
- June 19 City Commission receives more detailed budget forecast.
- June 25 Economic Development Advisory Board adopts recommendations for promotional funding.
- July 2 Broward County Property Appraiser certifies the property tax roll.
- July 17 City Manager presents his proposed budget to the City Commission.
- August Property Appraiser distributes Truth in Millage (TRIM) notices to all property owners.
- August 13 Departments revise budget estimates.
- September 6 Budget Advisory Board adopts final recommendations for FY 2001/2002.
- September 12 City Commission holds 1st public hearing and tentatively adopts millage rate and budget. Final fire special assessment is set.
- September 17 City advertises budget in newspaper of record to meet TRIM requirements.
- September 20 City Commission holds 2nd public hearing and adopts final millage rate and budget.
- October 1 Beginning of FY 2001/2002 fiscal year.

FINANCIAL SECTION

INTRODUCTION

For FY 2001/2002 the adopted budget is \$345,370,444. The following pages reflect this budget information in tables and graphic format. An all-fund summary for FY 2001/2002 is presented showing revenues by source, expenditures by department, and transfers. In addition, a similar table is included for FY 2000/2001 for comparative purposes. These are then followed by detailed information, as listed below, regarding resources, expenditures and transfers. Where applicable, information includes actual expenditures and revenues for FY 1999/2000, both budgeted and estimated actual and variance for FY 2000/2001 and then the budget for FY 2001/2002. The budget for FY 2000/2001 in the tables is the revised budget comprised of the budget adopted by the Commission, plus prior year encumbrances, plus adjustments approved by the Commission. The "Percent Change Increase (Decrease)" column in the tables compares the adopted FY 2001/2002 budget to the FY 2000/2001 estimated actual expenditures.

The detailed information provided in this section includes:

All Funds

Tables of All Funds Resources By Object and All Funds Expenditures By Object.

Charts comparing Resources for All Funds as a percentage of total resources for the FY 2001/2002 budget and a comparison of citywide Expenditures for All Funds, by department.

Operating Funds Budget Trends.

All Funds Budgeted Transfers for FY 2001/2002.

General Fund

Table of General Fund Resources By Object.

Table of General Fund Expenditures By Object.

Charts comparing General Fund Resources and Expenditures (original budget) by department.

Charts reflecting five-year trends for General Fund Resources and Expenditures.

Other Funds

Fund schedule and trend charts of resources and expenditures for Sanitation, Water and Sewer, Central Regional Wastewater System, Parking, Airport and Stormwater.

Fund schedules for Internal Service Funds (Insurance, Central Services and Vehicle Rental Funds).

Fund schedules for Special Revenue and Debt Service Funds.

Chart and Table of Debt Service Requirements.

Charts reflecting trends in Ending Fund Balances.

City of Fort Lauderdale
 Adopted Operating Budget
 Fiscal Year 2001/2002

Estimated Revenues and Other Resources Available:	General Fund	Community Redevelopment	Sunrise Key	Debt Service Funds	
				General Obligation Bonds	Sunshine State
Projected Cash Balances Brought Forward:					
Prior Year Carryforward (Balances)	\$ 5,659,855	-	42,603	-	-
Required Reserves - Beginning	-	102,550	-	202,364	415,044
Total Cash Balances Brought Forward	\$ 5,659,855	102,550	42,603	202,364	415,044
Estimated Revenues:					
Taxes:	Millage/\$1,000				
Ad Valorem Taxes - Operating	4.8762	66,880,942	-	-	-
Ad Valorem Taxes - 1987/92/98 Bonds	0.2869	3,922,279	-	-	-
Ad Valorem Taxes - 1997 Bonds	0.2099	2,865,325	-	-	-
Ad Valorem Taxes - Sunrise Key	1.5000	-	78,540	-	-
Franchise Fees		10,715,000	-	-	-
Utility Service Taxes		33,060,773	-	-	-
Licenses and Permits		8,326,978	-	-	-
Intergovernmental		16,093,330	1,695,235	-	-
Charges for Services		15,918,006	76,930	-	-
Fines and Forfeitures		1,817,500	-	-	-
Other		26,355,820	268,907	5,000	20,000
Total Estimated Revenues	\$	185,955,953	2,041,072	83,540	20,000
Estimated Transfers	\$	425,000	1,693,822	-	6,787,477
<i>Total Resources Available</i>	\$	192,040,808	3,837,444	126,143	7,009,841
Appropriations and Other Resources Allocated:					
Adopted Appropriations by Department:					
Administrative Services	\$	8,285,052	-	-	-
City Attorney		2,116,775	-	-	-
City Clerk		851,172	-	-	-
City Commission		206,027	-	-	-
City Manager		3,232,311	222,823	-	-
Community & Economic Development		7,299,318	1,334,761	-	-
Finance		3,526,403	-	-	-
Fire-Rescue		36,189,110	-	-	-
Parks and Recreation		26,599,338	-	-	-
Police		64,037,767	-	-	-
Public Services		18,572,562	-	-	-
Other General Government		2,360,657	-	51,800	-
Debt Service		-	167,600	-	6,809,841
Total Appropriations for Operating Expenditures	\$	173,276,492	1,725,184	51,800	6,809,841
Other Resources Allocated:					
Contingencies		547,501	-	4,500	-
Required Transfers Out		11,623,006	911,445	-	-
Discretionary Transfers Out		429,646	425,000	-	-
Capital Transfers Out		4,100,000	670,458	30,500	-
Total Other Resources Allocated	\$	16,700,153	2,006,903	35,000	-
Projected Balances and Reserves:					
Anticipated Year End Balance		2,064,163	-	39,343	-
Required Reserves - Ending		-	105,357	-	200,000
Total Balances and Reserves		2,064,163	105,357	39,343	470,000
<i>Total Resources Allocated</i>	\$	192,040,808	3,837,444	126,143	7,009,841

Debt Service Funds		Enterprise Funds					Total Operating Funds
Excise Tax Bonds	Tax Increment Bonds	Sanitation	Water and Sewer	Stormwater	Parking System	Airport	
-	-	3,093,761	10,693,799	3,313,085	1,345,132	5,453,512	29,601,747
-	-	353,723	3,442,296	-	1,699,765	-	6,215,742
-	-	3,447,484	14,136,095	3,313,085	3,044,897	5,453,512	35,817,489
-	-	-	-	-	-	-	66,880,942
-	-	-	-	-	-	-	3,922,279
-	-	-	-	-	-	-	2,865,325
-	-	-	-	-	-	-	78,540
-	-	-	-	-	-	-	10,715,000
-	-	-	-	-	-	-	33,060,773
-	-	-	-	-	-	-	8,326,978
-	-	-	-	-	-	-	17,788,565
-	-	18,019,940	62,788,090	3,162,000	6,025,436	1,629,597	107,619,999
-	-	-	-	-	2,398,750	-	4,216,250
50,000	-	1,082,068	6,123,247	280,000	543,500	3,452,812	38,193,154
50,000	-	19,102,008	68,911,337	3,442,000	8,967,686	5,082,409	293,667,805
3,141,838	911,445	-	-	-	127,129	-	15,885,150
3,191,838	911,445	22,549,492	83,047,432	6,755,085	12,139,712	10,535,921	345,370,444
-	-	-	-	-	6,599,521	-	14,884,573
-	-	-	-	-	-	-	2,116,775
-	-	-	-	-	-	-	851,172
-	-	-	-	-	-	-	206,027
-	-	-	-	-	-	-	3,455,134
-	-	-	-	-	-	4,190,048	12,824,127
-	-	-	-	-	-	-	3,526,403
-	-	-	-	-	-	-	36,189,110
-	-	-	-	-	-	-	26,599,338
-	-	-	-	-	-	-	64,037,767
-	-	18,834,390	47,720,550	2,304,014	-	-	87,431,516
-	-	-	-	-	-	-	2,412,457
3,191,838	911,445	544,547	-	-	1,291,142	-	15,671,696
3,191,838	911,445	19,378,937	47,720,550	2,304,014	7,890,663	4,190,048	270,206,095
-	-	-	-	-	-	-	552,001
-	-	-	-	-	-	-	12,534,451
-	-	-	1,800,000	-	606,445	-	3,261,091
-	-	-	22,165,000	1,340,000	300,000	450,000	29,055,958
-	-	-	23,965,000	1,340,000	906,445	450,000	45,403,501
-	-	2,640,379	7,510,083	3,111,071	1,639,201	5,895,873	22,900,113
-	-	530,176	3,851,799	-	1,703,403	-	6,860,735
-	-	3,170,555	11,361,882	3,111,071	3,342,604	5,895,873	29,760,848
3,191,838	911,445	22,549,492	83,047,432	6,755,085	12,139,712	10,535,921	345,370,444

City of Fort Lauderdale
Adopted Operating Budget
Fiscal Year 2000/2001

	General Fund	Community Redevelopment	Sunrise Key	Debt Service Funds	
				General Obligation Bonds	Sunshine State
Estimated Revenues and Other Resources Available:					
Projected Cash Balances Brought Forward:					
Prior Year Carryforward (Balances)	\$ 4,459,690	-	56,985	-	-
Required Reserves - Beginning	-	72,024	-	524,883	349,090
Total Cash Balances Brought Forward	\$ 4,459,690	72,024	56,985	524,883	349,090
Estimated Revenues:					
Taxes:	Millage/\$1,000				
Ad Valorem Taxes - Operating	5.0415	61,908,270	-	-	-
Ad Valorem Taxes - 1987/92/98 Bonds	0.2968	3,653,490	-	-	-
Ad Valorem Taxes - 1997 Bonds	0.2281	2,800,607	-	-	-
Ad Valorem Taxes - Sunrise Key	1.0000	-	45,232	-	-
Franchise Fees		12,800,000	-	-	-
Utility Service Taxes		28,369,000	-	-	-
Licenses and Permits		8,136,400	-	-	-
Intergovernmental		15,279,917	1,356,151	-	-
Charges for Services		15,646,555	-	-	-
Fines and Forfeitures		1,875,750	-	-	-
Other		23,443,012	235,907	4,650	33,588
Total Estimated Revenues	\$	173,913,001	1,592,058	49,882	33,588
Estimated Transfers	\$	368,695	1,378,854	-	6,454,097
<i>Total Resources Available</i>	\$	178,741,386	3,042,936	106,867	7,012,568
Appropriations and Other Resources Allocated:					
Adopted Appropriations by Department:					
Administrative Services	\$	7,694,150	-	-	-
City Attorney		1,730,714	-	-	-
City Clerk		801,182	-	-	-
City Commission		206,185	-	-	-
City Manager		2,634,879	216,016	-	-
Community & Economic Development		6,796,875	876,981	-	-
Finance		3,268,250	-	-	-
Fire-Rescue		31,451,293	-	-	-
Parks and Recreation		23,910,250	-	-	-
Police		58,061,022	-	-	-
Public Services		16,485,645	-	-	-
Other General Government		1,243,362	-	40,000	-
Debt Service		-	165,000	-	6,812,568
Total Appropriations for Operating Expenditures	\$	154,283,807	1,257,997	40,000	6,812,568
Other Resources Allocated:					
Contingencies		7,517,884	-	4,500	-
Required Transfers Out		10,816,201	602,945	-	-
Discretionary Transfers Out		263,561	349,558	-	-
Capital Transfers Out		4,359,933	760,412	30,500	-
Total Other Resources Allocated	\$	22,957,579	1,712,915	35,000	-
Projected Balances and Reserves:					
Anticipated Year End Balance		1,500,000	-	31,867	-
Required Reserves - Ending		-	72,024	-	200,000
Total Balances and Reserves		1,500,000	72,024	31,867	380,000
<i>Total Resources Allocated</i>	\$	178,741,386	3,042,936	106,867	7,012,568

Debt Service Funds		Enterprise Funds					Total
Excise Tax Bonds	Tax Increment Bonds	Sanitation	Water and Sewer	Stormwater	Parking System	Airport	Operating Funds
-	-	2,321,456	11,377,478	3,346,900	2,842,144	4,841,269	29,245,922
-	-	3,209,122	12,809,975	-	2,097,340	-	19,062,434
-	-	5,530,578	24,187,453	3,346,900	4,939,484	4,841,269	48,308,356
-	-	-	-	-	-	-	61,908,270
-	-	-	-	-	-	-	3,653,490
-	-	-	-	-	-	-	2,800,607
-	-	-	-	-	-	-	45,232
-	-	-	-	-	-	-	12,800,000
-	-	-	-	-	-	-	28,369,000
-	-	-	-	-	-	-	8,136,400
-	-	-	-	-	-	-	16,636,068
-	-	17,906,620	59,455,504	3,010,000	5,891,800	1,528,003	103,438,482
-	-	-	-	-	2,650,000	-	4,525,750
50,000	-	351,000	3,908,505	395,000	665,200	3,148,863	32,286,725
50,000	-	18,257,620	63,364,009	3,405,000	9,207,000	4,676,866	274,600,024
3,133,481	602,945	-	-	-	138,284	-	14,413,866
3,183,481	602,945	23,788,198	87,551,462	6,751,900	14,284,768	9,518,135	337,322,246
-	-	-	-	-	5,721,711	-	13,415,861
-	-	-	-	-	-	-	1,730,714
-	-	-	-	-	-	-	801,182
-	-	-	-	-	-	-	206,185
-	-	-	-	-	-	-	2,850,895
-	-	-	-	-	-	4,303,905	11,977,761
-	-	-	-	-	-	-	3,268,250
-	-	-	-	-	-	-	31,451,293
-	-	-	-	-	-	-	23,910,250
-	-	-	-	-	-	-	58,061,022
-	-	17,363,614	42,980,460	2,312,992	-	-	79,142,711
-	-	-	-	-	-	-	1,283,362
3,183,481	602,945	595,250	3,242,788	-	1,470,268	-	18,429,900
3,183,481	602,945	17,958,864	46,223,248	2,312,992	7,191,979	4,303,905	246,529,386
-	-	-	-	-	-	-	7,522,384
-	-	-	-	-	-	-	11,419,146
-	-	-	1,800,000	-	602,945	-	3,016,064
-	-	50,000	19,945,000	1,340,000	300,000	450,000	27,235,845
-	-	50,000	21,745,000	1,340,000	902,945	450,000	49,193,439
-	-	2,444,462	6,835,477	3,098,908	4,092,504	4,764,230	22,767,448
-	-	3,334,872	12,747,737	-	2,097,340	-	18,831,973
-	-	5,779,334	19,583,214	3,098,908	6,189,844	4,764,230	41,599,421
3,183,481	602,945	23,788,198	87,551,462	6,751,900	14,284,768	9,518,135	337,322,246

City of Fort Lauderdale
Adopted Operating Budget
Fiscal Year 2000/2001

	General Fund	Community Redevelopment	Sunrise Key	Debt Service Funds	
				General Obligation Bonds	Sunshine State
Estimated Revenues and Other Resources Available:					
Projected Cash Balances Brought Forward:					
Prior Year Carryforward (Balances)	\$ 4,459,690	-	56,985	-	-
Required Reserves - Beginning	-	72,024	-	524,883	349,090
Total Cash Balances Brought Forward	\$ 4,459,690	72,024	56,985	524,883	349,090
Estimated Revenues:					
Taxes:	Millage/\$1,000				
Ad Valorem Taxes - Operating	5.0415	61,908,270	-	-	-
Ad Valorem Taxes - 1987/92/98 Bonds	0.2968	3,653,490	-	-	-
Ad Valorem Taxes - 1997 Bonds	0.2281	2,800,607	-	-	-
Ad Valorem Taxes - Sunrise Key	1.0000	-	45,232	-	-
Franchise Fees		12,800,000	-	-	-
Utility Service Taxes		28,369,000	-	-	-
Licenses and Permits		8,136,400	-	-	-
Intergovernmental		15,279,917	1,356,151	-	-
Charges for Services		15,646,555	-	-	-
Fines and Forfeitures		1,875,750	-	-	-
Other		23,443,012	235,907	4,650	33,588
Total Estimated Revenues	\$	173,913,001	1,592,058	49,882	33,588
Estimated Transfers	\$	368,695	1,378,854	-	6,454,097
<i>Total Resources Available</i>	\$	178,741,386	3,042,936	106,867	7,012,568
Appropriations and Other Resources Allocated:					
Adopted Appropriations by Department:					
Administrative Services	\$	7,694,150	-	-	-
City Attorney		1,730,714	-	-	-
City Clerk		801,182	-	-	-
City Commission		206,185	-	-	-
City Manager		2,634,879	216,016	-	-
Community & Economic Development		6,796,875	876,981	-	-
Finance		3,268,250	-	-	-
Fire-Rescue		31,451,293	-	-	-
Parks and Recreation		23,910,250	-	-	-
Police		58,061,022	-	-	-
Public Services		16,485,645	-	-	-
Other General Government		1,243,362	-	40,000	-
Debt Service		-	165,000	-	6,812,568
Total Appropriations for Operating Expenditures	\$	154,283,807	1,257,997	40,000	6,812,568
Other Resources Allocated:					
Contingencies		7,517,884	-	4,500	-
Required Transfers Out		10,816,201	602,945	-	-
Discretionary Transfers Out		263,561	349,558	-	-
Capital Transfers Out		4,359,933	760,412	30,500	-
Total Other Resources Allocated	\$	22,957,579	1,712,915	35,000	-
Projected Balances and Reserves:					
Anticipated Year End Balance		1,500,000	-	31,867	-
Required Reserves - Ending		-	72,024	-	200,000
Total Balances and Reserves		1,500,000	72,024	31,867	380,000
<i>Total Resources Allocated</i>	\$	178,741,386	3,042,936	106,867	7,012,568

Debt Service Funds		Enterprise Funds					Total
Excise Tax Bonds	Tax Increment Bonds	Sanitation	Water and Sewer	Stormwater	Parking System	Airport	Operating Funds
-	-	2,321,456	11,377,478	3,346,900	2,842,144	4,841,269	29,245,922
-	-	3,209,122	12,809,975	-	2,097,340	-	19,062,434
-	-	5,530,578	24,187,453	3,346,900	4,939,484	4,841,269	48,308,356
-	-	-	-	-	-	-	61,908,270
-	-	-	-	-	-	-	3,653,490
-	-	-	-	-	-	-	2,800,607
-	-	-	-	-	-	-	45,232
-	-	-	-	-	-	-	12,800,000
-	-	-	-	-	-	-	28,369,000
-	-	-	-	-	-	-	8,136,400
-	-	-	-	-	-	-	16,636,068
-	-	17,906,620	59,455,504	3,010,000	5,891,800	1,528,003	103,438,482
-	-	-	-	-	2,650,000	-	4,525,750
50,000	-	351,000	3,908,505	395,000	665,200	3,148,863	32,286,725
50,000	-	18,257,620	63,364,009	3,405,000	9,207,000	4,676,866	274,600,024
3,133,481	602,945	-	-	-	138,284	-	14,413,866
3,183,481	602,945	23,788,198	87,551,462	6,751,900	14,284,768	9,518,135	337,322,246
-	-	-	-	-	5,721,711	-	13,415,861
-	-	-	-	-	-	-	1,730,714
-	-	-	-	-	-	-	801,182
-	-	-	-	-	-	-	206,185
-	-	-	-	-	-	-	2,850,895
-	-	-	-	-	-	4,303,905	11,977,761
-	-	-	-	-	-	-	3,268,250
-	-	-	-	-	-	-	31,451,293
-	-	-	-	-	-	-	23,910,250
-	-	-	-	-	-	-	58,061,022
-	-	17,363,614	42,980,460	2,312,992	-	-	79,142,711
-	-	-	-	-	-	-	1,283,362
3,183,481	602,945	595,250	3,242,788	-	1,470,268	-	18,429,900
3,183,481	602,945	17,958,864	46,223,248	2,312,992	7,191,979	4,303,905	246,529,386
-	-	-	-	-	-	-	7,522,384
-	-	-	-	-	-	-	11,419,146
-	-	-	1,800,000	-	602,945	-	3,016,064
-	-	50,000	19,945,000	1,340,000	300,000	450,000	27,235,845
-	-	50,000	21,745,000	1,340,000	902,945	450,000	49,193,439
-	-	2,444,462	6,835,477	3,098,908	4,092,504	4,764,230	22,767,448
-	-	3,334,872	12,747,737	-	2,097,340	-	18,831,973
-	-	5,779,334	19,583,214	3,098,908	6,189,844	4,764,230	41,599,421
3,183,481	602,945	23,788,198	87,551,462	6,751,900	14,284,768	9,518,135	337,322,246

**City of Fort Lauderdale
Adopted Operating Budget
Fiscal Year 2001/2002**

Estimated Revenues and Other Resources Available:	<u>Internal Service Funds</u>		
	<u>Insurance</u>	<u>Central Services</u>	<u>Vehicle Rental</u>
Projected Cash Balances Brought Forward:			
Prior Year Carryforward (Balances)	\$ 370,998	-116,483	911,256
Required Reserves - Beginning	-	-	8,727,925
Total Cash Balances Brought Forward	<u>\$ 370,998</u>	<u>-116,483</u>	<u>9,639,181</u>
Estimated Revenues:			
Taxes:			
Ad Valorem Taxes - Operating	-	-	-
Ad Valorem Taxes - 1987/92/98 Bonds	-	-	-
Ad Valorem Taxes - 1997 Bonds	-	-	-
Ad Valorem Taxes - Sunrise Key	-	-	-
Franchise Fees	-	-	-
Utility Service Taxes	-	-	-
Licenses and Permits	-	-	-
Intergovernmental	-	-	-
Charges for Services	23,533,176	2,352,546	12,175,580
Fines and Forfeitures	-	-	-
Other	963,400	160,804	1,073,408
Total Estimated Revenues	<u>\$ 24,496,576</u>	<u>2,513,350</u>	<u>13,248,988</u>
Estimated Transfers	<u>\$ -</u>	<u>-</u>	<u>125,277</u>
Total Resources Available	<u>\$ 24,867,574</u>	<u>2,396,867</u>	<u>23,013,446</u>
Appropriations and Other Resources Allocated:			
Adopted Appropriations by Department:			
Administrative Services	\$ 82,000	2,256,412	12,024,219
City Attorney	-	-	-
City Clerk	-	-	-
City Commission	-	-	-
City Manager	-	-	-
Community & Economic Development	-	-	-
Finance	1,157,073	-	-
Fire-Rescue	-	-	-
Parks and Recreation	-	-	-
Police	-	-	-
Public Services	-	-	-
Other General Government	21,787,584	-	-
Debt Service	-	-	981,675
Total Appropriations for Operating Expenditures	<u>\$ 23,026,657</u>	<u>2,256,412</u>	<u>13,005,894</u>
Other Resources Allocated:			
Contingencies	-	-	-
Required Transfers Out	-	140,455	-
Discretionary Transfers Out	-	-	-
Capital Transfers Out	-	-	-
Total Other Resources Allocated	<u>\$ -</u>	<u>140,455</u>	<u>-</u>
Projected Balances and Reserves:			
Anticipated Year End Balance	1,840,917	-	787,145
Required Reserves - Ending	-	-	9,220,407
Total Balances and Reserves	<u>1,840,917</u>	<u>-</u>	<u>10,007,552</u>
Total Resources Allocated	<u>\$ 24,867,574</u>	<u>2,396,867</u>	<u>23,013,446</u>

City of Fort Lauderdale
 Adopted Operating Budget
 Fiscal Year 2000/2001

Estimated Revenues and Other Resources Available:	Internal Service Funds		
	Insurance	Central Services	Vehicle Rental
Projected Cash Balances Brought Forward:			
Prior Year Carryforward (Balances)	\$ 3,206,385	663,772	1,352,094
Required Reserves - Beginning	-	-	6,288,531
Total Cash Balances Brought Forward	\$ 3,206,385	663,772	7,640,625
Estimated Revenues:			
Taxes:	Millage/\$1,000		
Ad Valorem Taxes - Operating	5.0415	-	-
Ad Valorem Taxes - 1987/92/98 Bonds	0.2968	-	-
Ad Valorem Taxes - 1997 Bonds	0.2281	-	-
Ad Valorem Taxes - Sunrise Key	1.0000	-	-
Franchise Fees		-	-
Utility Service Taxes		-	-
Licenses and Permits		-	-
Intergovernmental	5,000	-	-
Charges for Services	20,573,040	1,463,132	10,646,220
Fines and Forfeitures	-	-	-
Other	887,200	171,951	1,269,273
Total Estimated Revenues	\$ 21,465,240	1,635,083	11,915,493
Estimated Transfers	\$ -	-	125,277.00
<i>Total Resources Available</i>	\$ 24,671,625	2,298,855	19,681,395
Appropriations and Other Resources Allocated:			
Adopted Appropriations by Department:			
Administrative Services	\$ 82,000	2,013,758	10,506,420
City Attorney	-	-	-
City Clerk	-	-	-
City Commission	-	-	-
City Manager	-	-	-
Community & Economic Development	-	-	-
Finance	1,203,462	-	-
Fire-Rescue	-	-	-
Parks and Recreation	-	-	-
Police	-	-	-
Public Services	-	-	-
Other General Government	20,348,422	-	-
Debt Service	-	-	817,299
Total Appropriations for Operating Expenditures	\$ 21,633,884	2,013,758	11,323,719
Other Resources Allocated:			
Contingencies	-	-	-
Required Transfers Out	-	140,455	-
Discretionary Transfers Out	-	-	-
Capital Transfers Out	-	-	-
Total Other Resources Allocated	\$ -	140,455	-
Projected Balances and Reserves:			
Anticipated Year End Balance	3,037,741	144,642	1,518,798
Required Reserves - Ending	-	-	6,838,878
Total Balances and Reserves	3,037,741	144,642	8,357,676
<i>Total Resources Allocated</i>	\$ 24,671,625	2,298,855	19,681,395

ALL FUNDS*
RESOURCES BY OBJECT

Character Object:	FY 1999/2000 Actuals	FY 2000/2001 Adopted Budget	FY 2000/2001 Estimated Actual	Variance- Increase (Decrease)	FY 2001/2002 Adopted Budget	FY 2001/2002 % Change- Increase (Decrease)
Taxes:						
Property Taxes - Operating	\$ 56,699,670	61,953,502	62,006,418	52,916	66,959,482	8%
77 General Obligation Debt Taxes	1,500	-	215	215	-	-
87/92/98 General Obligation Debt Taxes	4,058,537	3,653,490	3,656,750	3,260	3,922,279	7%
97 General Obligation Debt Taxes	2,896,174	2,800,607	2,799,000	(1,607)	2,865,325	2%
Franchise Fees	12,095,198	12,800,000	12,791,202	(8,798)	10,715,000	(16%)
Utility Taxes	27,405,987	28,369,000	27,660,000	(709,000)	33,060,773	17%
<i>Total Taxes</i>	<u>103,157,066</u>	<u>109,576,599</u>	<u>108,913,585</u>	<u>(663,014)</u>	<u>117,522,859</u>	<u>7%</u>
Licenses & Permits:						
Occupational Licenses	3,025,827	2,716,400	2,716,500	100	2,715,000	(0%)
Building Permits	5,207,317	5,420,000	5,426,700	6,700	5,611,978	4%
<i>Total Licenses/Permits</i>	<u>8,233,144</u>	<u>8,136,400</u>	<u>8,143,200</u>	<u>6,800</u>	<u>8,326,978</u>	<u>2%</u>
Intergovernmental:						
Federal Grants	289,053	-	-	-	-	-
State-Shared Revenues	12,710,569	12,930,907	13,118,000	187,093	13,625,000	5%
Other Local Grants	3,006,294	3,705,161	3,756,179	51,018	4,163,565	12%
<i>Total Services/Materials</i>	<u>16,005,916</u>	<u>16,636,068</u>	<u>16,874,179</u>	<u>238,111</u>	<u>17,788,565</u>	<u>7%</u>
Charges for Services:						
Internal Service Charges	-	81,785	214,535	132,750	121,930	49%
General Government	872,641	714,128	1,078,144	364,016	871,485	22%
Public Safety	5,140,175	7,220,098	6,924,454	(295,644)	6,941,972	(4%)
Physical Environment	78,403,982	80,193,924	80,131,118	(62,806)	83,849,030	5%
Transportation	8,045,371	8,232,303	8,021,231	(211,072)	8,417,535	2%
Economic Environment	-	-	-	-	-	-
Human Services	11,147	-	-	-	-	-
Parks and Recreation	984,022	841,767	609,761	(232,006)	774,167	(8%)
Special Events	660,478	750,000	552,163	(197,837)	720,000	(4%)
Special Facilities	4,432,399	5,108,525	5,106,033	(2,492)	5,616,928	10%
Pools	308,191	277,200	337,900	60,700	285,200	3%
Miscellaneous	33,233	18,752	45,752	27,000	21,752	16%
<i>Total Charges for Services</i>	<u>98,891,639</u>	<u>103,438,482</u>	<u>103,021,091</u>	<u>(417,391)</u>	<u>107,619,999</u>	<u>4%</u>
Fines and Forfeits:						
Judgments and Fines	1,441,874	1,445,000	1,352,500	(92,500)	1,402,500	(3%)
Violations of Local Ordinances	1,893,246	3,080,750	2,562,410	(518,340)	2,813,750	(9%)
<i>Total Fines and Forfeits</i>	<u>3,335,120</u>	<u>4,525,750</u>	<u>3,914,910</u>	<u>(610,840)</u>	<u>4,216,250</u>	<u>(7%)</u>
Miscellaneous:						
Interest Earnings	5,998,829	4,368,958	5,115,389	746,431	5,402,139	24%
Rents and Royalties	4,803,694	4,864,350	5,000,703	136,353	5,255,489	8%
Special Assessments	5,169,217	5,985,000	5,985,000	-	6,286,889	5%
Disposal of Fixed Assets	42,084	10,000	9,700	(300)	10,000	0%
Contributions/Donations	52,042	35,000	250,330	215,330	35,030	0%
Other Miscellaneous	17,047,940	16,973,417	19,004,208	2,030,791	21,203,607	25%
<i>Total Miscellaneous</i>	<u>33,113,806</u>	<u>32,236,725</u>	<u>35,365,330</u>	<u>3,128,605</u>	<u>38,193,154</u>	<u>18%</u>
Other Sources:						
Operating Transfers	16,386,904	14,463,866	14,538,146	74,280	15,885,150	10%
<i>Total Other Sources</i>	<u>16,386,904</u>	<u>14,463,866</u>	<u>14,538,146</u>	<u>74,280</u>	<u>15,885,150</u>	<u>10%</u>
Balances and Reserves:						
Reserves	20,541,852	20,562,434	17,580,626	(2,981,808)	8,215,742	(60%)
Beginning Balances	38,884,073	27,745,922	33,886,668	6,140,746	27,601,747	(1%)
<i>Total Balances and Reserves</i>	<u>59,425,925</u>	<u>48,308,356</u>	<u>51,467,294</u>	<u>3,158,938</u>	<u>35,817,489</u>	<u>(26%)</u>
Total Resources	<u>\$ 338,549,520</u>	<u>337,322,246</u>	<u>342,237,735</u>	<u>4,915,489</u>	<u>345,370,444</u>	<u>2%</u>

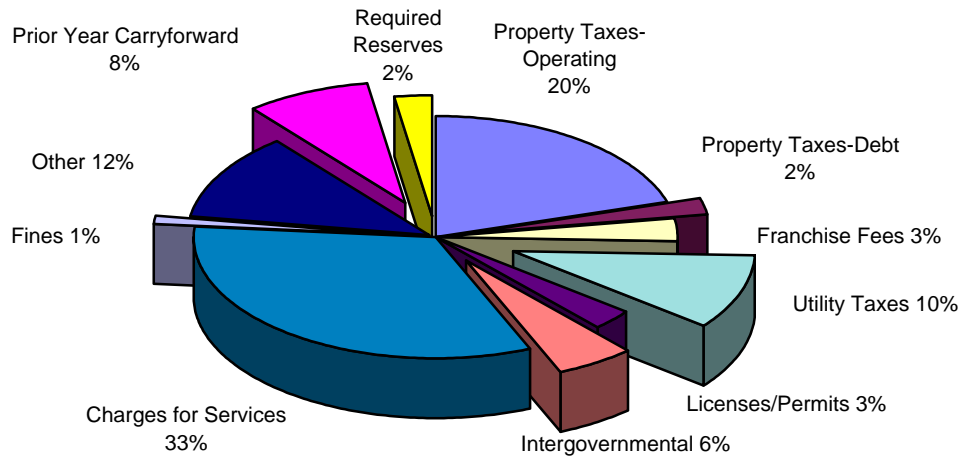
* Includes General, Special Revenue, Debt Service and Enterprise Funds. Internal Service Funds are supported primarily by charges to these other funds.

ALL FUNDS*
EXPENDITURES BY OBJECT

Character Object:	FY 1999/2000 Actuals	FY 2000/2001 Adopted Budget	FY 2000/2001 Estimated Actual	Variance- Increase (Decrease)	FY 2001/2002 Adopted Budget	FY 2001/2002 % Change- Increase (Decrease)
Salaries and Wages:						
Regular Salaries	\$ 96,488,126	102,743,162	101,497,039	1,246,123	113,052,486	10%
Longevity	4,712,322	3,864,604	4,011,980	(147,376)	4,219,119	9%
Other Wages	3,127,216	3,074,230	3,582,285	(508,055)	3,598,582	17%
Employee Allowances	486,545	545,400	652,909	(107,509)	801,768	47%
Overtime	6,615,807	4,803,689	6,716,356	(1,912,667)	6,130,085	28%
Distributive Labor	(6,323)	61,835	86,114	(24,279)	43,049	(30%)
Termination Pay	2,425,673	385,396	683,196	(297,800)	323,606	(16%)
Core Adjustments	-	-	65,344	(65,344)	-	-
<i>Total Salaries and Wages</i>	<u>113,849,366</u>	<u>115,478,316</u>	<u>117,295,223</u>	<u>(1,816,907)</u>	<u>128,168,695</u>	<u>11%</u>
Fringe Benefits:						
Employee Benefits	121,609	113,857	135,210	(21,353)	119,420	5%
Pension/Deferred Comp.	8,957,094	9,751,303	9,468,610	282,693	11,244,811	15%
FICA Taxes	8,479,732	8,657,763	8,759,651	(101,888)	9,544,351	10%
Insurance Premiums	12,788,244	13,332,484	15,363,819	(2,031,335)	16,407,242	23%
<i>Total Fringe Benefits</i>	<u>30,346,679</u>	<u>31,855,407</u>	<u>33,727,290</u>	<u>(1,871,883)</u>	<u>37,315,824</u>	<u>17%</u>
Services/Materials:						
Professional Services	1,537,765	3,050,825	3,333,212	(282,387)	3,367,229	10%
Other Services	16,363,609	16,842,245	18,421,023	(1,578,778)	19,258,476	14%
Leases and Rentals	1,414,124	1,501,322	1,791,453	(290,131)	1,670,039	11%
Repair and Maintenance	4,186,631	7,429,442	8,048,267	(618,825)	7,990,994	8%
Photo/Printing	390,638	581,378	619,487	(38,109)	543,339	(7%)
Utilities, Communication	9,813,680	9,644,664	10,013,779	(369,115)	10,343,220	7%
Chemicals	2,293,251	3,298,172	3,182,484	115,688	3,069,572	(7%)
Fuel & Oil	1,535,104	1,638,530	1,681,778	(43,248)	1,745,954	7%
Supplies	4,607,976	4,559,041	5,325,077	(766,036)	5,250,543	15%
<i>Total Services/Materials</i>	<u>42,142,778</u>	<u>48,545,619</u>	<u>52,416,560</u>	<u>(3,870,941)</u>	<u>53,239,366</u>	<u>10%</u>
Other Operating Expenditures:						
Meetings/Schools	1,095,004	1,304,594	1,353,921	(49,327)	1,299,042	(0%)
Contributions/Subsidies	1,150,911	1,088,435	1,521,588	(433,153)	1,551,366	43%
Intragovernmental Charges	21,524,025	22,876,242	23,034,400	(158,158)	25,664,989	12%
Insurance Premiums	3,602,303	3,290,792	3,298,508	(7,716)	4,286,706	30%
<i>Total Other Expenditures</i>	<u>27,372,243</u>	<u>28,560,063</u>	<u>29,208,417</u>	<u>(648,354)</u>	<u>32,802,103</u>	<u>15%</u>
Nonoperating Expenditures:	<u>372,051</u>	<u>220,974</u>	<u>270,687</u>	<u>(49,713)</u>	<u>204,700</u>	<u>(7%)</u>
Capital Outlay:						
Equipment	2,623,431	3,463,241	4,145,900	(682,659)	2,653,193	(23%)
<i>Total Capital Outlay</i>	<u>2,623,431</u>	<u>3,463,241</u>	<u>4,145,900</u>	<u>(682,659)</u>	<u>2,653,193</u>	<u>(23%)</u>
Debt Service	17,745,956	18,405,766	18,936,111	(530,345)	15,822,214	(14%)
Other Uses:						
Transfers	52,629,724	41,671,055	50,420,058	(8,749,003)	44,828,000	8%
Advances	-	-	-	-	-	-
Balances and Reserves	51,467,292	49,121,805	35,817,489	13,304,316	30,336,349	(38%)
<i>Total Other Uses</i>	<u>104,097,016</u>	<u>90,792,860</u>	<u>86,237,547</u>	<u>4,555,313</u>	<u>75,164,349</u>	<u>(17%)</u>
<i>Total Expenditures</i>	<u>\$ 338,549,520</u>	<u>337,322,246</u>	<u>342,237,735</u>	<u>(4,915,489)</u>	<u>345,370,444</u>	<u>2%</u>

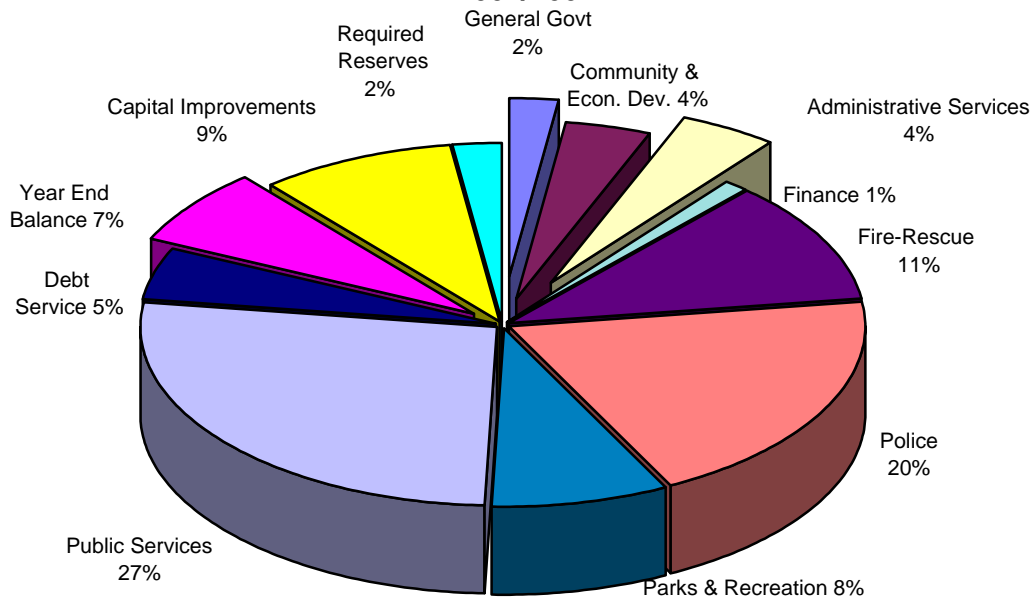
* Includes General, Special Revenue, Debt Service and Enterprise Funds. Internal Service Funds are supported primarily by charges to these other funds.

Resources for All Funds FY 2001/2002



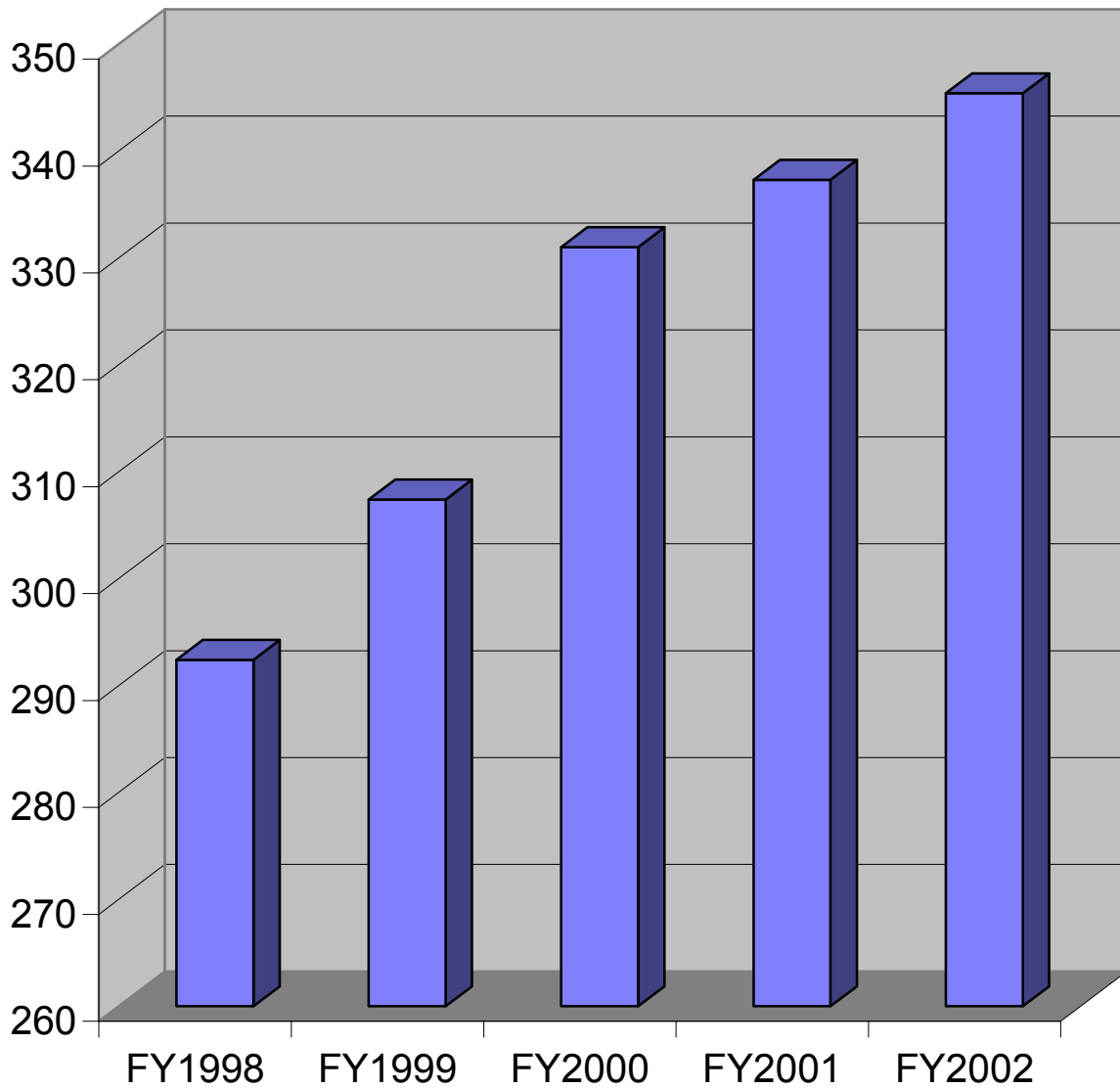
The largest resource is "Charges for Services". The biggest change from last year is the drop in "Required Reserves" due the retirement of water and sewer debt in FY 2001.

Expenditures for All Funds FY 2001/2002



"Public Services" is the largest expenditure area followed by "Police". "Debt Service" and "Required Reserves" are lower than last year due to the retirement of water and sewer debt.

Operating Funds Budget Trends (in millions of \$)



From FY1998 to FY2002, the City's budget grew by 18%. Growth has slowed to 2% annually the last two fiscal years.

**ALL FUNDS
BUDGETED TRANSFERS
FISCAL YEAR 2001/2002**

TRANSFERS IN	General Fund	Special Revenue	Debt Service Funds	Enterprise Funds	Internal Service Funds
Required:					
From General Fund:					
GOB 1987/92/98 Debt Service	\$ -	-	3,922,374	-	-
GOB 1997 Debt Service	-	-	2,865,103	-	-
Excise Tax Debt Service:					
From General Fund	-	-	2,733,848	-	-
From Water and Sewer	-	-	407,990	-	-
Tax Increment Debt Service:					
From Community Redevelopment	-	-	911,445	-	-
Sunshine State Debt Service:					
From General Capital Projects	-	-	1,493,680	-	-
From General Fund	-	-	1,014,304	-	-
From Central Services Fund	-	-	140,455	-	-
Bond Proceeds	-	-	150,000	-	-
From Parking Fund (Bond Pledge)	-	606,445	-	-	-
From General Fund (Tax Increment)	-	1,087,377	-	-	-
Discretionary:					
Beach CRA Loan Repayment	425,000	-	-	-	-
Grant Funds	-	42,671	-	-	-
Sunshine State for Geo. Info. Systems	-	-	-	-	-
General Fund	-	-	-	127,129	125,277
Total Transfers In	\$ 425,000	1,736,493	13,639,199	127,129	125,277

TRANSFERS OUT

Required:					
GOB 1987 Debt Service	\$ 3,922,374	-	-	-	-
GOB 1997 Debt Service	2,865,103	-	-	-	-
Excise Tax Debt Service	2,733,848	-	-	407,990	-
Tax Increment	1,087,377	-	-	-	-
Tax Increment Debt Service	-	911,445	-	-	-
Community Redevelopment	-	-	-	606,445	-
Sunshine State Debt Service	1,014,304	-	-	-	140,455
Discretionary:					
Grant Match	177,240	7,000	-	-	-
Capital Improvements	4,100,000	670,458	-	24,255,000	-
Repayment to Vehicle Rental Fund	125,277	-	-	-	-
Repayment to General Fund	-	425,000	-	-	-
Transfer to General CIP	-	-	-	1,392,010	-
Transfer to Parking	127,129	-	-	-	-
Total Transfers Out	\$ 16,152,652	2,013,903	-	26,661,445	140,455

Transfers in and out do not balance, since this table only includes budgeted funds. Grant, Capital Project, and Trust Funds are not appropriated in the Operating Budget and therefore transfers involving those funds account for the apparent imbalance.

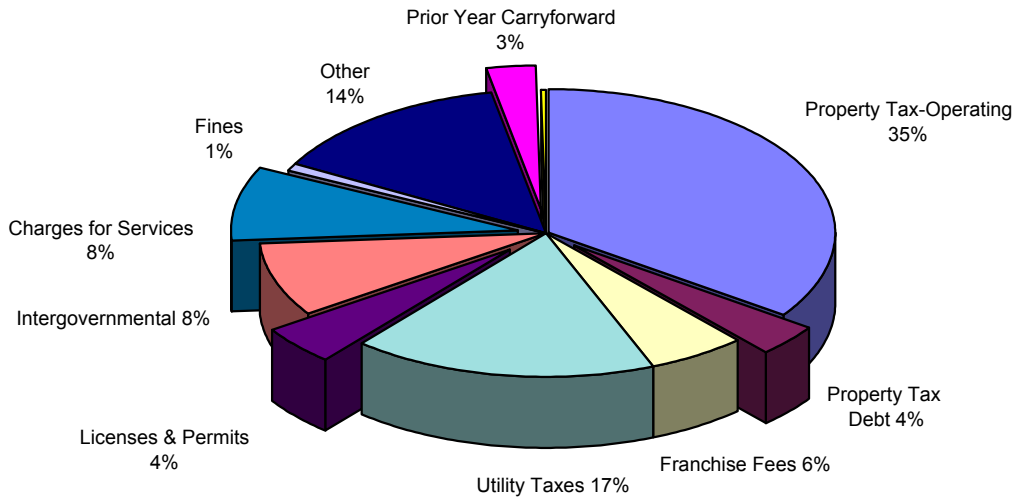
**GENERAL FUND
RESOURCES BY OBJECT**

Character Object:	FY 1999/2000 Actuals	FY 2000/2001 Adopted Budget	FY 2000/2001 Estimated Actual	Variance- Increase (Decrease)	FY 2001/2002 Adopted Budget	FY 2001/2002 % Change- Increase (Decrease)
Taxes:						
Property Taxes - Operating	\$ 56,635,644	61,908,270	61,961,278	53,008	66,880,942	8%
77 General Obligation Debt Taxes	1,500	-	215	215	-	-
87/92/98 General Obligation Debt Taxes	4,058,537	3,653,490	3,656,750	3,260	3,922,279	7%
97 General Obligation Debt Taxes	2,896,174	2,800,607	2,799,000	(1,607)	2,865,325	2%
Franchise Fees	12,095,198	12,800,000	12,791,202	(8,798)	10,715,000	(16%)
Utility Taxes	27,405,987	28,369,000	27,660,000	(709,000)	33,060,773	17%
<i>Total Taxes</i>	<u>103,093,040</u>	<u>109,531,367</u>	<u>108,868,445</u>	<u>(662,922)</u>	<u>117,444,319</u>	<u>7%</u>
Licenses & Permits:						
Occupational Licenses	3,025,827	2,716,400	2,716,500	100	2,715,000	(0%)
Building Permits	5,207,317	5,420,000	5,426,700	6,700	5,611,978	4%
<i>Total Licenses/Permits</i>	<u>8,233,144</u>	<u>8,136,400</u>	<u>8,143,200</u>	<u>6,800</u>	<u>8,326,978</u>	<u>2%</u>
Intergovernmental:						
Federal Grants	289,053	-	-	-	-	-
State-Shared Revenues	12,710,569	12,930,907	13,118,000	187,093	13,625,000	5%
Other Local Grants	1,944,647	2,349,010	2,406,473	57,463	2,468,330	5%
<i>Total Services/Materials</i>	<u>14,944,269</u>	<u>15,279,917</u>	<u>15,524,473</u>	<u>244,556</u>	<u>16,093,330</u>	<u>5%</u>
Charges for Services:						
Internal Service Charges	-	17,785	39,607	21,822	45,000	153%
General Government	720,944	584,928	940,494	355,566	758,485	30%
Public Safety	5,140,175	7,220,098	6,924,454	(295,644)	6,941,972	(4%)
Physical Environment	(10,820)	15,000	(13,012)	(28,012)	(8,000)	(153%)
Transportation	729,348	812,500	743,500	(69,000)	762,502	(6%)
Economic Environment	-	-	-	-	-	-
Human Services	11,147	-	-	-	-	-
Parks and Recreation	984,022	841,767	609,761	(232,006)	774,167	(8%)
Special Events	660,478	750,000	552,163	(197,837)	720,000	(4%)
Special Facilities	4,430,468	5,108,525	5,106,033	(2,492)	5,616,928	10%
Pools	308,191	277,200	337,900	60,700	285,200	3%
Miscellaneous	33,233	18,752	45,752	27,000	21,752	16%
<i>Total Charges for Services</i>	<u>13,007,186</u>	<u>15,646,555</u>	<u>15,286,652</u>	<u>(359,903)</u>	<u>15,918,006</u>	<u>2%</u>
Fines and Forfeits:						
Judgments and Fines	1,441,874	1,445,000	1,352,500	(92,500)	1,402,500	(3%)
Violations of Local Ordinances	434,099	430,750	812,410	381,660	415,000	(4%)
<i>Total Fines and Forfeits</i>	<u>1,875,973</u>	<u>1,875,750</u>	<u>2,164,910</u>	<u>289,160</u>	<u>1,817,500</u>	<u>(3%)</u>
Miscellaneous:						
Interest Earnings	1,385,439	1,163,520	1,725,033	561,513	1,636,800	41%
Rents and Royalties	2,219,446	2,140,535	2,269,230	128,695	2,262,567	6%
Special Assessments	5,169,217	5,985,000	5,985,000	-	6,286,889	5%
Disposal of Fixed Assets	37,496	10,000	9,700	(300)	10,000	0%
Contributions/Donations	52,043	35,000	250,330	215,330	35,030	0%
Other Miscellaneous	14,144,763	14,108,957	14,363,685	254,728	16,124,534	14%
<i>Total Miscellaneous</i>	<u>23,008,404</u>	<u>23,443,012</u>	<u>24,602,978</u>	<u>1,159,966</u>	<u>26,355,820</u>	<u>12%</u>
Other Sources:						
Operating Transfers	1,811,445	368,695	493,943	125,248	425,000	15%
<i>Total Other Sources</i>	<u>1,811,445</u>	<u>368,695</u>	<u>493,943</u>	<u>125,248</u>	<u>425,000</u>	<u>15%</u>
Balances and Reserves:						
Reserves	1,500,000	1,500,000	1,500,000	-	2,000,000	33%
Beginning Balances	7,717,362	2,959,690	6,497,811	3,538,121	3,659,855	24%
<i>Total Balances and Reserves</i>	<u>9,217,362</u>	<u>4,459,690</u>	<u>7,997,811</u>	<u>3,538,121</u>	<u>5,659,855</u>	<u>27%</u>
Total Resources	<u>\$ 175,190,823</u>	<u>178,741,386</u>	<u>183,082,412</u>	<u>4,341,026</u>	<u>192,040,808</u>	<u>7%</u>

**GENERAL FUND
EXPENDITURES BY OBJECT**

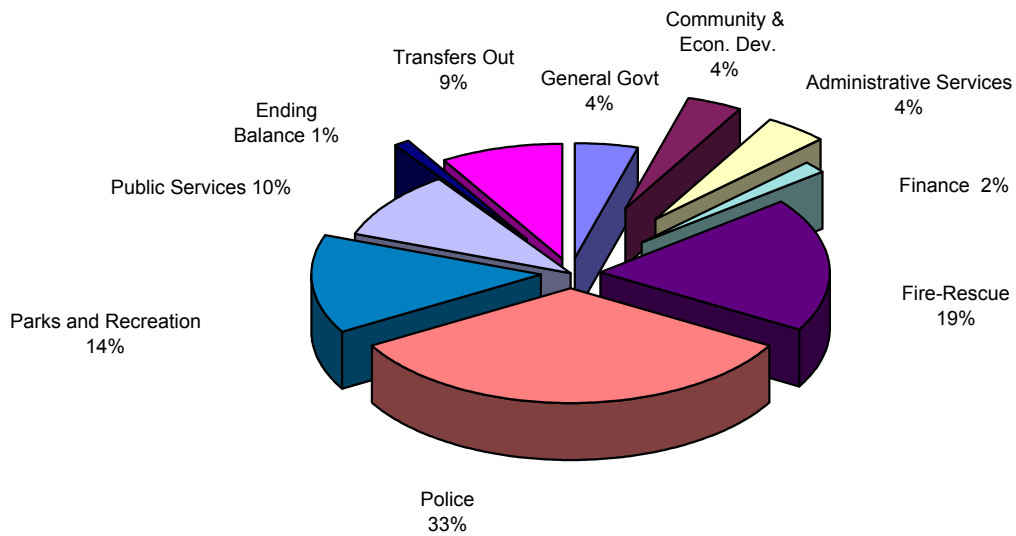
Character Object:	FY 1999/2000	FY 2000/2001	FY 2000/2001	Variance-	FY 2001/2002	FY 2001/2002
Salaries and Wages:	Actuals	Adopted	Estimated	Increase	Adopted	% Change-
		Budget	Actual	(Decrease)	Budget	Increase
						(Decrease)
Regular Salaries	\$ 79,714,269	84,254,794	84,026,816	227,978	92,611,200	10%
Longevity	3,904,223	3,105,637	3,214,192	(108,555)	3,401,891	10%
Other Wages	3,026,923	2,952,979	3,447,876	(494,897)	3,471,121	18%
Employee Allowances	421,430	471,240	571,924	(100,684)	690,408	47%
Overtime	5,122,998	3,786,328	5,210,386	(1,424,058)	4,845,785	28%
Distributive Labor	(2,432)	44,350	79,114	(34,764)	43,049	(3%)
Termination Pay	2,274,774	377,801	493,456	(115,655)	248,883	(34%)
Core Adjustments	-	-	65,344	(65,344)	-	-
<i>Total Salaries and Wages</i>	<u>94,462,185</u>	<u>94,993,129</u>	<u>97,109,108</u>	<u>(2,115,979)</u>	<u>105,312,337</u>	<u>11%</u>
Fringe Benefits:						
Employee Benefits	101,849	84,337	110,436	(26,099)	94,220	12%
Pension/Deferred Comp.	7,552,071	7,990,759	7,812,991	177,768	9,450,934	18%
FICA Taxes	7,016,644	7,170,353	7,233,115	(62,762)	7,918,190	10%
Insurance Premiums	10,262,149	10,688,397	12,058,417	(1,370,020)	12,836,345	20%
<i>Total Fringe Benefits</i>	<u>24,932,713</u>	<u>25,933,846</u>	<u>27,214,959</u>	<u>(1,281,113)</u>	<u>30,299,689</u>	<u>17%</u>
Services/Materials:						
Professional Services	1,228,517	1,656,636	1,893,522	(236,886)	1,823,052	10%
Other Services	4,759,003	5,202,552	5,354,162	(151,610)	6,279,964	21%
Leases and Rentals	1,187,987	1,214,406	1,464,869	(250,463)	1,371,781	13%
Repair and Maintenance	1,448,745	2,215,446	2,287,537	(72,091)	2,561,114	16%
Photo/Printing	344,034	437,210	449,227	(12,017)	398,139	(9%)
Utilities, Communication	5,163,746	5,237,924	5,429,615	(191,691)	5,516,178	5%
Chemicals	70,400	97,777	105,624	(7,847)	91,882	(6%)
Fuel & Oil	946,711	815,485	982,613	(167,128)	1,022,272	25%
Supplies	3,209,042	3,152,314	3,678,175	(525,861)	3,371,547	7%
<i>Total Services/Materials</i>	<u>18,358,185</u>	<u>20,029,750</u>	<u>21,645,344</u>	<u>(1,615,594)</u>	<u>22,435,929</u>	<u>12%</u>
Other Operating Expenditures:						
Meetings/Schools	920,794	1,072,534	1,094,194	(21,660)	1,052,002	(2%)
Contributions/Subsidies	977,759	936,085	1,299,355	(363,270)	1,128,765	21%
Intragovernmental Charges	6,975,661	7,097,931	7,634,986	(537,055)	8,733,929	23%
Insurance Premiums	2,608,871	2,443,674	2,453,242	(9,568)	3,187,190	30%
<i>Total Other Expenditures</i>	<u>11,483,085</u>	<u>11,550,224</u>	<u>12,481,777</u>	<u>(931,553)</u>	<u>14,101,886</u>	<u>22%</u>
Nonoperating Expenditures:	12,127	11,840	8,000	3,840	8,000	(32%)
Capital Outlay:						
Equipment	1,636,979	1,765,018	2,410,596	(645,578)	968,133	(45%)
<i>Total Capital Outlay</i>	<u>1,636,979</u>	<u>1,765,018</u>	<u>2,410,596</u>	<u>(645,578)</u>	<u>968,133</u>	<u>(45%)</u>
Debt Service	-	-	-	-	150,518	-
Other Uses:						
Transfers	16,307,738	15,439,695	16,477,773	(1,038,078)	16,152,652	5%
Advances	-	-	-	-	-	-
Balances and Reserves	7,997,811	9,017,884	5,734,855	3,283,029	2,611,664	(71%)
<i>Total Other Uses</i>	<u>24,305,549</u>	<u>24,457,579</u>	<u>22,212,628</u>	<u>2,244,951</u>	<u>18,764,316</u>	<u>(23%)</u>
<i>Total Expenditures</i>	<u>\$ 175,190,823</u>	<u>178,741,386</u>	<u>183,082,412</u>	<u>(4,341,026)</u>	<u>192,040,808</u>	<u>7%</u>

General Fund Resources FY 2001/2002



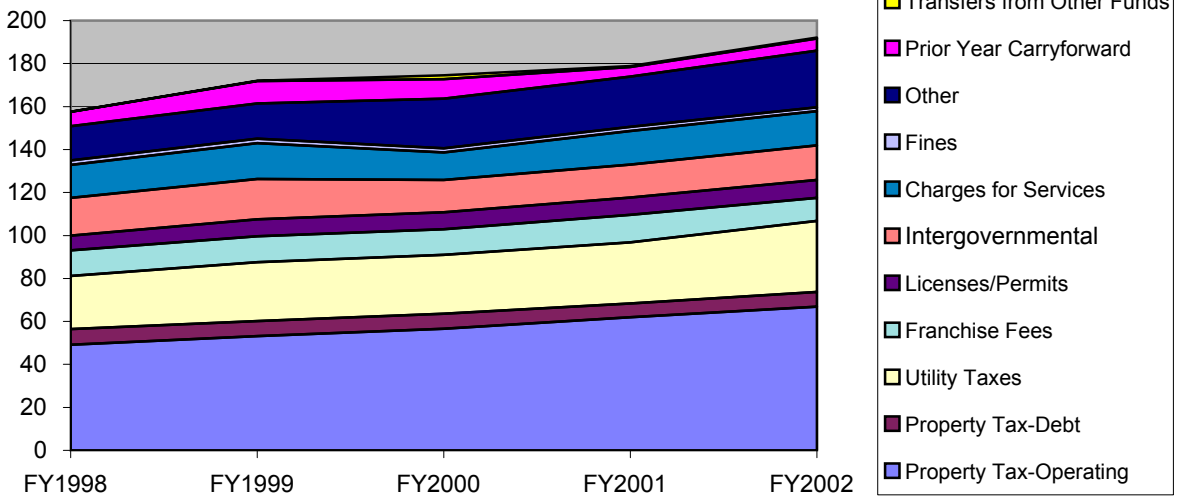
"Utility Taxes" have increased one percentage point because of the implementation of the State's telecommunication tax as a replacement for local telecommunication franchise fees.

General Fund Expenditures FY 2001/2002



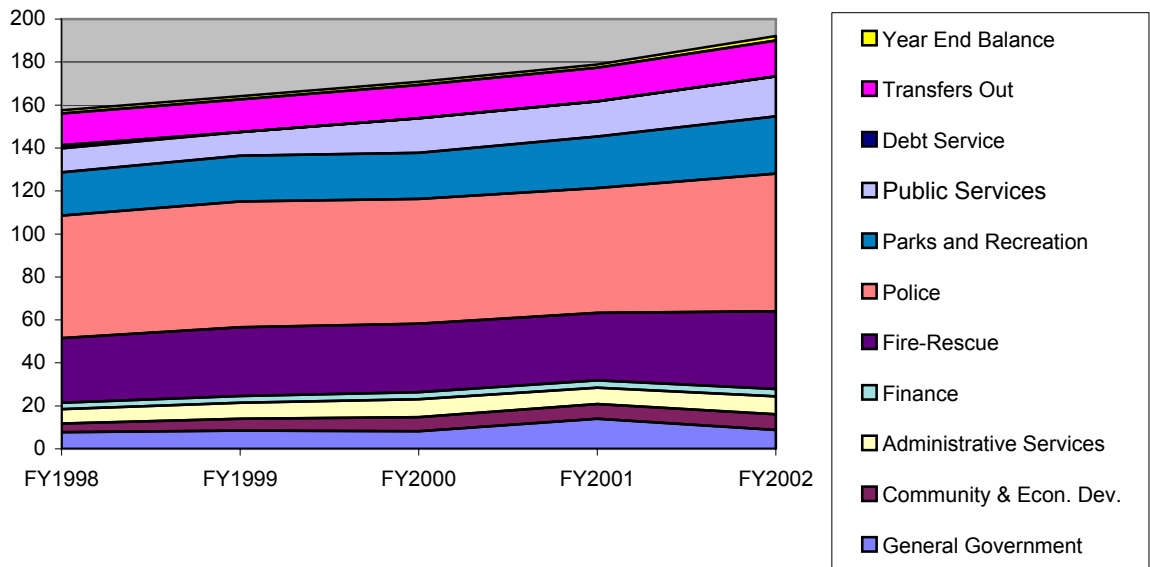
"Police" represents the largest use of resources. The percentage for "General Government" has decreased because the reduction of operating millage rate at the time of budget adoption was implemented with a reduction in contingencies.

General Fund Resource Trends (in millions of \$)



Significant trends include increases in "Property Tax - Operating" due to a growing tax base, and in "Utility Taxes" due to the new State telecommunications tax.

General Fund Expenditure Trends (in millions of \$)

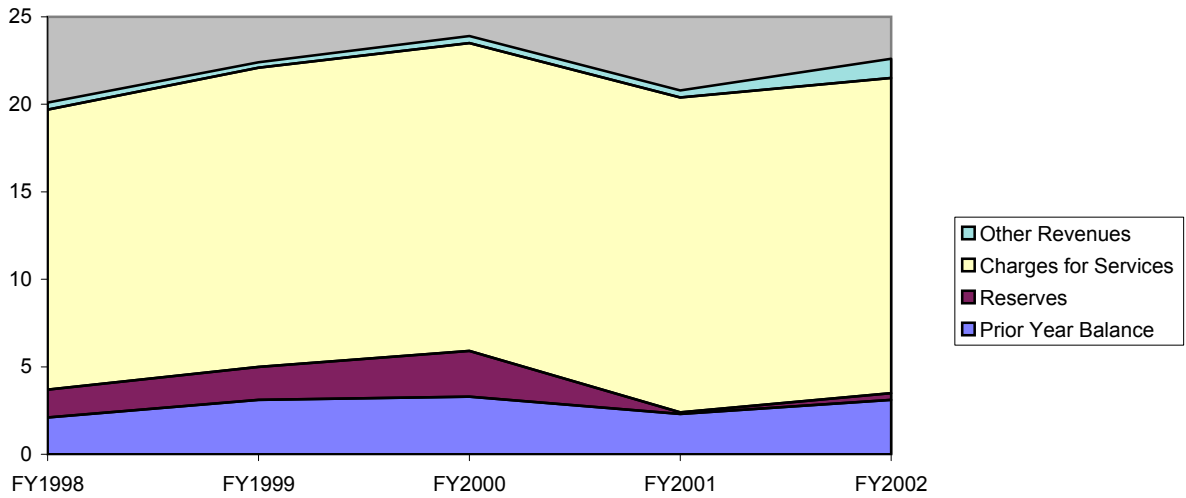


"General Government" has declined in FY 2002 because the FY 2001 figure included a contingency amount that covered pay increases for all employees. The FY 2002 amount includes contingencies with a portion for non-bargaining unit employees only.

SANITATION FUND

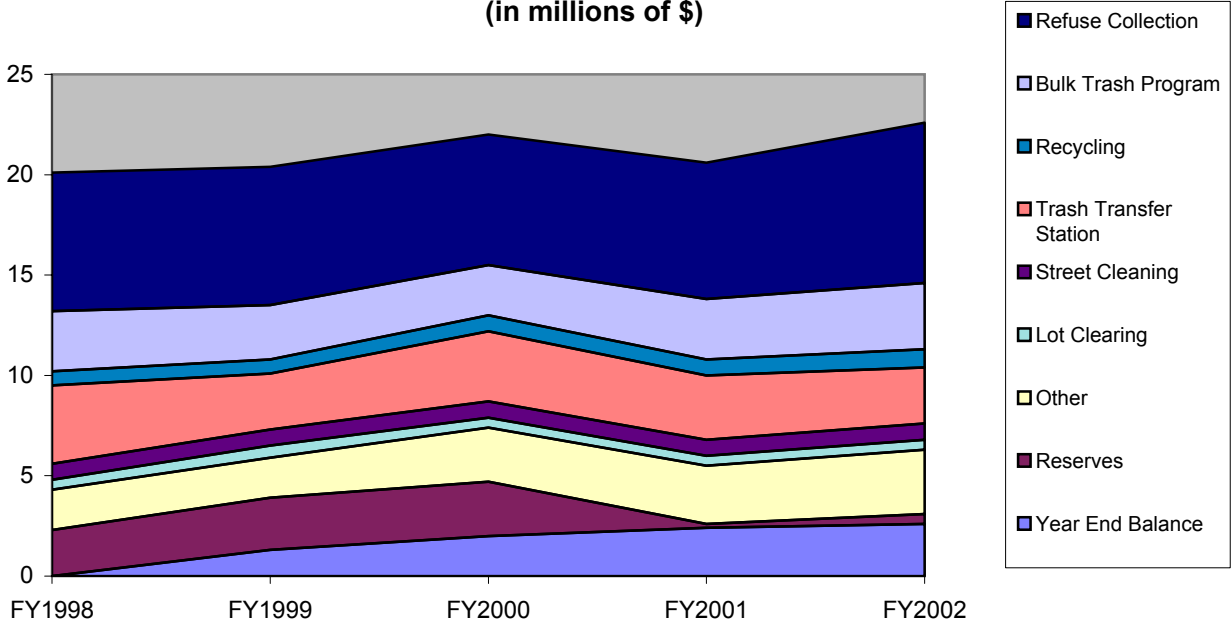
RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 17,572,031	17,906,620	17,885,135	(21,485)	18,019,940	1%
Miscellaneous Revenue	412,315	351,000	764,884	413,884	1,082,068	208%
<i>Total Revenues</i>	<u>17,984,346</u>	<u>18,257,620</u>	<u>18,650,019</u>	<u>392,399</u>	<u>19,102,008</u>	<u>5%</u>
Other Financial Resources:						
Reserves	2,563,371	3,209,122	173,077	(3,036,045)	353,723	(89%)
Prior Year Operating Balance	3,039,573	2,321,456	2,425,851	104,395	3,093,761	33%
<i>Total Other Financial Resources</i>	<u>5,602,944</u>	<u>5,530,578</u>	<u>2,598,928</u>	<u>(2,931,650)</u>	<u>3,447,484</u>	<u>(38%)</u>
<i>Total Resources Available</i>	<u>\$ 23,587,290</u>	<u>23,788,198</u>	<u>21,248,947</u>	<u>(2,539,251)</u>	<u>22,549,492</u>	<u>(5%)</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 2,861,884	3,030,219	2,813,273	(216,946)	3,124,585	3%
Fringe Benefits	773,139	825,723	978,541	152,818	1,004,051	22%
Services/Materials	10,665,662	10,304,275	10,035,883	(268,392)	11,020,811	7%
Other Operating Expenses	3,013,029	3,066,997	3,042,048	(24,949)	3,513,243	15%
Capital Outlay	40,818	111,400	83,269	(28,131)	145,000	30%
Debt Service	-	595,250	540,354	(54,896)	544,547	(9%)
Non-Operating Expenditures	50,770	25,000	34,895	9,895	26,700	7%
<i>Total Expenses</i>	<u>17,405,302</u>	<u>17,958,864</u>	<u>17,528,263</u>	<u>(430,601)</u>	<u>19,378,937</u>	<u>8%</u>
Other Financial Uses:						
Year End Balance	2,425,851	2,444,462	3,093,761	649,299	2,640,379	8%
Transfer to Vehicle Rental Fund	476,111	-	206,004	206,004	-	-
Transfer to Insurance Fund	-	-	17,196	17,196	-	-
Transfer to CIP	3,106,949	50,000	50,000	-	-	(100%)
Reserves	173,077	3,334,872	353,723	(2,981,149)	530,176	(84%)
<i>Total Other Financial Uses</i>	<u>6,181,988</u>	<u>5,829,334</u>	<u>3,720,684</u>	<u>(2,108,650)</u>	<u>3,170,555</u>	<u>(46%)</u>
<i>Total Resources Allocated</i>	<u>\$ 23,587,290</u>	<u>23,788,198</u>	<u>21,248,947</u>	<u>(2,539,251)</u>	<u>22,549,492</u>	<u>(5%)</u>

Sanitation Fund Resource Trends (in millions of \$)



Reserves for the Wingate Landfill Closure Project were applied in FY 2001. The amount of the Wingate surcharge not applied to debt service is transferred to the reserve for future use.

Sanitation Fund Expenditure Trends (in millions of \$)

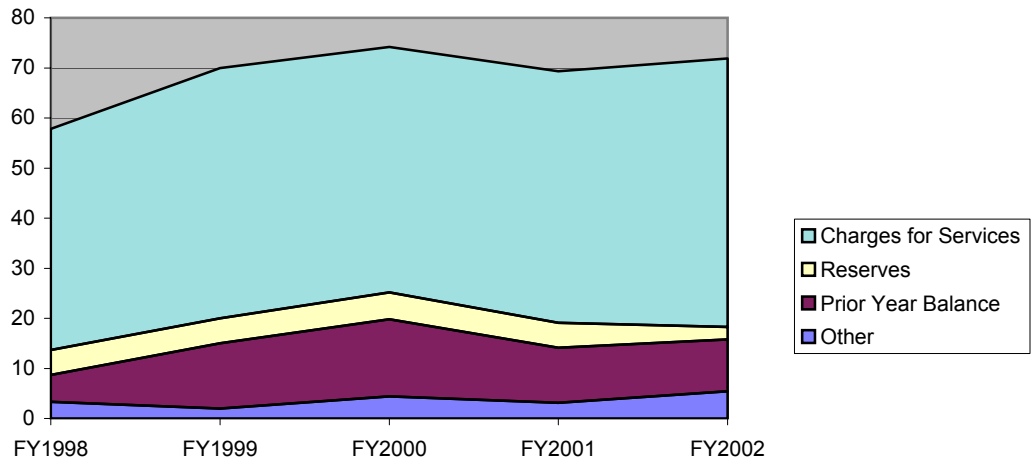


The "Other" category has grown due to the issuance of debt for the Wingate Landfill Closure.

WATER AND SEWER FUND

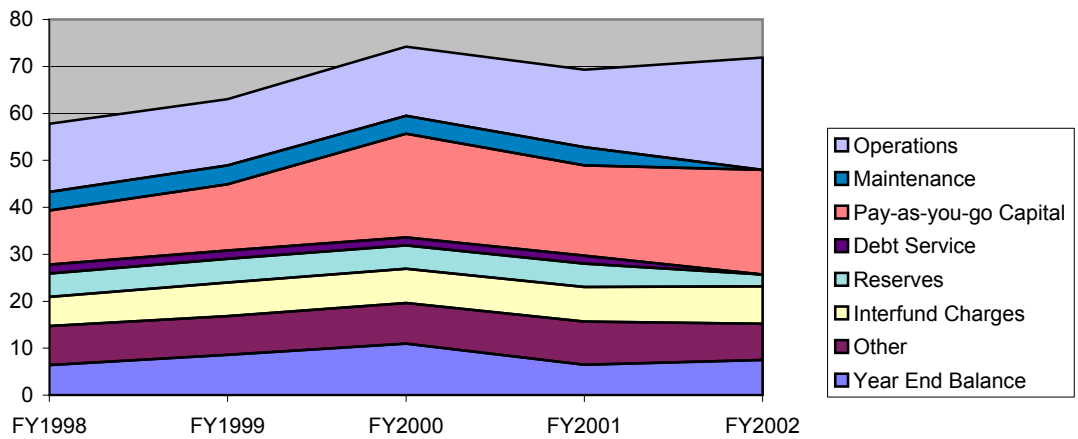
RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 50,239,670	50,160,559	50,078,087	(82,472)	53,598,194	7%
Miscellaneous Revenues	3,963,299	3,108,405	4,515,575	1,407,170	5,422,747	74%
<i>Total Revenues</i>	<u>54,202,969</u>	<u>53,268,964</u>	<u>54,593,662</u>	<u>1,324,698</u>	<u>59,020,941</u>	<u>11%</u>
Other Financial Resources:						
Prior Year Operating Balance	16,863,470	11,004,518	13,171,011	2,166,493	10,372,728	(6%)
Transfer In	-	-	-	-	-	0%
Reserves	5,442,003	5,016,540	5,016,540	-	2,500,000	(50%)
<i>Total Other Financial Resources</i>	<u>22,305,473</u>	<u>16,021,058</u>	<u>18,187,551</u>	<u>2,166,493</u>	<u>12,872,728</u>	<u>(20%)</u>
<i>Total Resources Available</i>	<u>\$ 76,508,442</u>	<u>69,290,022</u>	<u>72,781,213</u>	<u>3,491,191</u>	<u>71,893,669</u>	<u>4%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 11,693,048	12,015,132	12,046,710	31,578	13,618,304	13%
Fringe Benefits	3,267,754	3,540,521	3,907,148	366,627	4,223,105	19%
Services/Materials	7,586,578	9,784,265	11,545,989	1,761,724	10,873,138	11%
Other Operating Expenses	8,118,758	8,868,744	8,817,876	(50,868)	9,801,679	11%
Non-Operating Expenditures	292,870	162,067	192,303	30,236	160,000	(1%)
Capital Outlay	436,935	770,021	731,756	(38,265)	907,360	18%
Debt Service	1,666,129	1,609,327	1,609,060	(267)	-	(100%)
<i>Total Expenses</i>	<u>33,062,072</u>	<u>36,750,077</u>	<u>38,850,842</u>	<u>2,100,765</u>	<u>39,583,586</u>	<u>8%</u>
Other Financial Uses:						
Year End Balance	13,171,011	6,523,405	10,372,728	3,849,323	7,510,083	15%
Required Reserves	5,016,540	5,016,540	2,500,000	(2,516,540)	2,500,000	(50%)
Transfers Out	25,258,819	21,000,000	21,057,643	57,643	22,300,000	6%
<i>Total Other Financial Uses</i>	<u>43,446,370</u>	<u>32,539,945</u>	<u>33,930,371</u>	<u>1,390,426</u>	<u>32,310,083</u>	<u>(1%)</u>
<i>Total Resources Allocated</i>	<u>\$ 76,508,442</u>	<u>69,290,022</u>	<u>72,781,213</u>	<u>3,491,191</u>	<u>71,893,669</u>	<u>4%</u>

Water and Sewer Resource Trends (in millions of \$)



"Charges for Services" have been increased to fund the \$550 million Water and Sewer Master Plan.

Water and Sewer Expenditure Trends (in millions of \$)

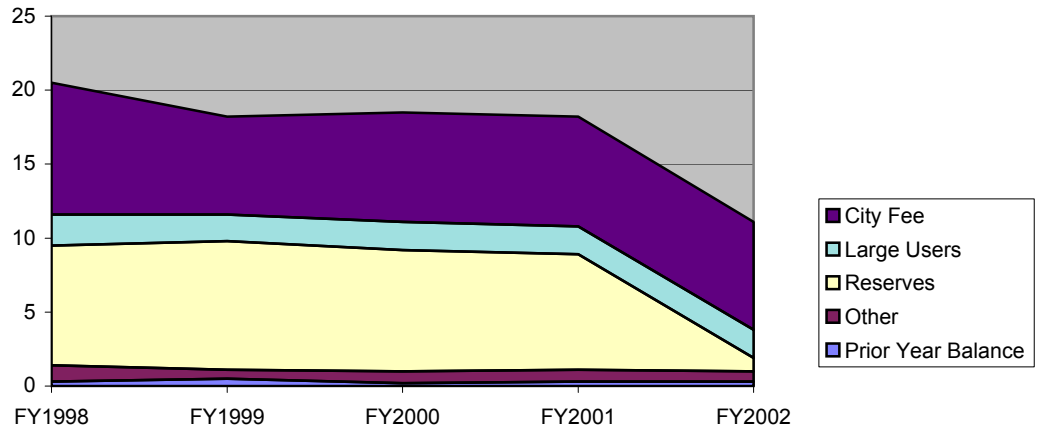


Reorganization for the Water and Sewer Master Plan has eliminated the Maintenance and Environmental Resources (previously shown in "Other") Divisions as the functions have been merged with "Operations".

CENTRAL REGIONAL WASTEWATER SYSTEM FUND

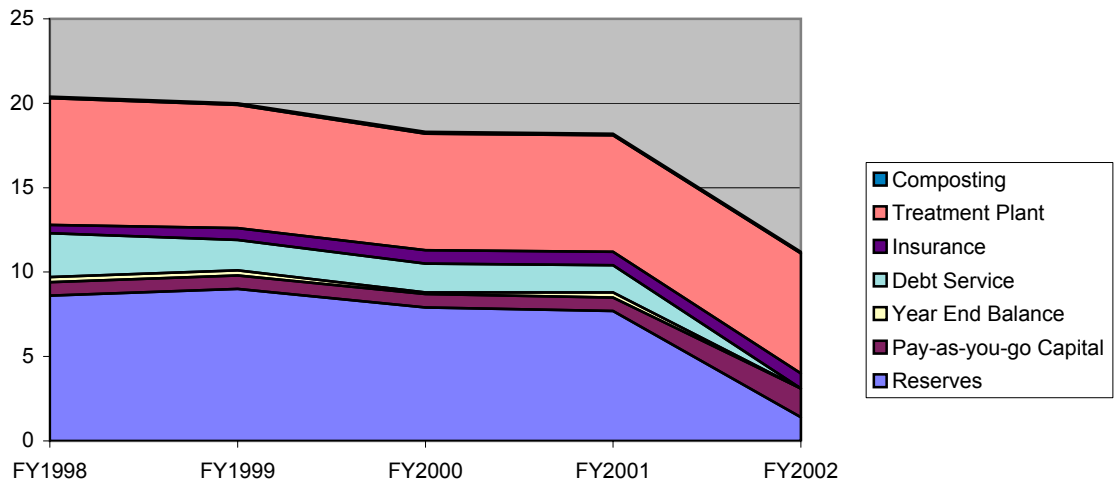
RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 7,859,064	9,294,945	9,481,212	186,267	9,189,896	(1%)
Miscellaneous Revenue	967,211	800,100	901,000	100,900	700,500	(12%)
<i>Total Revenues</i>	<u>8,826,275</u>	<u>10,095,045</u>	<u>10,382,212</u>	<u>287,167</u>	<u>9,890,396</u>	<u>(2%)</u>
Other Financial Resources:						
Prior Year Operating Balance	232,465	372,960	318,156	(54,804)	321,071	(14%)
Transfer In	-	-	-	-	-	-
Reserve for Debt Service	425,463	-	-	-	-	-
Replacement Account	7,801,639	7,793,435	7,793,435	-	942,296	(88%)
<i>Total Other Financial Resources</i>	<u>8,459,567</u>	<u>8,166,395</u>	<u>8,111,591</u>	<u>(54,804)</u>	<u>1,263,367</u>	<u>(85%)</u>
<i>Total Resources Available</i>	<u>\$ 17,285,842</u>	<u>18,261,440</u>	<u>18,493,803</u>	<u>232,363</u>	<u>11,153,763</u>	<u>(39%)</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries & Wages	\$ 1,630,437	1,630,806	1,720,702	89,896	1,796,313	10%
Fringe Benefits	464,627	487,721	530,152	42,431	532,349	9%
Services/Materials	3,517,538	4,674,864	4,761,780	86,916	4,694,386	0%
Other Operating Expenditures	1,090,600	1,055,386	1,054,016	(1,370)	1,105,916	5%
Non-Operating Expenditures	23,739	12,067	12,067	-	-	(100%)
Capital Outlay	12,480	3,000	9,119	6,119	8,000	167%
Debt Service	1,689,830	1,609,327	1,609,060	(267)	-	(100%)
<i>Total Expenses</i>	<u>8,429,251</u>	<u>9,473,171</u>	<u>9,696,896</u>	<u>223,725</u>	<u>8,136,964</u>	<u>(14%)</u>
Other Financial Uses:						
Year End Balance	318,156	312,072	321,071	8,999	-	(100%)
Reserve for Debt Service	-	-	-	-	-	-
Replacement Capital	745,000	745,000	7,527,000	6,782,000	1,665,000	123%
Other Transfers Out	-	-	6,540	6,540	-	-
Replacement Account	7,793,435	7,731,197	942,296	(6,788,901)	1,351,799	(83%)
<i>Total Other Financial Uses</i>	<u>8,856,591</u>	<u>8,788,269</u>	<u>8,796,907</u>	<u>8,638</u>	<u>3,016,799</u>	<u>(66%)</u>
<i>Total Resources Allocated</i>	<u>\$ 17,285,842</u>	<u>18,261,440</u>	<u>18,493,803</u>	<u>232,363</u>	<u>11,153,763</u>	<u>(39%)</u>

Central Region Wastewater System Resource Trends (in millions of \$)



The "Reserves" have been reduced as they have been applied to the replacement of the pump station at the G.T. Lohmeyer Plant.

Central Region Wastewater System Expenditure Trends (in millions of \$)

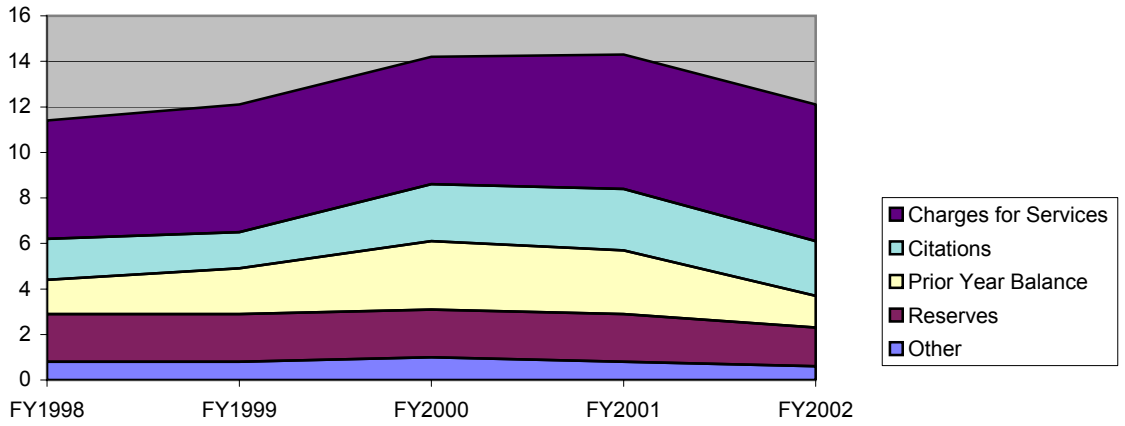


All outstanding debt has now been retired. Reserves have been applied for replacement of the pump station at the G.T. Lohmeyer Plant.

PARKING FUND

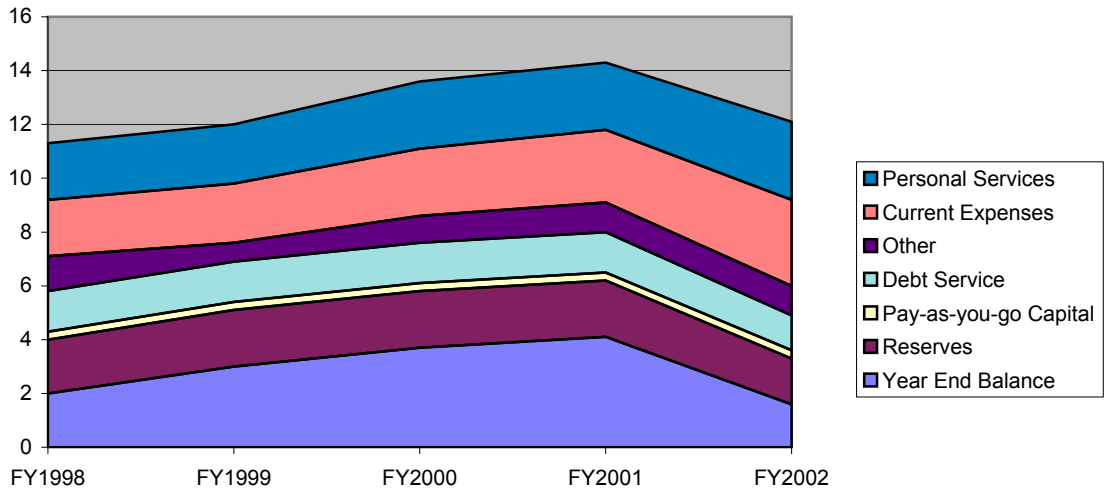
RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 5,687,937	5,891,800	5,694,269	(197,531)	6,025,436	2%
Fines	1,459,147	2,650,000	1,750,000	(900,000)	2,398,750	(9%)
Miscellaneous	628,462	665,200	543,500	(121,700)	543,500	(18%)
<i>Total Revenues</i>	<u>7,775,546</u>	<u>9,207,000</u>	<u>7,987,769</u>	<u>(1,219,231)</u>	<u>8,967,686</u>	<u>(3%)</u>
Other Financial Resources:						
Transfers In	224,948	138,284	138,284	-	127,129	(8%)
Reserves	2,097,340	2,097,340	2,097,340	-	1,699,765	(19%)
Prior Year Operating Balance	3,133,842	2,842,144	2,287,087	(555,057)	1,345,132	(53%)
<i>Total Other Financial Resources</i>	<u>5,456,130</u>	<u>5,077,768</u>	<u>4,522,711</u>	<u>(555,057)</u>	<u>3,172,026</u>	<u>(38%)</u>
<i>Total Resources Available</i>	<u>\$ 13,231,676</u>	<u>14,284,768</u>	<u>12,510,480</u>	<u>(1,774,288)</u>	<u>12,139,712</u>	<u>(15%)</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 1,696,301	1,963,610	1,856,424	(107,186)	2,244,835	14%
Fringe Benefits	496,049	567,338	583,459	16,121	666,196	17%
Services/Materials	784,353	1,053,561	1,585,672	532,111	1,521,355	44%
Other Operating Expenses	1,559,334	1,641,867	1,456,152	(185,715)	1,689,635	3%
Debt Service	1,490,582	1,470,268	2,045,056	574,788	1,291,142	(12%)
Capital Outlay	303,356	495,335	565,130	69,795	477,500	(4%)
<i>Total Expenses</i>	<u>6,329,975</u>	<u>7,191,979</u>	<u>8,091,893</u>	<u>899,914</u>	<u>7,890,663</u>	<u>10%</u>
Other Financial Uses:						
Year End Balance	2,287,087	4,092,504	1,345,132	(2,747,372)	1,639,201	(60%)
Capital Projects	300,000	300,000	700,000	400,000	300,000	0%
Reserves	2,097,340	2,097,340	1,699,765	(397,575)	1,703,403	(19%)
Transfers Out	2,217,274	602,945	673,690	70,745	606,445	1%
<i>Total Other Financial Uses</i>	<u>6,901,701</u>	<u>7,092,789</u>	<u>4,418,587</u>	<u>(2,674,202)</u>	<u>4,249,049</u>	<u>(40%)</u>
<i>Total Resources Allocated</i>	<u>\$ 13,231,676</u>	<u>14,284,768</u>	<u>12,510,480</u>	<u>(1,774,288)</u>	<u>12,139,712</u>	<u>(15%)</u>

Parking Fund Resource Trends (in millions of \$)



A drop off in "Citation" revenue due to position vacancies in FY 2001 has contributed to a decrease in the "Prior Year Balance" in FY 2002.

Parking Fund Expenditure Trends (in millions of \$)

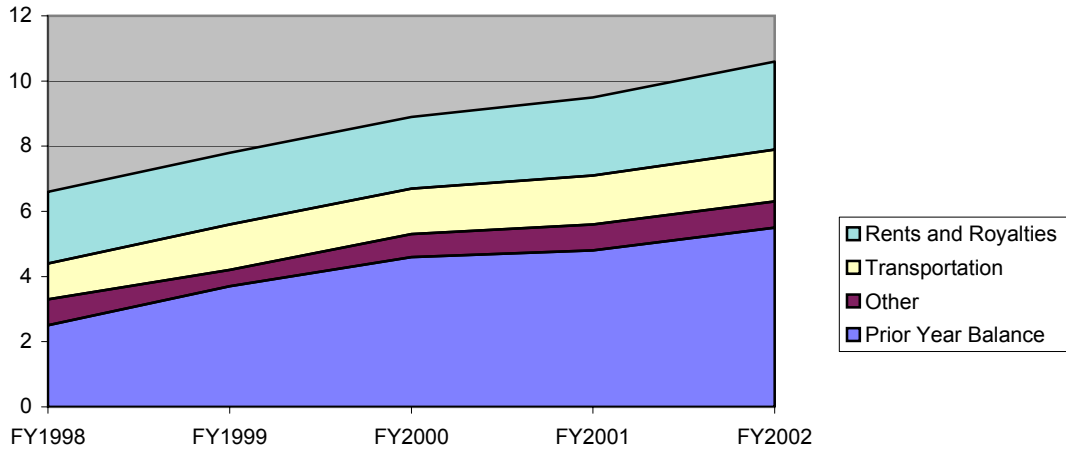


The "Year End Balance" has dropped due to reduced "Citation" revenue and the additional debt service payment in FY 2001 related to the refinancing of the downtown parking garage debt.

AIRPORT FUND

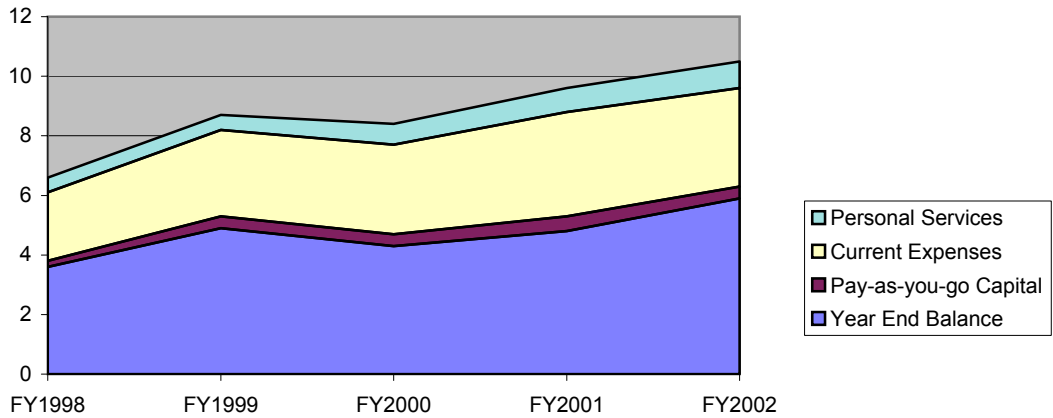
RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 1,628,280	1,528,003	1,583,462	55,459	1,629,597	7%
Miscellaneous Revenue	3,171,499	3,148,863	3,162,708	13,845	3,452,812	10%
<i>Total Revenues</i>	<u>4,799,779</u>	<u>4,676,866</u>	<u>4,746,170</u>	<u>69,304</u>	<u>5,082,409</u>	<u>9%</u>
Other Financial Resources:						
Prior Year Operating Balance	4,281,474	4,841,269	5,526,044	684,775	5,453,512	13%
<i>Total Other Financial Resources</i>	<u>4,281,474</u>	<u>4,841,269</u>	<u>5,526,044</u>	<u>684,775</u>	<u>5,453,512</u>	<u>13%</u>
<i>Total Resources Available</i>	<u>\$ 9,081,253</u>	<u>9,518,135</u>	<u>10,272,214</u>	<u>754,079</u>	<u>10,535,921</u>	<u>11%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 441,564	616,890	528,924	(87,966)	651,795	6%
Fringe Benefits	116,913	149,094	154,502	5,408	187,663	26%
Services/Materials	843,532	1,819,459	1,950,955	131,496	1,468,311	(19%)
Other Operating Expenses	1,472,111	1,663,662	1,669,997	6,335	1,855,079	12%
Capital Outlay	33,971	54,800	62,629	7,829	27,200	(50%)
<i>Total Expenses</i>	<u>2,908,091</u>	<u>4,303,905</u>	<u>4,367,007</u>	<u>63,102</u>	<u>4,190,048</u>	<u>(3%)</u>
Other Financial Uses:						
Year End Balance	5,526,044	4,764,230	5,453,512	689,282	5,895,873	24%
Transfers Out	647,118	450,000	451,695	1,695	450,000	0%
<i>Total Other Financial Uses</i>	<u>6,173,162</u>	<u>5,214,230</u>	<u>5,905,207</u>	<u>690,977</u>	<u>6,345,873</u>	<u>22%</u>
<i>Total Resources Allocated</i>	<u>\$ 9,081,253</u>	<u>9,518,135</u>	<u>10,272,214</u>	<u>754,079</u>	<u>10,535,921</u>	<u>11%</u>

Airport Fund Resource Trends (in millions of \$)



Revenues continue to exceed operating expenditures which leads to a growing fund balance.

Airport Fund Expenditure Trends (in millions of \$)



The "Year End Balance" is projected to continue its growth of the last two years.

STORMWATER FUND

RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 2,897,471	3,010,000	3,012,000	2,000	3,162,000	5%
Miscellaneous Revenue	507,222	395,000	425,000	30,000	280,000	(29%)
<i>Total Revenues</i>	<u>3,404,693</u>	<u>3,405,000</u>	<u>3,437,000</u>	<u>32,000</u>	<u>3,442,000</u>	<u>1%</u>
Other Financial Resources:						
Prior Year Operating Balance	3,567,853	3,346,900	3,570,609	223,709	3,313,085	(1%)
<i>Total Other Financial Resources</i>	<u>3,567,853</u>	<u>3,346,900</u>	<u>3,570,609</u>	<u>223,709</u>	<u>3,313,085</u>	<u>(1%)</u>
<i>Total Resources Available</i>	<u>\$ 6,972,546</u>	<u>6,751,900</u>	<u>7,007,609</u>	<u>255,709</u>	<u>6,755,085</u>	<u>0%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 761,405	802,026	825,804	23,778	884,118	10%
Fringe Benefits	230,763	244,464	263,273	18,809	272,819	12%
Services/Materials	310,845	362,167	356,776	(5,391)	356,755	(1%)
Other Operating Expenses	612,935	639,418	624,054	(15,364)	665,822	4%
Non-Operating Expenditures	(7,456)	10,000	23,422	13,422	10,000	0%
Capital Outlay	153,445	254,917	256,351	1,434	114,500	(55%)
<i>Total Expenses</i>	<u>2,061,937</u>	<u>2,312,992</u>	<u>2,349,680</u>	<u>36,688</u>	<u>2,304,014</u>	<u>(0%)</u>
Other Financial Uses:						
Year End Balance	3,570,609	3,098,908	3,313,085	214,177	3,111,071	0%
Transfer to Stormwater Capital	1,340,000	1,340,000	1,344,844	4,844	1,340,000	0%
<i>Total Other Financial Uses</i>	<u>4,910,609</u>	<u>4,438,908</u>	<u>4,657,929</u>	<u>219,021</u>	<u>4,451,071</u>	<u>0%</u>
<i>Total Resources Allocated</i>	<u>\$ 6,972,546</u>	<u>6,751,900</u>	<u>7,007,609</u>	<u>255,709</u>	<u>6,755,085</u>	<u>0%</u>

INSURANCE FUND

RESOURCES AVAILABLE	FY1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Intergovernmental	\$ -	5,000	-	(5,000)	-	(100%)
Charges for Services	19,152,134	20,573,040	20,677,559	104,519	23,533,176	14%
Miscellaneous	1,379,113	887,200	1,039,563	152,363	963,400	9%
<i>Total Revenues</i>	<u>20,531,247</u>	<u>21,465,240</u>	<u>21,717,122</u>	<u>251,882</u>	<u>24,496,576</u>	<u>14%</u>
Other Financial Resources:						
Transfers In	-	-	265,447	265,447	-	-
Prior Year Balance	1,709,117	3,206,385	873,328	(2,333,057)	370,998	(88%)
<i>Total Other Financial Resources</i>	<u>1,709,117</u>	<u>3,206,385</u>	<u>1,138,775</u>	<u>(2,067,610)</u>	<u>370,998</u>	<u>(88%)</u>
<i>Total Resources Available</i>	<u>\$ 22,240,364</u>	<u>24,671,625</u>	<u>22,855,897</u>	<u>(1,815,728)</u>	<u>24,867,574</u>	<u>1%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 681,011	737,158	707,342	(29,816)	692,693	(6%)
Fringe Benefits	347,134	350,652	373,786	23,134	334,913	(4%)
Services/Materials	347,241	1,176,662	1,275,828	99,166	1,322,939	12%
Other Operating Expenses	212,923	224,045	232,543	8,498	225,062	0%
Capital Outlay	3,580	33,700	8,000	(25,700)	4,000	(88%)
<i>Total Expenses</i>	<u>1,591,889</u>	<u>2,522,217</u>	<u>2,597,499</u>	<u>75,282</u>	<u>2,579,607</u>	<u>2%</u>
Other Financial Uses:						
Operating Balance Year End	873,328	3,037,741	370,998	(2,666,743)	1,840,917	(39%)
Health/Life Insurance Premiums	12,292,551	13,250,000	14,384,639	1,134,639	14,698,716	11%
Automobile Liability Claims	1,184,879	800,000	700,000	(100,000)	700,000	(13%)
General Liability Claims	1,956,490	1,400,000	700,000	(700,000)	840,000	(40%)
Workers' Compensation Claims	2,316,557	2,316,667	2,155,485	(161,182)	2,173,334	(6%)
Other Liability Claims	2,024,670	1,345,000	1,947,276	602,276	2,035,000	51%
<i>Total Other Financial Uses</i>	<u>20,648,475</u>	<u>22,149,408</u>	<u>20,258,398</u>	<u>(1,891,010)</u>	<u>22,287,967</u>	<u>1%</u>
<i>Total Resources Allocated</i>	<u>\$ 22,240,364</u>	<u>24,671,625</u>	<u>22,855,897</u>	<u>(1,815,728)</u>	<u>24,867,574</u>	<u>1%</u>

CENTRAL SERVICES FUND

RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2001/2002 EST. ACTUAL	VARIANCE INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 1,950,628	1,463,132	1,463,132	-	2,352,546	61%
Miscellaneous Revenue	260,106	171,951	155,405	(16,546)	160,804	(6%)
<i>Total Revenues</i>	<u>2,210,734</u>	<u>1,635,083</u>	<u>1,618,537</u>	<u>(16,546)</u>	<u>2,513,350</u>	<u>54%</u>
Other Financial Resources:						
Prior Year Operating Balance	483,505	663,772	597,545	(66,227)	(116,483)	(118%)
<i>Total Other Resources</i>	<u>483,505</u>	<u>663,772</u>	<u>597,545</u>	<u>(66,227)</u>	<u>(116,483)</u>	<u>(118%)</u>
<i>Total Resources Available</i>	<u>\$ 2,694,239</u>	<u>2,298,855</u>	<u>2,216,082</u>	<u>(82,773)</u>	<u>2,396,867</u>	<u>4%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 556,925	567,511	552,971	(14,540)	589,592	4%
Fringe Benefits	171,048	178,523	185,814	7,291	188,072	5%
Services/Materials	1,115,995	1,003,185	1,243,128	239,943	1,211,150	21%
Other Operating Expenditures	159,588	184,539	163,350	(21,189)	190,098	3%
Capital Outlay	93,138	80,000	45,152	(34,848)	77,500	(3%)
<i>Total Expenses</i>	<u>2,096,694</u>	<u>2,013,758</u>	<u>2,190,415</u>	<u>176,657</u>	<u>2,256,412</u>	<u>12%</u>
Other Financial Uses:						
Transfers Out	-	140,455	142,150	1,695	140,455	0%
Operating Balance Year End	597,545	144,642	(116,483)	(261,125)	-	(100%)
<i>Total Other Uses</i>	<u>597,545</u>	<u>285,097</u>	<u>25,667</u>	<u>(259,430)</u>	<u>140,455</u>	<u>(51%)</u>
<i>Total Resources Allocated</i>	<u>\$ 2,694,239</u>	<u>2,298,855</u>	<u>2,216,082</u>	<u>(82,773)</u>	<u>2,396,867</u>	<u>4%</u>

VEHICLE RENTAL FUND

RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Replacement Reserve:						
Beginning Balance	\$ 7,303,577	6,288,531	7,587,523	1,298,992	8,727,925	39%
Interest 50%	262,707	75,000	184,384	109,384	75,000	0%
Vehicle Sales	798,510	1,000,000	438,305	(561,695)	800,000	(20%)
Interfund Charge	5,730,004	5,312,820	5,794,954	482,134	5,914,380	11%
Transfers In	867,843	125,277	931,606	806,329	125,277	0%
Operations:						
Beginning Balance	704,500	1,352,094	294,175	(1,057,919)	911,256	(33%)
Interest 50%	262,707	75,000	184,384	109,384	75,000	0%
Interfund Charge	3,619,857	5,333,400	5,625,500	292,100	6,261,200	17%
Other Revenue	23,647	119,273	114,272	(5,001)	123,408	3%
Total Resources Available	\$ 19,573,352	19,681,395	21,155,103	1,473,708	23,013,446	17%
RESOURCES ALLOCATED						
Replacement Reserve:						
Purchases	\$ 6,559,686	5,145,451	5,307,069	161,618	5,440,500	6%
Debt Service	815,432	817,299	901,778	84,479	981,675	20%
Ending Balance	7,587,523	6,838,878	8,727,925	1,889,047	9,220,407	35%
Operations:						
Salaries and Wages	172,048	215,730	219,772	4,042	232,533	8%
Fringe Benefits	51,218	61,876	64,195	2,319	65,647	6%
Services/Materials	3,918,899	4,887,696	4,842,830	(44,866)	6,083,534	24%
Other Operating Expenses	174,371	195,667	179,794	(15,873)	202,005	3%
Transfers Out	-	-	484	484	-	-
Ending Balance	294,175	1,518,798	911,256	(607,542)	787,145	(48%)
Total Resources Allocated	\$ 19,573,352	19,681,395	21,155,103	1,473,708	23,013,446	17%

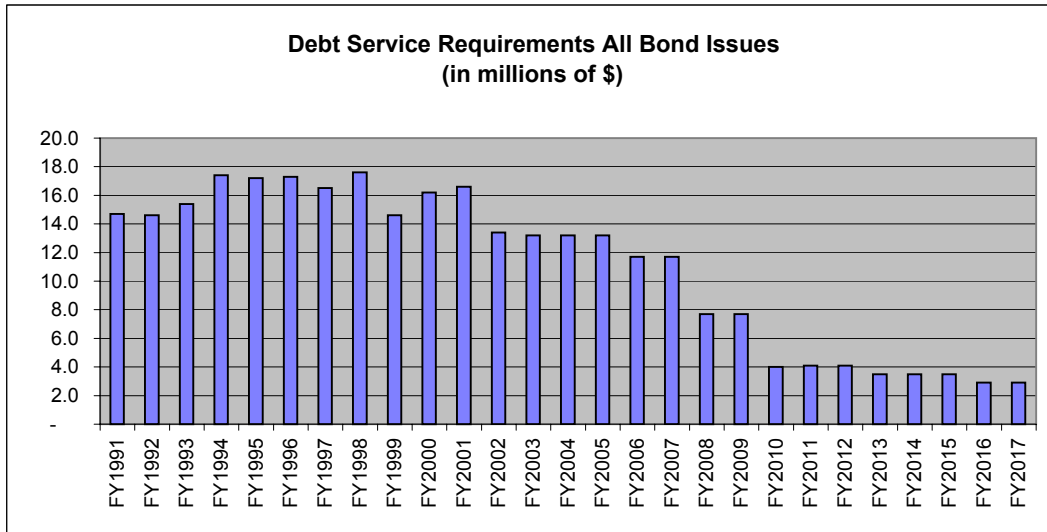
SPECIAL REVENUE FUNDS*

RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Taxes	\$ 64,026	45,232	45,140	(92)	78,540	74%
Intergovernmental	1,061,647	1,356,151	1,349,706	(6,445)	1,695,235	25%
Charges for Services	-	-	274	274	76,930	-
Miscellaneous Revenue	293,621	240,557	343,524	102,967	273,907	14%
<i>Total Revenues</i>	<u>1,419,294</u>	<u>1,641,940</u>	<u>1,738,644</u>	<u>96,704</u>	<u>2,124,612</u>	<u>29%</u>
Other Financial Resources:						
Transfer from General Fund	560,837	733,238	727,237	(6,001)	1,087,377	48%
Transfer from Parking Fund	603,193	645,616	602,945	(42,671)	606,445	(6%)
Transfer from Grants	307,349	-	-	-	-	-
Transfer from CIP	62,928	-	-	-	-	-
Debt Service Reserve	40,083	40,083	87,518	47,435	102,550	156%
Prior Year Operating Balance	48,034	56,985	90,099	33,114	42,603	(25%)
<i>Total Other Financial Resources</i>	<u>1,622,424</u>	<u>1,475,922</u>	<u>1,507,799</u>	<u>31,877</u>	<u>1,838,975</u>	<u>25%</u>
<i>Total Resources Available</i>	<u>\$ 3,041,718</u>	<u>3,117,862</u>	<u>3,246,443</u>	<u>128,581</u>	<u>3,963,587</u>	<u>27%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 302,542	426,504	394,278	(32,226)	536,408	26%
Fringe Benefits	64,721	106,700	95,256	(11,444)	129,952	22%
Services/Materials	76,085	517,278	534,161	16,883	868,681	68%
Other Operating Expenses	22,391	73,765	62,497	(11,268)	68,843	(7%)
Debt Service	162,201	165,000	155,375	(9,625)	167,600	2%
Capital Outlay	5,446	8,750	27,050	18,300	5,500	(37%)
<i>Total Expenses</i>	<u>633,386</u>	<u>1,297,997</u>	<u>1,268,617</u>	<u>(29,380)</u>	<u>1,776,984</u>	<u>37%</u>
Other Financial Uses:						
Transfer to Capital Projects	1,328,156	790,912	875,670	84,758	670,458	(15%)
Transfer to Debt Service	602,559	602,945	602,945	-	911,445	51%
Transfer to Grants	-	-	-	-	7,000	-
Transfer to General Fund	300,000	349,558	349,558	-	425,000	22%
Contingencies	-	4,500	4,500	-	1,200	(73%)
Debt Service Reserve	87,518	40,083	102,550	62,467	105,357	163%
Year End Balance	90,099	31,867	42,603	10,736	66,143	108%
<i>Total Other Financial Uses</i>	<u>2,408,332</u>	<u>1,819,865</u>	<u>1,977,826</u>	<u>157,961</u>	<u>2,186,603</u>	<u>20%</u>
<i>Total Resources Allocated</i>	<u>\$ 3,041,718</u>	<u>3,117,862</u>	<u>3,246,443</u>	<u>128,581</u>	<u>3,963,587</u>	<u>27%</u>

*This schedule includes resources for the Beach Redevelopment Area, the NW Progresso Flagler Heights Redevelopment Area, and Sunrise Key. The intergovernmental and transfer from general fund revenues are based upon current tax estimates.

DEBT SERVICE FUNDS

RESOURCES AVAILABLE	FY 1999/2000 ACTUAL	FY 2000/2001 ORIG. BUDGET	FY 2000/2001 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2001/2002 BUDGET	FY 2001/2002 % Change Increase (Decrease)
Revenues:						
Interest Earnings	\$ 161,773	84,588	106,161	21,573	81,800	(3%)
<i>Total Revenues</i>	<u>161,773</u>	<u>84,588</u>	<u>106,161</u>	<u>21,573</u>	<u>81,800</u>	<u>(3%)</u>
Other Financial Resources:						
Transfer from General Fund	10,267,419	9,882,963	9,880,667	(2,296)	10,535,629	7%
Transfer from Water and Sewer	407,990	407,990	407,990	-	407,990	0%
Transfer from Central Services	-	140,455	140,455	-	140,455	0%
Bond Proceeds	44,556	50,000	50,000	-	150,000	200%
Transfer from Beach CRA	602,559	602,945	602,945	-	911,445	51%
Transfer from General CIP	1,493,680	1,493,680	1,493,680	-	1,493,680	0%
Reserves	671,953	873,973	912,716	38,743	617,408	(29%)
<i>Total Other Financial Resources</i>	<u>13,488,157</u>	<u>13,452,006</u>	<u>13,488,453</u>	<u>36,447</u>	<u>14,256,607</u>	<u>6%</u>
<i>Total Resources Available</i>	<u>\$ 13,649,930</u>	<u>13,536,594</u>	<u>13,594,614</u>	<u>58,020</u>	<u>14,338,407</u>	<u>6%</u>
RESOURCES ALLOCATED						
Expenses:						
Debt Service	\$ 12,737,214	12,956,594	12,977,206	20,612	13,668,407	5%
<i>Total Expenses</i>	<u>12,737,214</u>	<u>12,956,594</u>	<u>12,977,206</u>	<u>20,612</u>	<u>13,668,407</u>	<u>5%</u>
Other Financial Uses:						
Transfer Out	-	-	-	-	-	-
Reserves	912,716	580,000	617,408	37,408	670,000	16%
<i>Total Other Financial Uses</i>	<u>912,716</u>	<u>580,000</u>	<u>617,408</u>	<u>37,408</u>	<u>670,000</u>	<u>16%</u>
<i>Total Resources Allocated</i>	<u>\$ 13,649,930</u>	<u>13,536,594</u>	<u>13,594,614</u>	<u>58,020</u>	<u>14,338,407</u>	<u>6%</u>



New debt service is budgeted for tax increment bonds for the Northwest Progresso Flagler Heights Community Redevelopment Agency.

Debt Service Requirements Until Maturity
All Bond Issues*

<u>Fiscal Yr</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2001/02	\$ 8,881,773	4,341,287	13,223,060
2002/03	9,285,995	3,952,022	13,238,017
2003/04	9,535,947	3,507,946	13,043,893
2004/05	9,921,668	3,068,062	12,989,730
2005/06	9,183,196	2,606,520	11,789,716
2006/07	9,515,574	2,185,345	11,700,919
2007/08	5,908,845	1,784,628	7,693,473
2008/09	6,193,054	1,513,727	7,706,781
2009/10	2,818,251	1,227,783	4,046,034
2010/11	2,979,485	1,072,587	4,052,072
2011/12	3,146,811	907,066	4,053,877
2012/13	2,720,283	731,601	3,451,884
2013/14	2,869,962	582,072	3,452,034
2014/15	3,035,909	424,125	3,460,034
2015/16	2,650,000	264,137	2,914,137
2016/17	2,805,000	116,462	2,921,462
	<u>\$ 91,451,753</u>	<u>28,285,370</u>	<u>119,737,123</u>

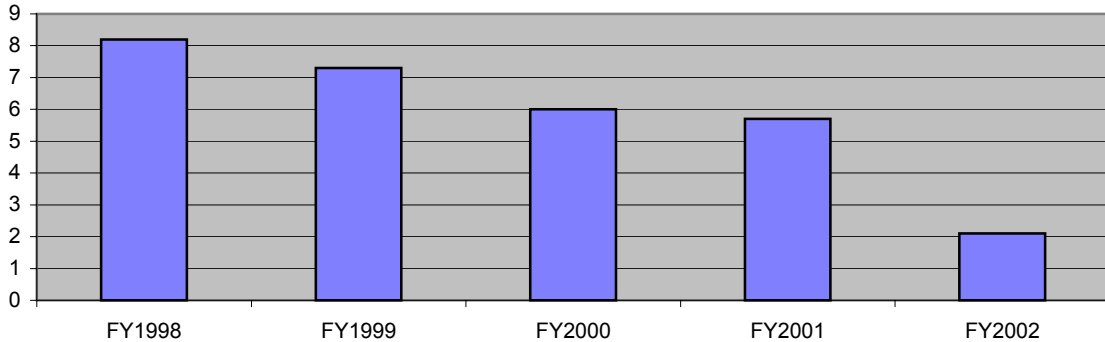
There are no debt limitations in the City Charter or State Statute.

* An additional \$19,055,00 has been borrowed from the Sunshine State Governmental Financing Commission, with variable interest rates. The City also has a master lease letter of credit with SunTrust Bank for the purchase of public safety equipment. These loans are not included above. Additionally, the City is planning to issue \$350 million in Water and Sewer Revenue Bonds over the next 10 years, an additional Sunshine State loan for the construction of a new Construction Services facility at Lincoln Park, and \$30 million in Excise Tax Bonds for recapitalization of existing infrastructure. These additional bond issues are not included above because they have not been issued at the time of budget document printing.

Ending Fund Balances

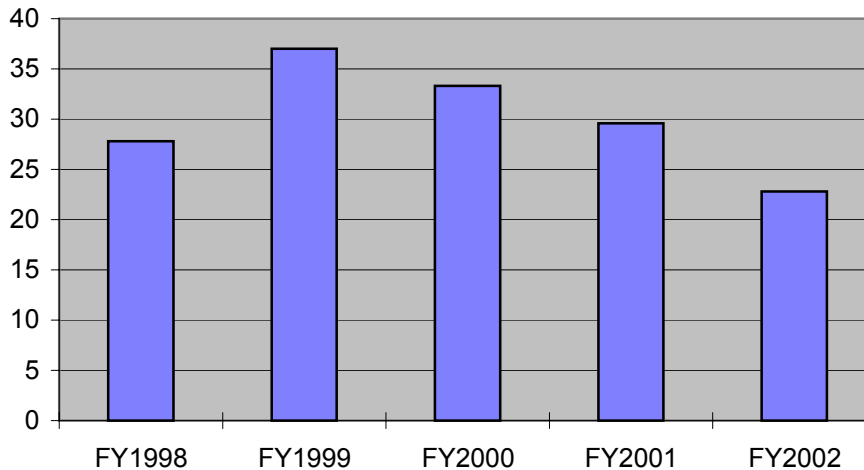
Ending fund balances are shown for General Fund and all funds. Enterprise fund balance is a calculated amount since accounting is different for proprietary funds versus governmental funds.

General Fund Unreserved Ending Balance (in millions of \$)



The City's goal is to have an actual ending fund balance of at least \$5 million. The adopted budget includes only the working capital reserve which has been increased to \$2 million for FY 2002, a 33 percent increase over previous budgets. Revenues exceeding projections and expenditures under budget appropriations have generally allowed the City to achieve its \$5 million goal as shown on the graph.

All Operating Funds Unreserved Ending Balance (in millions of \$)



This graph shows unreserved ending balances for all operating funds exclusive of internal service funds. The drop in fund balance is primarily due to the infusion of pay-as-you-go capital improvements in the Water and Sewer Fund.

DEPARTMENT BUDGETS

INTRODUCTION

The City government is organized into departments along functional lines. The City's organization chart on page 100 reflects its operation under the "Commission-Manager" plan and identifies its ten departments.

The table on page 80 shows the changes in authorized full-time equivalents for each fund.

The first section for each department is an organizational chart. This provides information for three fiscal years and reflects the addition or deletion of positions, the reorganization of positions between or within divisions, and the reallocation of positions. The charts include all budgeted, full-time equivalents as well as grant funded positions. See the department writeups on pages 12 to 14 for explanations of significant personnel changes.

Included in the subsequent pages is information about the long-range mission of each department, highlights of each department's goals and objectives for the new fiscal year, selected performance measures, and revenue and expenditure information.

Departments prepare goals and objectives to:

1. Clarify and define organizational responsibilities and activities;
2. Place priorities on activities and the use of resources required by those activities;
3. Identify, evaluate, and select alternative courses of action;
4. Provide a basis for measuring, evaluating, and reporting performance;
5. Assure consistency and commitment within the City to pursue similar outcomes and results.

Changes in Authorized City Positions as Full-Time Equivalents (FTE)

	FY 1999/2000 Adopted Total FTE	FY 2000/2001 Adopted Total FTE	FY 2001/2002 Adopted Total FTE
GENERAL FUND:			
Administrative Services	66.50	66.00	68.10
City Attorney	20.00	20.00	23.00
City Clerk	10.50	11.50	11.50
City Commission	5.00	5.00	5.00
City Manager	29.00	28.50	31.50
Community & Economic Development	85.50	84.70	81.70
Finance	49.00	49.00	50.00
Fire-Rescue	379.50	383.50	392.50
Parks & Recreation	377.15	405.00	420.00
Police	706.75	726.75	731.25
Public Services	207.00	214.00	230.00
General Fund Total	1,935.90	1,993.95	2,044.55
COMMUNITY REDEVELOPMENT FUND:			
City Manager	1.00	2.00	2.00
Community & Economic Development	4.00	6.00	7.00
Community Redevelopment Fund Total	5.00	8.00	9.00
ENTERPRISE FUNDS:			
Sanitation	79.50	82.50	82.50
Water & Sewer	284.00	286.00	298.00
Central Region	35.00	35.00	35.00
Stormwater	21.00	21.00	21.00
Parking System	63.00	61.75	65.00
Executive Airport	11.80	12.00	12.00
Enterprise Funds Total	494.30	498.25	513.50
INTERNAL SERVICE FUNDS:			
Insurance	8.00	8.00	7.00
Central Services	13.00	14.00	14.00
Vehicle Rental	4.00	4.00	4.00
Internal Service Funds Total	25.00	26.00	25.00
LIGHT DUTY POSITIONS (Insurance Fund):*			
Parks & Recreation	2.00	3.00	2.00
Police	5.00	3.00	4.00
Public Services	3.00	3.00	3.00
Light Duty Positions Total	10.00	9.00	9.00
GRANTS AND CONFISCATION FUNDS:			
Community & Economic Development	18.50	18.50	16.50
Police	36.00	17.00	14.00
Grants and Confiscation Funds Total	54.50	35.50	30.50
ALL FUNDS TOTAL	2,524.70	2,570.70	2,631.55

*These positions are not reflected on the department's organization charts.

ORGANIZATION PLAN ADMINISTRATIVE SERVICES

CITY COMMISSION

CITY MANAGER

ADMINISTRATIVE SERVICES

TOTAL FULL - TIME EQUIVALENTS

99/00 00/01 01/02
 DEPARTMENT 146.5 145.75 150.1
 CITY TOTAL 2,514.7 2,561.7 2,622.55

ADMINISTRATION

	99/00	00/01	01/02
DIR OF ADMIN SVCS	1	1	1
ADMIN ASST	1	1	1
SECRETARY III	0	1	1
SECRETARY I	1	0	0

HUMAN RESOURCES*

ADMINISTRATION

	99/00	00/01	01/02
PERSONNEL DIR	1	1	1
SR ACCT CLERK	1	1	1

RECRUITMENT AND ASSESSMENT

	99/00	00/01	01/02
EMPLOYMENT MGR	1	1	1
PERS ANALYST	3	3	3
PERS ASSISTANT	2	2	2
SERVICE CLERK	2	2	2
RECEPTIONIST	1	1	1
WORD PROC SEC	1	1	1
PERS SVC CLERK	1	1	1
CLERK II	1	0	0

CLASSIFICATION AND COMPENSATION

	99/00	00/01	01/02
CLASS & COMP MGR	1	1	1
CLERK II	0	1	1
PERS REC SPEC	1	1	1
CLERK III	1	1	1
SERVICE CLERK	1	1	1

TRAINING

	99/00	00/01	01/02
ORG DEV&TRAIN MGR	1	1	1

EMPLOYEE RELATIONS

	99/00	00/01	01/02
EMPLOYEE REL DIR	1	1	1
ASST EMP REL DIR	1	1	1
ADMINISTRATIVE AIDE	1	2	1
PERSONNEL ASST	0	0	1

SUMMER YOUTH PROGRAM

	99/00	00/01	01/02
ADMINISTRATIVE AIDE	0	0.5	0.5

INFORMATION TECHNOLOGY

ADMINISTRATION

	99/00	00/01	01/02
INFO TECH DIRECTOR	1	1	1
TECH SUPP COORD	2	2	2
ADMIN AIDE	1	0	0
ADMIN ASSIST I	0	1	1
DATA CONTROL CLERK	1	1	1

TECHNICAL STRATEGY

	99/00	00/01	01/02
MGR DIST SYSTEMS	1	0	0
MGR TECH STRATEGY	0	1	1
PROGRAM ANALYST	1	0	0
SR TECH STRATEGIST	0	3	3
TECH STRATEGIST	0	3	3
INFO SYS SPEC I	3	0	0
INFO SYS SPEC II	3	0	0
INFO SYS SPEC III	3	0	0
INTERN	0.5	0.3	1

TECHNICAL SERVICES

	99/00	00/01	01/02
MGR OF TECH SVCS	1	1	1
SYS&DATA BASE ADM	1	0	0
DATABASE ADMIN	0	1	1
COMP OPER SUPV	1	0	0
CUST SUPPORT ADMIN	0	1	1
COMPUTER OPER II	1	1	1
COMPUTER OPER I	2	2	2
SYS ADMIN ANALYST	3	0	0
SYSTEMS ADMIN	0	1	1
SR SYS ADM ANALYST	1	0	0
NETWORK ADMIN	0	1	1
DATA CENTER SUPV	0	1	1
TECH SUPP ANALYST	0	1	1
INTERN	0	0.2	0.5

GEOGRAPHIC INFORMATION SYSTEMS

	99/00	00/01	01/02
GIS COORDINATOR	1	1	1
GIS SPECIALIST	1	1	2

RADIO SHOP

	99/00	00/01	01/02
TELECOM MGR	1	1	1
ASST TELECOM MGR	1	1	1
CLERK TYPIST II	1	1	1
INTERN	0	0.5	0.5

TELEPHONES

	99/00	00/01	01/02
TELE SYS SUPV	1	1	1
TELE SYS SPEC	1	1	1

PURCHASING

ADMINISTRATION

	99/00	00/01	01/02
PURCHASING MGR	1	1	1
SR PROC SPEC	1	1	1
PROC SPEC II	3	3	3
PURCHASING ASST	2	2	2
CLERK II	1	1	1
CLERK TYPIST I	1	0	0

CENTRAL STORES

	99/00	00/01	01/02
CENT STORES SUPV	1	1	1
STOREKEEPER II	2	2	2
CLERK III	1	1	1

CENTRAL SERVICES ADMINISTRATIVE SUPPORT

	99/00	00/01	01/02
ADMIN AIDE	1	1	1
COPY/MAIL TECH	1	1	1

RECORDS MANAGEMENT

	99/00	00/01	01/02
REPROGRAPHIC SUPV	1	1	1

PRINT CENTER

	99/00	00/01	01/02
PRINT SHOP SUPV	1	1	1
OFFSET PRESS OPER	1.5	1.5	1.5
COPY/MAIL TECH	1	1.5	1.5
GRAPHIC DESIGNER	0.5	0.5	0.5

FLEET

	99/00	00/01	01/02
FLEET MANAGER	1	1	0
AUTO SERV ENG	1	0	0
ASST PKG & CS MGR	0	1	1
AUTO & EQUIP ENG	0	1	1
ADMIN AIDE	2	2	2

PARKING & CENTRAL SERVICES

PARKING ADMINISTRATIVE SUPPORT

	99/00	00/01	01/02
PARK&CENT SER MGR	1	1	1
ASST PARKING MGR	1	0	0
ADMIN AIDE	1.5	1.5	1.5
CLERK III	2	2	2
ACCOUNTING CLERK	2	2	2
CUST SVC REP I	4	6	6
CLERK TYPIST II	1	0	0
CLERK TYPIST I	1	0	0
OFFICE SUPV	0	1	1

PARKING LOTS

	99/00	00/01	01/02
PKG LOT ATTN	4.75	3	3
M/M WORKER II	1	1	1
COIN COLLECTORS	2	2	2

INSTALLATION

	99/00	00/01	01/02
ASST PARKING MGR	1	0	0
PKG OP SUPV	0	1	1
PKG MTR MECH I	5	4	4
ELECT MTR MECH	5	5	5
SR PKG MTR MECH	1	1	1
M/M WORKER II	2	2	2

PARKING ENFORCEMENT

	99/00	00/01	01/02
SR PKG ENF SPEC	1	1	2
PKG SERVICE OFFC	15	15	19
LEAD PKG SVC OFFC	1	1	0

PARKING GARAGE

	99/00	00/01	01/02
MM WORKER III	1	1	1
MM WORKER II	2	2	2
MM WORKER I	0	0.5	0.5

SECURITY

	99/00	00/01	01/02
SECURITY GUARD III	1	1	1
SECURITY GUARD II	2.50	2.50	2.50
SECURITY GUARD I	2.50	4.25	4.25

*FORMERLY PERSONNEL

ADMINISTRATIVE SERVICES DEPARTMENT

MISSION

Be the Best, Serving the Best.

FY 2001/2002 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Administrative Support	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$641,386	\$602,656	\$563,292
Total FTE's	3	3	3

1. **Goal:** Foster a departmental commitment to excellent service for our varied customers. This commitment is promoted through shared leadership, employee recognition and support, and a spirit of enthusiasm.

Objectives: a. Provide overall management services and coordination for the department, including the coordination of responses to citizen and Commission inquiries, monitoring the departmental budget and administering the City's Service Award Program.

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Information Technology	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (General Fund)	\$3,249,015	\$4,215,895	\$4,104,728
Total FTE's	28.5	28.5	30.6
Total Budget (Central Services Fund)	\$1,323,060	\$1,449,191	\$1,506,706
Total FTE's	5.0	5.5	5.5

2. **Goal:** Provide reliable computer and network infrastructure, effective customer support, and innovative implementation of new technologies including providing for e-government capability to both the citizens and business community.

- Objectives:**
- a. Assist departments in expanding their use of the Internet and Intranet to enhance the delivery of information and services to customers.
 - b. Coordinate and assist with deployment of technology throughout the City via the annual Department Technology Plans.
 - c. Implement document management imaging and workflow system for the Human Resources Division utilizing both the Intranet and Internet. This technology can be expanded for use in other areas throughout the City.
 - d. Implement hand held data collection devices to increase productivity and accuracy of data collection and workflow for the Fire and Public Services departments.
 - e. Continue to improve the reliability and availability of applications and systems by implementing fault-tolerant technologies such as server clustering and network redundancy to provide automatic failover.

ADMINISTRATIVE SERVICES DEPARTMENT

- f. Manage the exploding need for data storage and quick online recovery of data by utilizing the latest tools for backup and recovery such as dedicated backup servers and intelligent disk storage devices.
- g. Enable mobile and remote users to more efficiently communicate by taking advantage of collaboration tools such as Internet Telephony.
- h. Provide more efficient and proactive problem resolution by using network and system monitoring tools that immediately notify the Helpdesk of problems and automatically suggest possible courses of action.
- i. Minimize risk by implementing security software and procedures that enforce the City's policies on computer usage and protect against unauthorized access internally and via the Internet.
- j. Complete implementation of the new Helpdesk software system to enhance management of calls by December 30, 2001.
- k. Complete implementation of the new Payroll/Personnel software system by the end of FY 2001/2002.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Network Users	858	1,000	1,000
Helpline Calls	12,865	10,485	11,000
Efficiency:			
Average ISD Personnel Cost/Call*	\$19.21	\$19.12	\$19.78
Effectiveness:			
Helpline Calls Resolved Within 4 Hrs	86 %	85 %	86 %

*As reported by Help Desk Institute's 99/00 Best Practices survey, the average cost of a helpline call is \$20 to \$29.

3. Goal: Provide effective and economical radio and telephone communications for all City offices and regulate the use of the City's rights of way by telecommunications services providers, cable television franchise holders and the placement of antennas and towers within the City.

- Objectives:
- a. Develop plans to improve electrical grounding at the Utilities' radio communications site.
 - b. Develop specifications for a new radio communications site.
 - c. Complete installation of emergency repeaters for non-public safety radio system users by March, 2002.

ADMINISTRATIVE SERVICES DEPARTMENT

- d. Develop specifications for future procurement of local and long distance telephone service.
- e. Work with the Public Information Office and Police Department to procure and implement a Highway Advisory Radio System by June, 2002.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Radios in Service	1,755	1,767	1,850
Radios Repaired Monthly	47	52	55
Telephones in Service	1,468	1,468	1,700
Telephone Service Requests/Day	20	10	10
Efficiency:			
Turnaround Time for Radio Repairs (Days)	8	7	5
Telephone Work Tickets Completed in 24 Hours or Less	15	15	10
Effectiveness:			
Radios Returned Due to Improper Repair	1 %	<1 %	<1 %
Radio System Uptime	99.80 %	99.99 %	99.99 %
Telephone System Uptime	99.90 %	99.99 %	99.99 %

	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
<u>DIVISION:</u> Parking and Central Services			
Total Budget (General Fund)	\$832,343	\$958,591	\$918,264
Total FTE's	3.0	3.0	3.0
Total Budget (Parking Fund)	\$4,839,394	\$6,046,836	\$6,599,521
Total FTE's	59.0	61.5	65.0
Total Budget (Central Services Fund)	\$437,284	\$399,935	\$416,614
Total FTE's	4.0	4.5	4.5
Total Budget (Vehicle Rental Fund)	\$10,876,222	\$10,613,660	\$12,024,219
Total FTE's	4.0	4.0	4.0

- 4. Goal: Provide the City with the highest quality printing and graphic products possible at a competitive rate.
 - Objectives: a. Review charges to meet actual expenses and remain competitive, while providing a level of service unobtainable on the outside. Maintain a savings of at least 25% over outside commercial printers.

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Sheets Thru Press (Impressions)	7,322,659	6,813,273	7,000,000
Efficiency:			
Cost Per 1,000 Impressions	N/A	N/A	\$57.14
Impressions Per Operator	N/A	N/A	2,725,000
Effectiveness			
Lower Than Outside Printing Companies	26 %	26 %	26 %

5. Goal: Provide City employees and the public with access to City Records and ensure that the City remains in compliance with State Public Records Laws.

- Objectives:
- a. Monitor and control Records Storage and microfilming contracts to ensure availability of records and that the records are maintained in accordance with state law.
 - b. Update, print and distribute Records Retention Manuals, Records Management Handbook and the City's Policy and Standards Manual.

6. Goal: Provide reliable City Hall Parking Garage security.

- Objectives:
- a. Escort employees to the parking garage after normal working hours.
 - b. Provide after hours security in City Hall lobby.

7. Goal: Furnish functional, reliable and economical vehicles and fleet-related equipment necessary for the conduct of City operations.

- Objectives:
- a. Implement the planned replacement of 147 vehicles and pieces of equipment.
 - b. Update the "Fleet Plan" and projected vehicle and equipment replacement costs through FY 2002/2003.
 - c. Successfully monitor and control the "Fleet Management & Maintenance Services Agreement" with First Vehicle Services to ensure vehicle and equipment maintenance and repairs are optimized to minimize downtime and costs and protect the overall fleet investment.
 - d. Complete contract cost negotiations for year one of the last two year extension of the fleet maintenance contract (effective 10/1/01) to establish the firm Targeted Budget for Fiscal Year 2001/2002.

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workload:			
Vehicle/Equip. Work Orders Completed	15,000	16,300	16,300
Vehicle/Equipment PM's Completed	4,800	4,900	4,900
Efficiency:			
Reduce Veh/Equip Turnaround Time for Repairs of Public Safety Units (Police & Fire): No. of Repairs > 24 Hours/Month	70	70	< 70
Reduce No. of Fleet Veh/Equip Repairs > 48 Hours/Month	98	<90	< 90
Effectiveness:			
Maintain Overall Fleet Availability > 95%	97.1 %	>95 %	> 95 %

8. Goal: Provide safe and convenient parking in a professional, efficient, and innovative manner.

- Objectives:
- a. Provide well-maintained and repaired parking meters thus minimizing meter malfunctions while increasing meter revenue.
 - b. Effectively enforce the parking regulations set forth by State Statute and City ordinance.
 - c. Provide excellent customer service when assisting the public.
 - d. Continue the replacement of mechanical meters with digital meters throughout the City.
 - e. Continue using a detail officer in the Central Parking Garage (CPG) on Friday and Saturday evenings and continue with the supplemental lot and CPG maintenance.
 - f. Implement an interactive voice response and Internet credit card payment system for integration into the new Parking Administration System Software.
 - g. Pursue expansion of parking facilities.
 - h. Develop new public parking under the deck area of the new 17th Street Causeway Bridge by the end of March, 2002.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Citations Issued Annually	111,774	106,872	125,000
Payments Posted Per Week	950	1,700	1,700
Total Parking Spaces	9,194	10,242	10,422
Hours CPG Maintained Per Week	100	130	130

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Efficiency:			
Total Parking Spaces Maintained Per Mechanic	1,021	1,138	1,158
Effectiveness:			
Citations Voided (% of Issued)	2.7 %	2.9 %	2.4 %
Citations Paid Annually (% of Issued) (Industry Standard is 75%)	63.0 %	75.0 %	75.0 %
	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
<u>DIVISION:</u> Human Resources			
Total Budget (General Fund)	\$1,758,351	\$1,984,323	\$2,087,866
Total Budget (Insurance Fund)	\$90,444	\$109,602	\$82,000
Total FTE's	23	23	23.5

9. Goal: Provide professional human resource management services by encouraging personal and professional growth, developing innovative methods, building a positive image, creating employee satisfaction and promoting teamwork.
- Objectives:
- a. Recruit and identify quality candidates for employment through targeted recruitment and advanced professional assessment techniques.
 - b. Identify training needs of individual departments and provide programs which address those needs.
 - c. Develop and implement systems and procedures which will effectively provide for equal employment opportunity.
 - d. Continue the ongoing practice of compensating employees fairly in terms of both internal and external equity.
 - e. Plan, organize and direct the labor and employee relation activities of the City including: union contract negotiations, resolving labor/employee relation problems, and promoting labor management cooperation.
 - f. Conduct special projects such as Document Imaging and Payroll/Personnel Replacement System.
10. Goal: Provide medical services required by the employment process.
- Objective:
- a. Administer various medical examinations, e.g.: post employment job offer physicals and drug screens, fit-for-duty exams, and mandatory drug and alcohol testing.

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Applications Processed	10,128	12,298	10,500
Appointments, Hires, Promotions, etc.	636	534	500
Efficiency:			
Human Resource Division Expense as a % of City Expenses*	0.6 %	0.6 %	0.6 %
Effectiveness:			
Customer Service Survey (% Rated as Excellent)	91.1 %	90.4 %	95.0 %

*The 2001 Average National Benchmark was 1.0% as published in the annual survey/report conducted by the Bureau of National Affairs, Inc. and the Society for Human Resource Management (recognized by the Saratoga Institute as the annual Human Resources Effectiveness Report [HRER]).

<u>DIVISION</u> : Purchasing	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget (General Fund)	\$586,446	\$634,729	\$610,902
Total FTE's	9	8	8
Total Budget (Central Services Fund)	\$336,350	\$341,289	\$333,092
Total FTE's	4	4	4

10. Goal: Provide quality procurement and materials management services through the use of automation, increased efficiency, professionalism and good relations with City departments and the business community.

- Objectives:
- a. Ensure the City the best possible pricing for required goods and services, consistent with acceptable quality and other required needs.
 - b. Continue to use technology to obtain greater competitiveness in the marketplace.
 - c. Assist all using departments in ensuring contractor/vendor compliance and assist in negotiating unresolved issues. Monitor department compliance with the Purchasing Code.
 - d. Provide an efficient and cost effective Central Stores program.
 - e. Issue purchase orders in a timely and efficient manner, from receipt of acceptable requisition (16 days on average).
 - f. Ensure the City is obtaining the best possible value for the travel dollars spent.
 - g. Increase City's outreach to MBE/WBE vendors and monitor City departments compliance with related MBE/WBE objectives.

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 1999/2000 Actuals</u>	<u>FY 2000/2001 Estimated</u>	<u>FY 2001/2002 Target</u>
Workloads/Outputs:			
Purchase Orders Issued (Includes RPA's)	16,750	15,287	16,000
Completed Solicitations	168	165	160
Efficiency:			
Cost to Process Purchase Order	\$38.01	\$41.36	\$38.66
Effectiveness:			
Days to Issue a Purchase Order*	16	16	14

*A survey by Arizona State University reports the national average time the public sector requires to issue a purchase order is 23 days.

	<u>FY 1999/2000 Actual</u>	<u>FY 2000/2001 Orig. Budget</u>	<u>FY 2000/2001 Est. Actual</u>	<u>FY 2001/2002 Adopted</u>
<u>General Fund</u>				
Revenues				
Taxes	\$ 1,263,931	1,475,000	1,550,000	0
Charges for Service	1,019,309	1,112,039	1,029,200	1,026,692
Fines & Forfeitures	184,095	281,250	240,000	240,000
Miscellaneous Revenues	753,414	792,598	889,234	737,903
<i>Total</i>	<u>\$ 3,220,749</u>	<u>3,660,887</u>	<u>3,708,434</u>	<u>2,004,595</u>
Expenditure				
Salaries & Wages	\$ 3,488,713	3,533,840	3,766,076	4,084,856
Fringe Benefits	998,777	1,039,687	1,107,047	1,164,612
Services/Materials	1,751,013	2,344,523	2,211,002	2,492,579
Other Operating Expenses	309,054	275,500	308,997	313,005
Capital Outlay	519,983	500,600	1,003,072	230,000
<i>Total</i>	<u>\$ 7,067,540</u>	<u>7,694,150</u>	<u>8,396,194</u>	<u>8,285,052</u>

ADMINISTRATIVE SERVICES DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<u>Parking Fund</u>		
Revenues				
Charges for Service	\$ 5,687,937	5,891,800	5,694,269	6,025,436
Fines & Forfeitures	1,459,147	2,650,000	1,750,000	2,398,750
Miscellaneous Revenues	628,462	665,200	543,500	543,500
<i>Total</i>	\$ <u>7,775,546</u>	<u>9,207,000</u>	<u>7,987,769</u>	<u>8,967,686</u>
Expenditures				
Salaries & Wages	\$ 1,696,301	1,963,610	1,856,424	2,244,835
Fringe Benefits	496,049	567,338	583,459	666,196
Services/Materials	784,353	1,053,561	1,585,672	1,521,355
Other Operating Expenses	1,559,334	1,641,867	1,456,152	1,689,635
Capital Outlay	303,357	495,335	565,130	477,500
<i>Total</i>	\$ <u>4,839,394</u>	<u>5,721,711</u>	<u>6,046,837</u>	<u>6,599,521</u>
		<u>Insurance Fund</u>		
Expenditures				
Services/Materials	\$ 90,444	82,000	109,602	82,000
<i>Total</i>	\$ <u>90,444</u>	<u>82,000</u>	<u>109,602</u>	<u>82,000</u>
		<u>Central Services Fund</u>		
Revenues				
Charges for Service	\$ 1,950,628	1,463,132	1,463,132	2,352,546
Miscellaneous Revenues	260,106	171,951	155,405	160,804
<i>Total</i>	\$ <u>2,210,734</u>	<u>1,635,083</u>	<u>1,618,537</u>	<u>2,513,350</u>
Expenditures				
Salaries & Wages	\$ 556,925	567,511	552,970	589,592
Fringe Benefits	171,048	178,523	185,814	188,072
Services/Materials	1,115,995	1,003,185	1,243,128	1,211,150
Other Operating Expenses	159,588	184,539	163,350	190,098
Capital Outlay	93,138	80,000	45,153	77,500
<i>Total</i>	\$ <u>2,096,694</u>	<u>2,013,758</u>	<u>2,190,415</u>	<u>2,256,412</u>

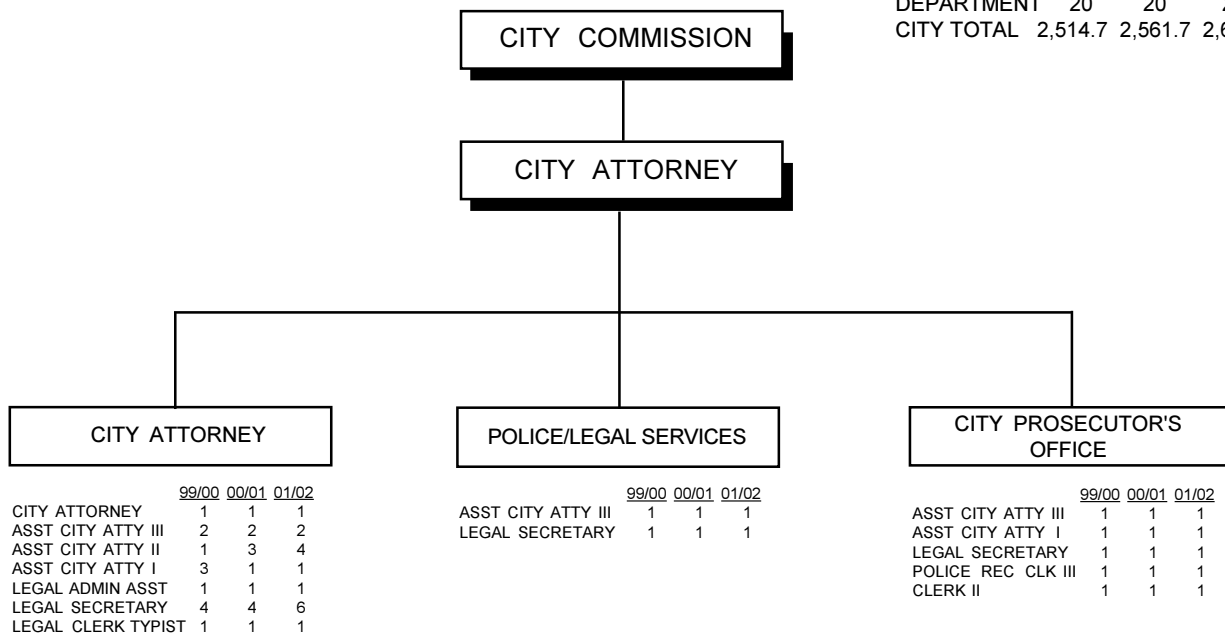
ADMINISTRATIVE SERVICES DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
	<u>Vehicle Rental Fund</u>			
Revenues				
Charges for Service	\$ 9,349,861	10,646,220	11,420,454	12,175,580
Miscellaneous Revenues	1,347,570	1,269,273	921,345	1,073,408
<i>Total</i>	<u>\$ 10,697,431</u>	<u>11,915,493</u>	<u>12,341,799</u>	<u>13,248,988</u>
Expenditures				
Salaries & Wages	\$ 172,048	215,730	219,772	232,533
Fringe Benefits	51,218	61,876	64,195	65,647
Services/Materials	3,918,899	4,887,696	4,842,830	6,083,534
Other Operating Expenses	174,371	195,667	179,794	202,005
Capital Outlay	6,559,686	5,145,451	5,307,069	5,440,500
<i>Total</i>	<u>\$ 10,876,222</u>	<u>10,506,420</u>	<u>10,613,660</u>	<u>12,024,219</u>

ORGANIZATION PLAN CITY ATTORNEY

TOTAL FULL-TIME EQUIVALENTS

	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
DEPARTMENT	20	20	23
CITY TOTAL	2,514.7	2,561.7	2,622.55



CITY ATTORNEY'S OFFICE

MISSION

Provide professional legal services and legal counsel to the City Commission, to all City departments, to municipal officials and to various City advisory boards.

FY 2001/2002 GOALS AND OBJECTIVES

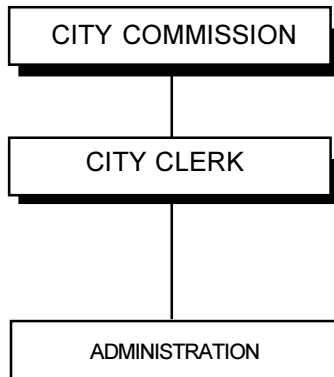
<u>DIVISIONS:</u> City Attorney, City Prosecutor's Office & Police Legal Advisor	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$1,667,115	\$1,795,474	\$2,116,775
Total FTE's	20	20	23

1. Goal: Provide professional legal services and legal counsel to the City Commission, to all City departments, to municipal officials and to various City Advisory boards.

- Objectives:
- a. Advise and assist City staff and the City Commission on various legal issues in order to protect the interests of the City, to minimize future legal problems and to ensure compliance with City, State and Federal laws.
 - b. Prosecute violations of City ordinances. Act as trial and appellate counsel in litigation matters in which the City is a plaintiff or defendant.
 - c. Prosecute forfeiture actions and generate revenues for the Forfeiture Confiscation Trust Fund.
 - d. Advise police personnel on legal matters which affect the provision of services related to enforcement of City, State and Federal laws.

	<u>FY 1999/2000 Actual</u>	<u>FY 2000/2001 Orig. Budget</u>	<u>FY 2000/2001 Est. Actual</u>	<u>FY 2001/2002 Adopted</u>
<u>General Fund</u>				
Revenues				
Charges for Service	\$ 2,968	0	602	75
Fines & Forfeitures	23,955	24,500	77,000	35,000
Miscellaneous Revenues	74,654	70,200	75,321	210,200
<i>Total</i>	<u>\$ 101,577</u>	<u>94,700</u>	<u>152,923</u>	<u>245,275</u>
Expenditures				
Salaries & Wages	\$ 1,109,297	1,118,839	1,154,118	1,330,014
Fringe Benefits	306,621	321,992	342,896	498,084
Services/Materials	197,087	241,628	247,644	244,858
Other Operating Expenses	37,099	33,055	33,816	42,819
Capital Outlay	17,011	15,200	17,000	1,000
<i>Total</i>	<u>\$ 1,667,115</u>	<u>1,730,714</u>	<u>1,795,474</u>	<u>2,116,775</u>

ORGANIZATION PLAN
CITY CLERK



TOTAL FULL - TIME EQUIVALENTS

	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
DEPARTMENT	10.5	11.5	11.5
CITY TOTAL	2,514.7	2,561.7	2,622.55

	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
CITY CLERK	1	1	1
ASST TO CITY COMM	1	1	0
COMMISS ASST COORD	0	0	1
ASST CITY CLERK	1	1	1
ADMIN ASSISTANT I	0	1	0
COMMISS ASST IV	0	0	1
ADMIN AIDE	1	1	0
SECRETARY II	2	2	0
COMMISS ASST III	0	0	3
SECRETARY I	1.5	1.5	0.5
SERVICE CLERK	2	2	1
COMMISS ASST II	0	0	2
RECEPTIONIST	1	1	0
COMMISS ASST I	0	0	1

CITY CLERK DEPARTMENT

MISSION

Provide quality customer service in a timely manner to the Commission, City staff, other governmental agencies, and the general public.

FY 2001/2002 GOALS, OBJECTIVES, AND SELECTED PERFORMANCE MEASURES

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$811,303	\$938,782	\$851,172
Total FTE's	10.5	11.5	11.5

1. Goal: Prepare and coordinate documentation to support the Commission agenda. Prepare, setup and provide minutes for all City Commission meetings and workshops.

- Objectives:
- a. Provide accurate, high quality agenda items for the City Commission.
 - b. Provide support to the City Commission, City staff, and all people in attendance at the City Commission meetings.
 - c. Preserve document history of all meetings.
 - d. Maintain and file official records of the City.

<u>Selected Performance Measures</u>	FY 1999/2000	FY 2000/2001	FY 2001/2002
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs			
Agenda Preparation:			
Conference Items	280	308	308
Regular Items	1,200	1,320	1,320
Special Items	20	22	22
Average Pages in Agenda Package	1,100	1,210	1,210
Efficiency:			
Agenda Items Processed/2 FTE's	750	825	825
Agenda Pages Reviewed, Corrected & Typed /Agenda/2 FTE's	550	605	605
Effectiveness:			
Timely Friday Mailout of 100 Agendas to Home-Owners Associations, Businesses, and Citizens	100 %	100 %	100 %
Timely Electronic Transmission of Agendas & Minutes to Webmaster for Web Posting	100 %	100 %	100 %
Timely Agenda Distribution to Commission	100 %	100 %	100 %
Same Day Distribution of Additional/ Supplementary Agenda Information	100 %	100 %	100 %

CITY CLERK DEPARTMENT

2. Goal: Coordinate appointments made by the Commission to all advisory boards and prepare necessary appointment correspondence and certificates.

- Objectives:
- a. Contact advisory board members by phone in a timely manner to inform them of appointment/reappointment.
 - b. Provide advisory board liaisons with revised board lists and inform liaison of Commission actions pertaining to advisory boards (appointments, etc.).
 - c. Prepare all advisory board correspondence (appointment letters, reappointment letters, certificates etc.).
 - d. Maintain master file of all addresses, applications/resumes, and board member history.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs			
Citizen and Advisory Board Correspondence	550	550	550
Advisory Board Telephone Inquiries	474	486	486
Advisory Boards	27	27	27
Advisory Board Membership	261	261	261
Efficiency:			
Citizen and Advisory Board Correspondence/2 FTE's	275	275	275
Telephone Inquiries/2 FTE's	237	243	243
Advisory Boards/1.5 FTE's	18	18	18
Advisory Board Membership/1.5 FTE's	174	174	174
Effectiveness:			
Timely Notification to Advisory Board Members and Board Liaisons	100 %	100 %	100 %

3. Goal: Serve as the liaison between the City Commission, City departments and the general public.

- Objectives:
- a. Assist citizens with inquiries and refer matters to the Citizens Service Center, appropriate department or agency for action.
 - b. Prepare responses to correspondence received by the City Commission.

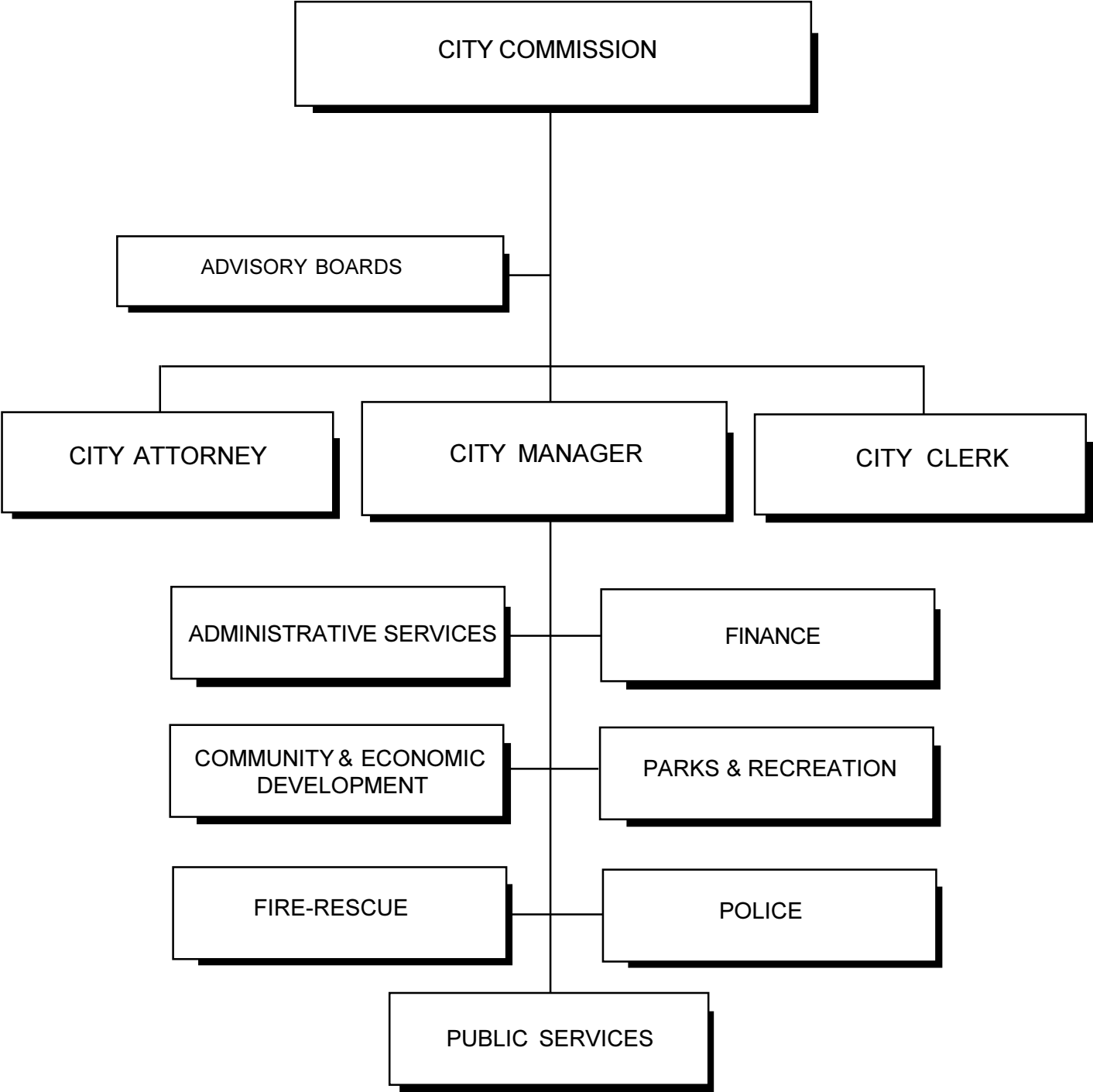
<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs			
Proclamations	193	200	200
Customer Telephone Inquiries	61,600	62,800	62,800
Correspondence Processed	9,460	10,406	10,406
Travel Arrangements Made	44	48	48

CITY CLERK DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Efficiency:			
Proclamations/1.5 FTE's	129	133	133
Customers Assisted by Telephone/5 FTE's	12,320	12,560	12,560
Letters/Memos Sent/4 FTE's	2,365	2,602	2,602
Travel Arrangements Made/1 FTE	44	48	48
Effectiveness:			
Days to Respond to Requests	2	2	2

	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
	<u>General Fund</u>			
Revenues				
Charges for Service	\$ 2,924	4,100	2,000	0
Miscellaneous Revenues	550	0	0	0
<i>Total</i>	<u>\$ 3,474</u>	<u>4,100</u>	<u>2,000</u>	<u>0</u>
Expenditures				
Salaries & Wages	\$ 467,218	489,309	501,869	508,338
Fringe Benefits	121,481	138,284	143,786	145,429
Services/Materials	173,770	112,570	156,085	127,133
Other Operating Expenses	25,293	23,519	24,323	27,272
Capital Outlay	23,540	37,500	112,719	43,000
<i>Total</i>	<u>\$ 811,303</u>	<u>801,182</u>	<u>938,782</u>	<u>851,172</u>

THE PEOPLE OF FORT LAUDERDALE



CITY COMMISSION

MISSION

Represent the public interest, promote quick, courteous response to residents' problems, provide leadership and direction to the City's future, and assure the present and future fiscal integrity of the municipal government.

FY 2001/2002 GOALS AND OBJECTIVES

1. Goal: Serve as the governing body for the City of Fort Lauderdale.

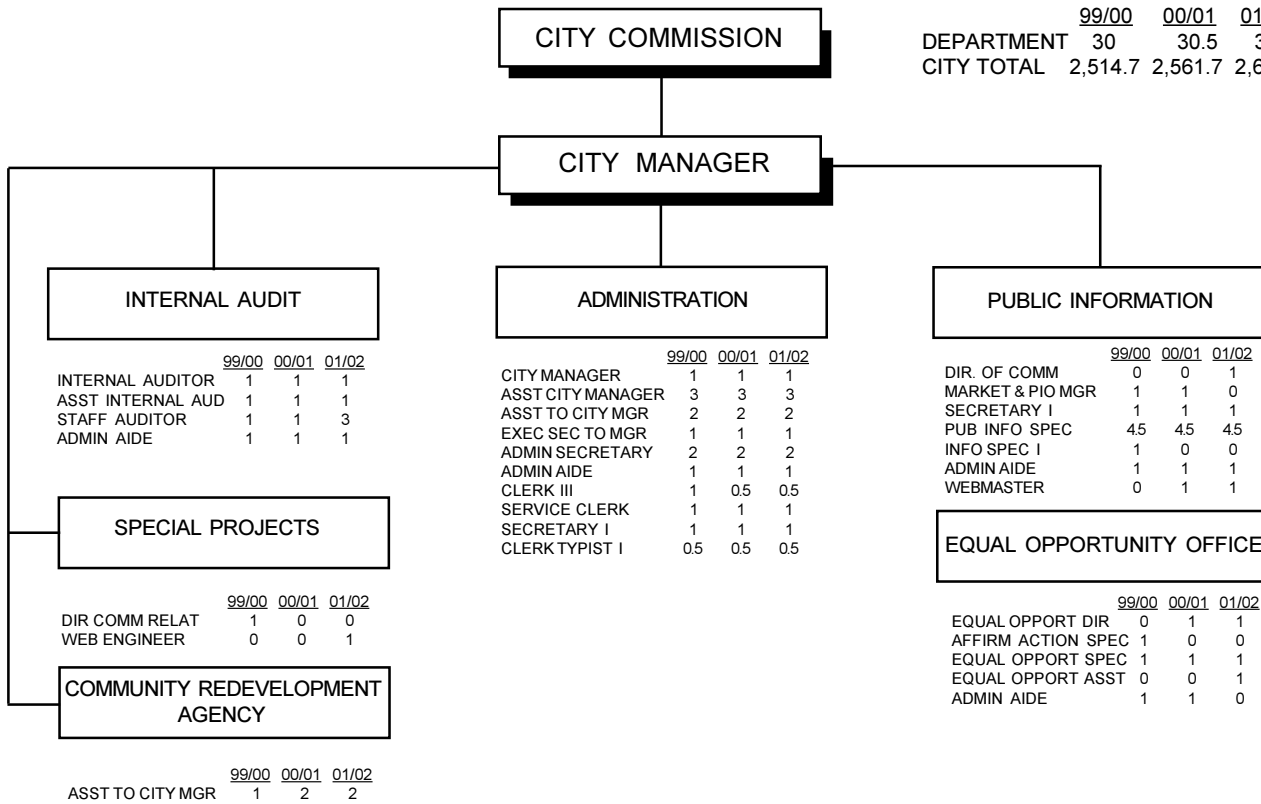
- Objectives:
- a. Establish City policy and enact ordinances, rules and regulations providing for the general health and welfare of citizens and property.
 - b. Adopt the annual budget.
 - c. Authorize most contracts.
 - d. Appoint the City Manager, City Attorney, City Clerk and the advisory board members.

	FY 1991/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	Actual	Orig. Budget	Est. Actual	Adopted
	<hr/>	<hr/>	<hr/>	<hr/>
Expenditures		<u>General Fund</u>		
Salaries & Wages	\$ 76,261	80,161	78,664	80,164
Fringe Benefits	17,819	28,183	19,997	20,086
Services/Materials	27,751	31,340	36,965	38,119
Other Operating Expenses	59,820	66,501	66,201	67,658
Capital Outlay	0	0	0	0
<i>Total</i>	\$ <hr/> 181,651 <hr/>	<hr/> 206,185 <hr/>	<hr/> 201,827 <hr/>	<hr/> 206,027 <hr/>

ORGANIZATION PLAN CITY MANAGER

TOTAL FULL - TIME EQUIVALENTS

	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
DEPARTMENT	30	30.5	33.5
CITY TOTAL	2,514.7	2,561.7	2,622.55



CITY MANAGER DEPARTMENT

MISSION

Develop a strategy and forge a bond of mutual respect, pride, trust and commitment between the City family and community that will transform the City Vision to reality.

FY 2001/2002 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

<u>DIVISION:</u> Administration/Citizen Services	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$1,248,338	\$1,540,869	\$1,596,626
Total FTE's	13.5	13	13

1. **Goal:** In collaboration with the City Commission, develop the general goals and objectives of the City and direct the City team and resources to accomplish the City Vision.

- Objectives:**
- a. Provide general guidance and management to City departments.
 - b. Execute Commission policy.
 - c. Facilitate implementation of the Vision Statement and the City's long range goals and objectives.
 - d. Coordinate City's efforts to accomplish cost savings and increased efficiencies.
 - e. Prepare Federal and State Legislative programs, including lobbying services.
 - f. Promote diversity in staffing, procurement and contract services.

2. **Goal:** Provide responsive and quality customer service to the Commission, citizens, visitors, and external agencies.

- Objectives:**
- a. Respond to citizen complaints/inquiries referred by the City Commission Office.
 - b. Handle citizen complaints/inquiries filed with the City Manager's Office.
 - c. Coordinate City Commission requests for information and updates with appropriate City departments.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
<u>Workloads/Outputs:</u>			
City Commission Inquiries/Citizen Referrals	1,732	1,301	1,500
Other Citizen Inquiries/Requests	622	534	575
<u>Effectiveness:</u>			
City Commission Inquiries/Citizen Referrals/FTE	1,155/1.5	650/2	500/3
Other Citizen Inquiries/Requests/FTE	415/1.5	267/2	192/3

CITY MANAGER DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Internal Audit	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$292,967	\$312,000	\$435,716
Total FTE's	4	4	6

3. Goal: Furnish management with written reports which address/promote efficient and effective use of City resources.

- Objectives:
- a. Identify area for review to conduct operational/financial audits.
 - b. Identify organizational risks.
 - c. Conduct preliminary surveys.
 - d. Document internal control strengths/weaknesses.
 - e. Quantify/issue sound audit recommendations.

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Financial/Compliance Audits	14	12	16
Performance Audits	10	12	24
Effectiveness:			
Millions of Dollars Audited	\$12.04	\$392.64	*
Collections	\$753,863	\$993,432	*
Cost Savings	\$2,021,975	\$5,107,619	*

*Based on audits to be performed during audit year.

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Equal Opportunity	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$162,288	\$313,142	\$344,477
Total FTE's	3	3	3

4. Goal: Promote equal opportunity, develop an understanding of cultural diversity, and foster an environment in which all employees will feel valued and appreciated.

- Objectives:
- a. Continue the City's Sexual Harassment Prevention campaign; train all temporary and part-time staff on sexual harassment prevention.
 - b. Develop and implement training programs to educate staff on equal opportunity issues in the workplace and sensitize them to cultural diversity.
 - c. Develop and implement education and outreach programs for the Disadvantaged Business Enterprise (DBE) Program.

CITY MANAGER DEPARTMENT

- d. Serve as an advocate for minority and women owned firms and promote contracting opportunities for the disadvantaged business community.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Sexual Harassment Prevention Training	487	536	350
Cultural Diversity Training Programs	133	15	250
Police Department Human Diversity Training	142	175	85
Managerial and Supervisory Workshops	171	267	265
Equal Employment Opportunity Training	0	267	250
Total Employees Trained	933	1,260	1,200
DBE Outreach Program (Trade Fairs)	4	5	6
Efficiency:			
Targeted Employees Trained	94 %	96 %	100 %
Training Workshops/1 FTE	42	37	32
Effectiveness:			
Employee Satisfaction	91 %	96 %	100 %
Utilization of DBE Firms (FAA Airport & FDOT Projects)	21 %	19 %	23 %

<u>DIVISION:</u> Public Information Office	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$599,994	\$749,038	\$792,287
Total FTE's	8.5	8.5	8.5

5. Goal: Develop communication programs that inform and educate all citizens of Fort Lauderdale, and provide information about and access to City services and initiatives.

- Objectives:
- a. Implement and coordinate a communications plan which informs the community of the programs and services provided by the City, using media including print, video, electronic and personal presentations, to distribute messages and receive community feedback.
 - b. Provide services to our citizens and employees through the Internet and Intranet. Maintain and enhance the City's presence on the Internet and coordinate the implementation of electronic government services.
 - c. Implement and coordinate marketing programs for redevelopment, business attraction, retention and expansion. Support the efforts of the City's operating departments with sustained communications campaigns.
 - d. Produce special events that support the City's efforts to communicate effectively with all citizens.

CITY MANAGER DEPARTMENT

- e. Support the Community Appearance Board and the Citizens Board of Recognition. Produce annual special events for each board, in addition to monthly support activities.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
<i>Focus</i> Issues Distributed	6	6	6
Civic Association Packets Distributed	1,900	1,900	1,900
Promotional Events Supported	13	12	12
Efficiency:			
<i>Focus</i> Issues/1 FTE	6	6	6
Civic Association Packets /FTE	1,900	1,900	1,900
Events/3 FTE	13	12	12
Effectiveness:			
Deadlines Met for Publications	100 %	100 %	100 %
Successful Production of Events/Meetings	100 %	100 %	100 %

<u>DIVISION:</u> Special Projects/Community Redevelopment Agency (CRA)	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget (General Fund)	\$121,079	\$56,441	\$63,205
Total FTE's	2	0	1
Total Budget (CRA)	\$107,961	\$113,231	\$115,866
Total FTE's	1	2	2

6. Goal: Manage and implement the annual work programs of the Fort Lauderdale Community Redevelopment Agency (FLCRA), and coordinate other public/private revitalization and redevelopment activities occurring citywide.

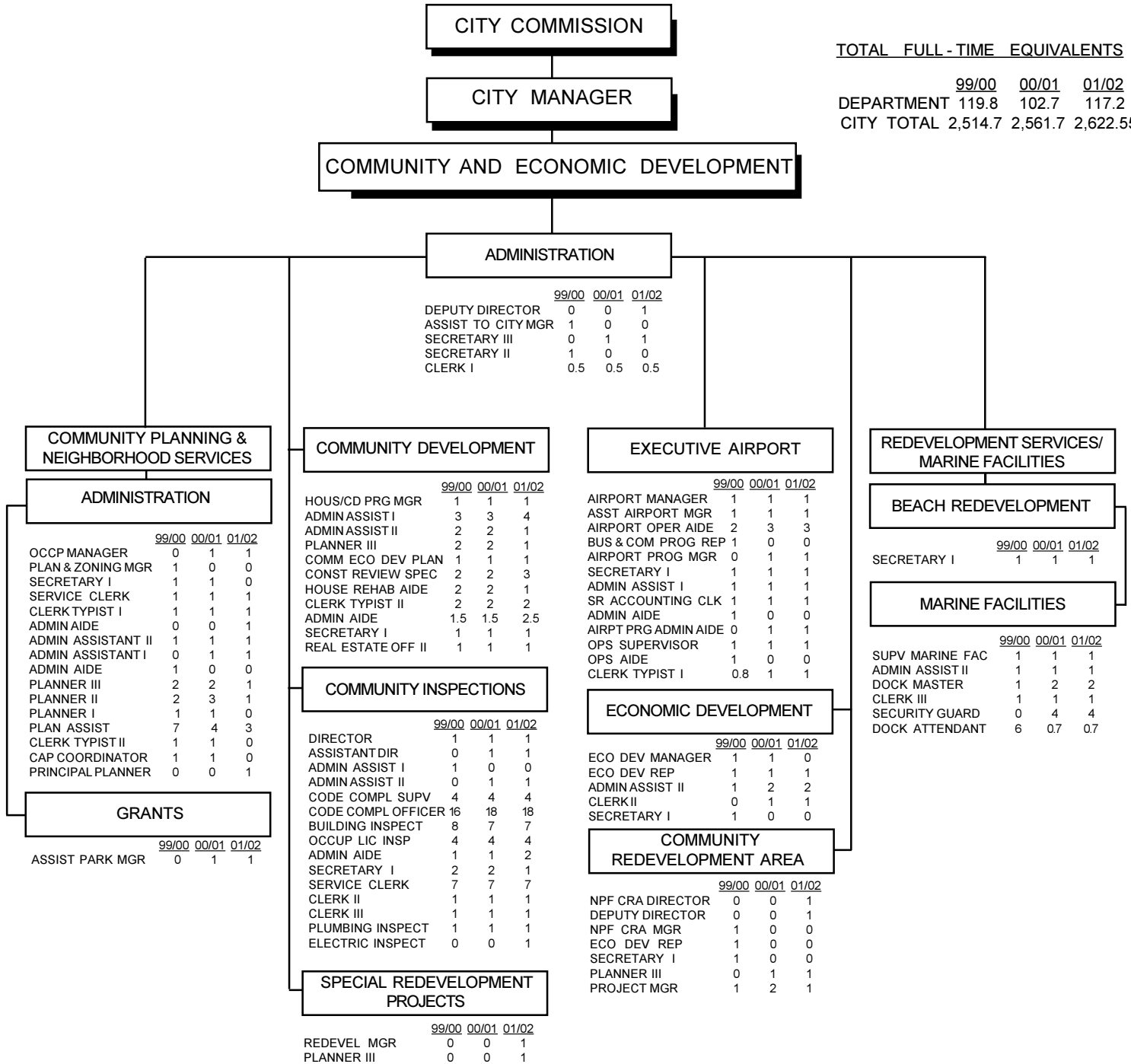
- Objectives:
- a. Provide and coordinate staff services to the FLCRA.
 - b. Coordinate the Central Beach Redevelopment Program and provide staff assistance to the Beach Redevelopment Advisory Board.
 - c. Coordinate the Northwest Progresso-Flagler Heights Redevelopment Program (NWPFH) and provide staff assistance to the NWPFH Advisory Board.
 - d. Work with the Community and Economic Development Department to coordinate and stimulate public/private revitalization and redevelopment activities.

CITY MANAGER DEPARTMENT

	<u>FY 1999/2000</u>	<u>FY 2000/2001</u>	<u>1 FY 2000/2001</u>	<u>FY 2001/2002</u>
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<u>General Fund</u>		
Revenues				
Miscellaneous Revenues	\$ 325,497	311,754	311,812	461,603
<i>Total</i>	\$ <u>325,497</u>	<u>311,754</u>	<u>311,82</u>	<u>461,603</u>
Expenditures				
Salaries & Wages	\$ 1,690,405	1,715,796	1,848,971	2,001,254
Fringe Benefits	404,481	456,973	462,779	718,569
Services/Materials	240,918	362,102	424,061	394,248
Other Operating Expenses	75,749	77,089	103,449	96,840
Capital Outlay	13,113	22,919	132,230	21,400
<i>Total</i>	\$ <u>2,424,667</u>	<u>2,634,879</u>	<u>2,971,490</u>	<u>3,232,311</u>
		<u>Community Redevelopment Fund</u>		
Expenditures				
Salaries & Wages	\$ 157,473	171,182	178,859	176,720
Fringe Benefits	38,236	44,834	43,261	46,103
<i>Total</i>	\$ <u>195,709</u>	<u>216,016</u>	<u>222,120</u>	<u>222,823</u>

ORGANIZATION PLAN COMMUNITY AND ECONOMIC DEVELOPMENT

TOTAL FULL - TIME EQUIVALENTS			
	99/00	00/01	01/02
DEPARTMENT	119.8	102.7	117.2
CITY TOTAL	2,514.7	2,561.7	2,622.55



COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

MISSION

Be the catalyst for community and economic development which embraces the diversity of the City and enhances the quality of life for residents, businesses and visitors.

FY 2001/2002 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$573,265	\$567,199	\$651,168
Total FTE's	3	2.5	1.5

1. Goal: Ensure that the City Commission and City Manager's priorities are successfully implemented through the activities of the Department's divisions.

- Objectives:
- a. Provide administrative oversight and guidance to support all the divisions.
 - b. Coordinate City Commission agenda items and other departmental correspondence.
 - c. Ensure that goals and objectives are being met.

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Community Planning & Neighborhood Services	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$1,102,550	\$1,352,050	\$917,350
Total FTE's	22	19	13

2. Goal: Develop and achieve community consensus on how to allocate resources that will sustain, manage and enhance growth of the City.

- Objectives:
- a. Coordinate the City's land use issues for residents and businesses.
 - b. Apply the laws in the State Statute and City Zoning Code.
 - c. Reach community consensus and Commission approval for Area 2 in the Community Area Planning Program (CAP).
 - d. Facilitate the Neighborhood Capital Improvement Program (NCIP) with community, City departments and Commission.
 - e. Identify and enhance the City residents educational needs and programs by working with the Education Advisory Board and the Broward County Public Schools.
 - f. Provide project management on a broad range of land use programs including annexation, neighborhood preservation, small area plans, community development, targeted redevelopment, etc.

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Neighborhoods With Small Area Plans	0	12	14
Workshops Conducted	6	8	8
Plotting Neighborhood GIS Data	12	14	18
Annexation Bills	2	2	2
Neighborhood Leadership Classes (NLC)	2	8	6
NCIP Projects Approved	19	18	10
CAP Consensus Hours	200	100	200
Hours Worked on Annexation	N/A	600	800
Mobilize Study Circle Initiative	N/A	N/A	1
Efficiency:			
Text Amendments By Deadline	100 %	100 %	100 %
NCIP Projects By Deadline	80 %	90 %	85 %
Effectiveness:			
CAP Workshop Participation	100 %	95 %	95 %
Departments Using GIS Data	25 %	85 %	85 %
Text Amendments Approved	100 %	100 %	N/A
Completed NCIP Projects Within Budget	100 %	100 %	100 %
Implement Community Area Plans	0 %	20 %	20 %

	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
<u>DIVISION:</u> Economic Development			
Total Budget	\$474,788	\$729,708	\$796,493
Total FTE's	1	5	4

3. Goal: Facilitate compatible commercial growth and expansion in the City.

- Objectives:
- a. Increase the commercial tax base to keep the millage rate as low as possible to support municipal services.
 - b. Target our economic development program to strengthen business retention and attraction efforts to support the needs of small businesses.
 - c. Continue targeted survey work conducted by the Chamber of Commerce.
 - d. Improve the aesthetics of the business districts.
 - e. Provide financial assistance to businesses in the Enterprise Zone.

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Small Business Seminars	7	14	15
Incentive Proposals Reviewed	N/A	45	50
Existing Business Interviews/Meetings	N/A	340	300
Existing Informational Phone Calls	N/A	1,585	2,000
BCIP Projects Approved	6	5	6
Efficiency:			
Businesses Assisted/2 FTE's	250	275	300
Marketing Plan Completed	0	0	100%
Web Page Design/Implementation Completed	0	0	100%
Effectiveness:			
Jobs Retained	250	1,000	500
Jobs Created	500	931	750
EZ Loans Closed	\$260,000	\$443,885	\$675,000

<u>DIVISION:</u> Community Development (Grants)	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$9,113,713	\$8,905,856	\$10,456,989
Total FTE's	15.5	15.5	17.5

4. Goal: Improve the quality of life through the development of integrated programs to increase business opportunities, provide quality jobs, facilitate desirable, affordable housing and install infrastructure improvements to create safe, attractive and secure neighborhoods.

- Objectives:
- a. Facilitate the rehabilitation of affordable housing units.
 - b. Administer the Housing Opportunities for Persons With Aids (HOPWA) Program to ensure funds are appropriately expended and appropriate services delivered.
 - c. Provide monitoring and oversight for CRA Projects to ensure that they are completed in accordance with the Development Agreement.
 - d. Develop a monitoring strategy to ensure compliance of federal regulations for all sub grantee agencies and direct program clients.
 - e. Facilitate the acquisition of vacant residential lots for the construction of single family homes on the acquired properties.

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Spot Clearances/Demolitions	N/A	15	10
HOPWA Unit Renovations	N/A	N/A	49
HOPWA Substance Abuse Residents Cases	182	110	100
HOPWA Rental Vouchers/Households	322	439	600
HOPWA Nonprofit Housing Units/Households	387	258	300
HOPWA Assisted Living/Residents	91	98	75
HOPWA Direct Emergency Financial Assistance (Transitional & Direct Combined)	504	560	600
Infill Housing Program	10	2	15
Rental Rehabilitation Units	2	2	66
Replacement Housing	8	8	8
Owner-Occupied Rehabilitation Homes	12	10	10
Purchase Assistance/Loans	0	35	22
Neighborhood Beautification Grants	87	34	25
Emergency Rehab/Repairs	13	8	10
Housing Recovery	3	1	2
Efficiency:			
Homeowners Applications Processed/3 FTE's	140	75	100
Homebuyers Applications Processed/2 FTE's	13	40	51
HOPWA Invoice Payment Requests/2 FTE's	1,008	1,109	1,800
Effectiveness:			
Approved Homeowners Repairs Completed	86 %	80 %	53 %
Homebuyers Closing On Home Purchases	100 %	93 %	73 %
Average Days to Issue HOPWA Payments	10	10	10

<u>DIVISION:</u> Executive Airport	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$2,908,090	\$4,367,007	\$4,190,048
Total FTE's	8.8	11.8	12.0

5. Goal: Create the finest General Aviation Airport, Industrial Airpark, Helistop, and Foreign-Trade Zone facilities in the country. Attract businesses to this area, help those businesses prosper, be an asset to the City, and be a benefit to the community.

- Objectives:
- a. Operate, maintain, and improve the Airport and Downtown Helistop in a manner that optimizes safety, security, and efficiency.
 - b. Administer Airport and Industrial Airpark leases to maximize revenues to the City and ensure conformance with regulatory requirements.

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

- c. Market and promote Executive Airport and Industrial Airpark and the Downtown Helistop to increase awareness of the City's aviation and non-aviation facilities.
- d. Plan and develop new facilities and programs to attract and retain business to the area.
- e. Improve the quality of life by serving the aviation needs of the citizens of Fort Lauderdale while involving community leaders to address neighborhood issues related to the Airport.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Leases Administered	47	48	49
Invoices Processed	504	518	570
Financial Transactions Handled	340	500	520
Aviation Advisory Board (AAB) Transactions Handled	6,169	7,500	8,000
Airfield/Heliport Inspections Conducted	200	300	400
Notices/Alerts/Call Outs	300	400	425
People Trained in Airport Operating Area (AOA) Safety Program Classes	75	100	150
Individuals on Airport Tours	400	400	475
Citizen Responses/Noise Program Interactions	5,500	6,000	6,500
Grant Dollars Received	\$1,508,550	\$4,737,000	\$3,097,500
Plans Reviewed/Monitored/Coordinated	50	65	70
Promotional/Informational Items Created/Distributed	2,500	3,000	3,500
Efficiency:			
Invoices Processed/1 FTE	504	518	570
Financial Transactions Handled/1 FTE	340	500	520
AAB Items Distributed/1.5 FTE	6,169	5,000	5,333
Airfield/Heliport Inspections/2 FTEs	100	150	200
Notices/Alerts/Call Outs/2 FTEs	150	200	212
Citizen Responses/Noise Program Interactions/1 FTE	5,500	6,000	6,500
Promotional/Informational Items Created/Distributed/1 FTE	2,500	3,000	3,500
Effectiveness:			
Revenue Generated	\$4,799,775	\$5,031,760	\$5,082,409
Real Estate Taxes Assessed	\$1,536,606	\$1,600,628	\$1,600,628
AOA Badges Awarded	75	100	150

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> NWPFH/CRA	<u>Rev Budget</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$189,313	\$750,620	\$1,200,788
Total FTE's	2	6	6

6. Goal: Expand and diversify the economy and tax base of the Northwest-Progresso-Flagler Heights/Community Redevelopment Area (NWPFH/CRA).

- Objectives:
- a. Implement infill development project in Sweeting Estates.
 - b. Initiate redevelopment by acquisition of properties and rehab of structures in the Midtown Business District.
 - c. Assist Community Development Division in initiating a residential infill housing program in Dorsey Riverbend.
 - d. Initiate infrastructure plans for Flagler Heights.
 - e. Implement CRA Strategic Finance Plan.
 - f. Attract new businesses and developments utilizing incentive programs.
 - g. Attract private sector partners.

<u>Selected Performance Measures</u>	FY 1999/2000 * <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Private Sector Partners	5	3	2
Rehabilitation Projects	4	4	4
Redevelopment Projects	4	3	3
Public/Private Development	1	2	1
Incentive Program Projects	3	4	5
Issue RFP's	1	2	1
Expand CRA Boundaries	1	2	N/A
Distribute Leasing Packages	350	1,000	250
Developer Contacts	75	50	75
Complete Infrastructure Plans	2	1	2
Community Outreach (Meeting/Forums)	12	20	20
Residential Projects Initiated	1	1	1
Efficiency:			
Community Outreach Meetings/ Forums	12	20	20
Development Agreement(s) Completed	N/A	1	2

*Program Begun Mid Year

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 *	FY 2000/2001	FY 2001/2002
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Effectiveness:			
Tax Incentive Financing (TIF) Generated	\$560,222 *	\$818,562	\$1,247,338

*FY 1999/2000 Reflects Partial Year

<u>DIVISION:</u> Redevelopment Services and Marine Facilities	FY 1999/2000	FY 2000/2001	FY 2001/2002
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (General Fund)	\$919,167	\$1,100,081	\$1,207,733
Total FTE's	10	10	9.7
Total Budget (CRA Fund)	\$42,040	\$95,503	\$133,973
Total FTE's	1	1	1

7. Goal: Enhance the City's economic and social base through formation of public-private partnerships for the redevelopment of publicly-owned property; and for our customers and visitors to City marine facilities, provide the most cost effective and economical service in a clean and safe environment.

- Objectives:
- a. Negotiate and enter into a development agreement for the Las Olas Intracoastal Municipal Parking Lot.
 - b. Coordinate with Broward County on the funding, permitting and construction of the county-wide beach restoration and re-nourishment program, and enter into an interlocal agreement for the portion related to the City's participation.
 - c. Provide clean and safe City marine facilities.
 - d. Increase customer service by providing continuity and stabilization to the staffing of marine facilities.
 - e. Improve operational efficiencies through use of new technologies in cash and slip management accountability.
 - f. Promote the availability of the City's marine facilities and the individual strengths of each berthing site in relation to the special amenities it offers.

<u>Selected Performance Measures</u>	FY 1999/2000	FY 2000/2001	FY 2001/2002
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
<u>Downtown Facilities:</u>			
Slips Rented/New River Docks	21,982	21,119	21,119
Slips Rented/Cooley's Landing Marina	5,490	5,454	5,454
<u>Intracoastal Facilities:</u>			
Slips Rented/Las Olas Marina Fixed Piers	8,891	9,098	10,325
Slips Rented/Las Olas Marina Floating Docks	1,325	3,576	3,576
Slips Rented/Las Olas Marina Anchorage	2,379	2,466	2,466

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Efficiency:			
Occupancy:			
<u>Downtown Facilities:</u>			
New River Docks	64 %	64 %	64 %
Cooley's Landing Marina	60 %	60 %	60 %
<u>Intracoastal Facilities:</u>			
Las Olas Marina Fixed Piers	68 %	69 %	70 %
Las Olas Marina Floating Docks	23 %	61 %	61 %
Las Olas Marina Anchorage	65 %	67 %	67 %
Effectiveness:			
Occupancy Over (Under) Prior Years:			
<u>Downtown Facilities</u>			
New River Docks	0 %	0 %	0 %
Cooley's Landing Marina	(10) %	0 %	0 %
<u>Intracoastal Facilities</u>			
Las Olas Marina Fixed Piers	4 %	1 %	1 %
Las Olas Marina Floating Docks	5 %	38 %	0 %
Las Olas Anchorage	0 %	2 %	0 %
Advisory/Community Meeting Hours Outside 40/Hour Week/2 FTE's	66	66	66
Visitors Satisfaction Rating	Good-Excel.	Good-Excel.	Good-Excel.
	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Community Inspections	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (General Fund)	\$2,568,150	\$3,152,647	\$3,485,800
Total FTE's	48	48	50

8. Goal: Provide necessary administrative support resulting from inspections to accomplish City goals and establish Commission priorities.

- Objectives:
- a. Inspect properties for compliance with South Florida Building Code (SFBC) and City Code of Ordinances.
 - b. Interact with neighborhood groups promoting cooperative code enforcement.
 - c. Provide training and continuing education classes for inspectors.
 - d. Process cases through Unsafe Structure Board, Special Master and Code Enforcement Board.
 - e. Process City Commission Agenda items and Citizen Service's items.
 - f. Process customer complaints, and provide customer service via telephone and personal contact.

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

- g. Process technical knowledge and experience to questions regarding code.
- h. Process lien search inquiries, track liens and foreclosures, and research property for code violations, open cases and monies owed.
- i. Provide support for the Interdepartmental Work Team (IWT) and Community Area Planning (CAP) initiatives.
- j. Provide educational training at elementary schools.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Civic Association Presentations	18	150	130
Lots Cleared	320	537	420
Buildings Demolished	58	17	25
Code Enforcement Board Cases	3,870	3,291	3,000
Properties Inspected	50,481	51,832	78,000
Inspectors with Level I, II, III Training	20	30	20
Process Lien Search Inquiries	1,500	2,000	2,000
Process Notices for Boards	4,000	3,401	3,000
Customer Calls/Contact	N/A	75,000	100,000
Efficiency:			
Inspections/FTE	N/A	3,000	3,000
Response Time/Processing Notices (Days)	2	2	2
Response Time Lien Inquiries (Days)	5	3	3
Accurate and Timely Monthly Reports	90 %	90 %	94 %
Accurate Lien/Property Searches	N/A	100 %	100 %
Effectiveness:			
Properties in Compliance	90 %	90 %	94 %
Inspectors with All Identified Training	80 %	100 %	100 %
Support Staff Crossed Trained	80 %	100 %	100 %
Customer Satisfaction	90 %	92 %	96 %
Notices Processed Timely	100 %	100 %	100 %
Projects Implemented Timely	60 %	80 %	90 %
Liens Negotiated	N/A	40 %	40 %
Neighborhood Associations Requesting Presentations	N/A	30 %	35 %
Reduce Need to Assess Fines Due to Non Compliance	N/A	3 %	56 %

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Redevelopment Projects*	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	N/A	N/A	\$240,774
Total FTE's	0	0	2

*Reorganized in FY 2001/2002. Previously part of Economic Development Division.

9. Goal: Create significant tax base through the redevelopment of City owned properties.

- Objectives:
- a. Leverage private investment in the redevelopment of City owned sites.
 - b. Effectuate key economic development objectives in and around City owned sites.
 - c. Develop a Master Development Plan for key city owned properties.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads:			
Develop New Request for Proposals	N/A	1	3
Acquire Public Parcels	N/A	2	2
Acquire Private Parcels	N/A	0	1
Convey Public/Private Parcels	N/A	0	4
Relocate Low Income Families	N/A	N/A	100
Negotiate Master Development – Konover	N/A	N/A	1
Requests for Proposals Processed	N/A	1	3
Efficiency:			
Infrastructure Grants Processed	N/A	N/A	100 %
Joint EDA Grant Submittal With County	N/A	N/A	100 %
Effectiveness:			
Create 70 New Jobs (Above BC Median)	N/A	N/A	90 %
Negotiate Project Yielding \$800,000 in TIF	N/A	N/A	100 %
Negotiate Phase I Parcel Conveyance	N/A	N/A	100 %
Fund \$4 Million in New Infrastructure	N/A	N/A	100 %

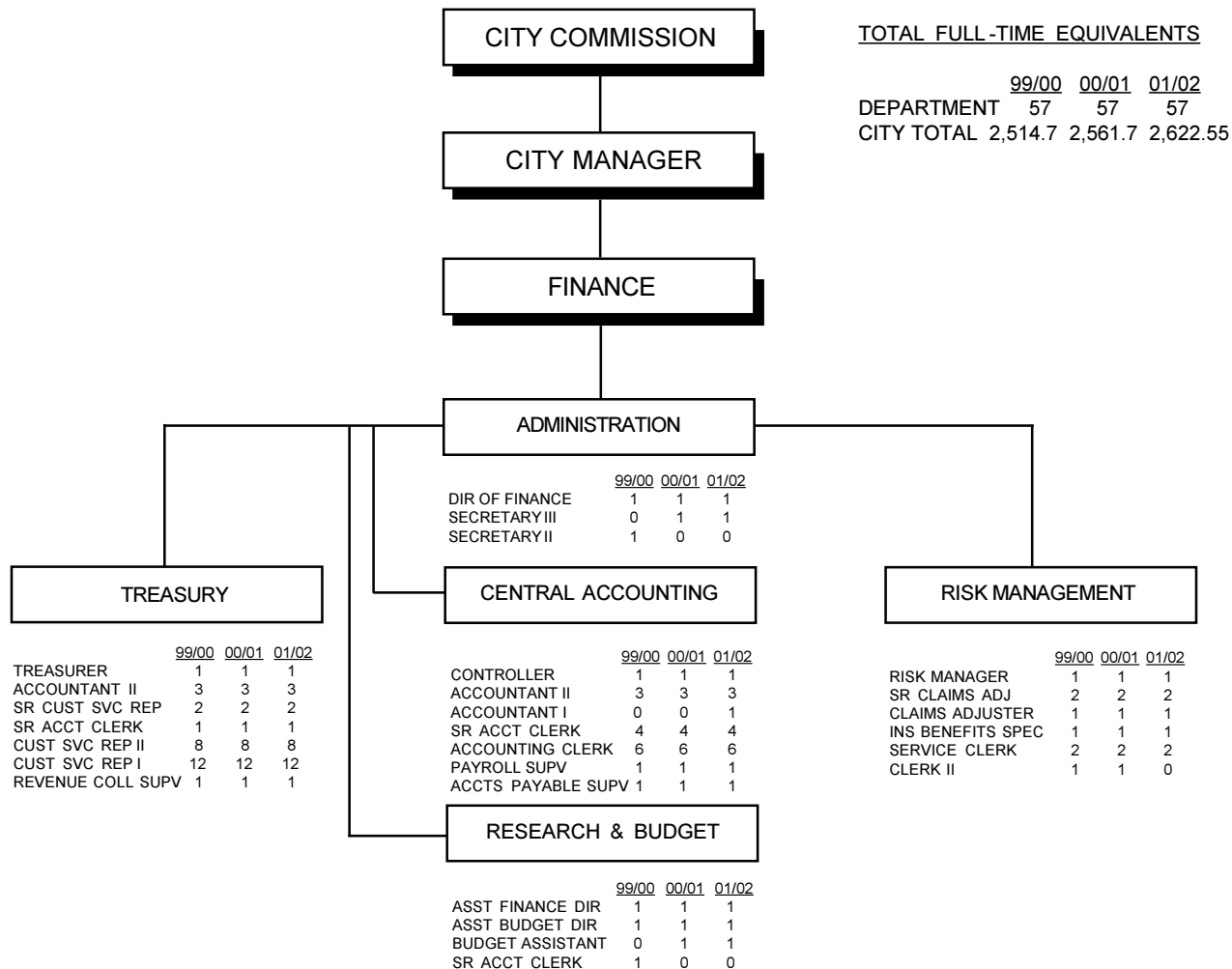
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	Actual	Orig. Budget	Est. Actual	Adopted
<u>General Fund</u>				
Revenues				
Licenses and Permits	\$ 3,025,827	2,716,400	2,716,500	2,715,000
Intergovernmental Revenue	184,809	200,000	200,000	200,000
Charges for Service	1,680,240	2,103,575	2,161,748	2,231,280
Fines and Forfeits	226,049	125,000	495,410	150,000
Miscellaneous Revenues	450,347	501,996	465,975	663,651
<i>Total</i>	\$ <u>5,567,272</u>	<u>5,646,971</u>	<u>6,039,633</u>	<u>5,959,931</u>
Expenditures				
Salaries & Wages	\$ 2,969,261	3,611,423	3,417,708	3,737,382
Fringe Benefits	747,985	976,870	950,074	1,075,503
Services/Materials	1,497,912	1,692,314	1,821,191	1,718,894
Other Operating Expenses	385,649	439,785	598,408	729,615
Capital Outlay	72,600	76,483	114,303	37,924
<i>Total</i>	\$ <u>5,673,407</u>	<u>6,796,875</u>	<u>6,901,684</u>	<u>7,299,318</u>
<u>Community Redevelopment Fund</u>				
Revenues				
Intergovernmental Revenue	\$ 1,061,647	1,356,151	1,349,706	1,695,235
	0	0	274	76,930
Miscellaneous Revenues	288,744	235,907	338,874	268,907
<i>Total</i>	\$ <u>1,350,391</u>	<u>1,592,058</u>	<u>1,688,854</u>	<u>2,041,072</u>
Expenditures				
Salaries & Wages	\$ 145,069	255,322	215,419	359,688
Fringe Benefits	26,485	61,866	51,996	83,849
Services/Materials	33,813	480,778	491,161	820,381
Other Operating Expenses	20,540	70,265	60,497	65,343
Capital Outlay	5,446	8,750	27,050	5,500
<i>Total</i>	\$ <u>231,353</u>	<u>876,981</u>	<u>846,123</u>	<u>1,334,761</u>

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<u>Airport Fund</u>		
Revenues				
Charges for Service	\$ 1,628,280	1,528,003	1,583,462	1,629,97
Miscellaneous Revenues	3,171,499	3,148,863	3,162,708	3,452,812
<i>Total</i>	<u>\$ 4,799,779</u>	<u>4,676,866</u>	<u>4,746,170</u>	<u>5,082,409</u>
Expenditures				
Salaries & Wages	\$ 411,564	616,890	528,924	651,795
Fringe Benefits	116,913	149,094	154,502	187,663
Services/Materials	843,532	1,819,459	1,950,955	1,468,311
Other Operating Expenses	1,472,111	1,663,662	1,669,997	1,855,079
Capital Outlay	33,971	54,800	62,629	27,200
<i>Total</i>	<u>\$ 2,908,091</u>	<u>4,303,905</u>	<u>4,367,007</u>	<u>4,190,048</u>

ORGANIZATION PLAN FINANCE



FINANCE DEPARTMENT

MISSION

Provide a sound financial foundation for all departments, enabling them to work in the best interests of our community, and instill the City's value system among our employees to foster innovative solutions, achieving an outstanding level of service at a reasonable cost.

FY 2001/2002 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$285,316	\$271,917	\$290,758
Total FTE's	2	2	2

1. Goal: Maintain the City's excellent bond ratings with Moody's Investors Service and Standard & Poor's Corporation.

Objective: a. Increase unreserved General Fund balance for the next 3-5 years to equal 7-10% of revenues.

<u>Selected Performance Measures</u>	FY 1999/2000	FY 2000/2001	FY 2001/2002
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Effectiveness:			
Moody's Bond Rating:			
General Obligation	Aa2	Aa2	Aa2
Excise Tax	A1	A1	A1
Water & Sewer	Aa2	Aa2	Aa2
Sanitation	A1	A1	A1
Standard & Poor's Rating:			
General Obligation	AA	AA	AA
Excise	A+	A+	A+
Water & Sewer	AA-	AA-	AA-
General Fund Balance/Revenues	5 %	6 %	7 %
Fitch's Rating			
Sanitation	A1	A1	A1

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Central Accounting	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$947,609	\$971,876	\$1,042,023
Total FTE's	16	16	17

2. Goal: Disseminate financial information to the Commission, the public, bondholders, departments, employees and outside agencies in a timely and efficient manner.

FINANCE DEPARTMENT

- Objectives:
- a. Process transactions through the centralized financial system.
 - b. Complete annual audit and preparation of the City's Comprehensive Annual Financial Report for submission to the City Commission in February 2002.
 - c. Prepare various internal and external financial reports including the State of Florida Annual Report due March 31, 2002.
 - d. Process bi-weekly, monthly, and special annual payrolls for the employees, retirees and beneficiaries.
 - e. Process vendor payments and non-expenditure disbursements.
 - f. Ensure that adequate controls are maintained for all disbursements of the City in both the payroll and accounts payable areas.
 - g. Go live with a new Payroll/Personnel system by the end of FY 2001/2002.
 - h. Implement Governmental Accounting Standards Board (GASB) 34.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Vendor Checks Issued	33,199	33,000	32,000
Invoices Processed	40,337	36,000	33,000
Payroll Checks/Direct Deposit	99,515	97,000	91,000
Financial Transactions	430,647	430,000	430,000
Efficiency:			
Invoices/4 FTE's	10,084 *	11,075	11,000
Employees on Direct Deposit	68 %	68 %	70 %
Retirees/Beneficiaries on Direct Deposit	81 %	83 %	85 %
Financial Transactions Interfaced	74 %	75 %	75 %
Journal Entries Automated	53 %	55 %	55 %
Effectiveness:			
Received GFOA Financial Reporting Award	Yes	Yes	Yes

*4 FTE's in FY 1999/2000 and for First 3 Months of FY 2000/2001

	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
<u>DIVISION:</u> Risk Management			
Total Budget (Insurance Funds)	\$1,002,264	\$1,166,430	\$1,157,073
Total FTE's	8	8	7

FINANCE DEPARTMENT

3. Goal: Protect the City’s operating budget by minimizing the City's exposure to risk, accurate reserving/funding of incurred liabilities, and proper allocation/distribution of the cost of accidental losses.

- Objectives:
- a. Develop renewed safety programs citywide, reducing loss.
 - b. Utilize an improved information management system to increase efficiency, and more accurately allocate costs.
 - c. Further reduce loss expectancy on property exposures by \$1 million dollars.
 - d. Further eliminate reserve liability through efficient disposition of claims.
 - e. Manage employee benefits program to better serve all City employees, increasing quality and cost effectiveness.
 - f. Implement new Wellness Program to comply with audit recommendations and improve its function, and achieve health plan cost savings.
 - g. Develop risk management reporting for use in loss/cost control efforts.
 - h. Reduce total cost of risk by realigning insurance policies and retention levels.
 - i. Streamline use of outside resources in brokerage and consulting.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Claims (Property & Casualty)	450	465	400
Workers’ Compensation Claims	325	300	280
Customer Calls (Claims & Benefits)	30,000	25,000	25,000
Efficiency:			
New Liability Claims/2 FTE’s	330	320	320
Effectiveness:			
Claims Settlement Rate (No Litigation)	98 %	98 %	98 %

<u>DIVISION:</u> Treasury	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$1,577,591	\$1,792,152	\$1,898,346
Total FTE’s	28	28	28

4. Goal: Provide an outstanding level of customer service while generating, collecting and accounting for all revenues due to the City.

- Objectives:
- a. Assure sufficiency of working capital by making funds available as needed.
 - b. Maximize return on capital through the administration of an aggressive investment program.

FINANCE DEPARTMENT

- c. Administer a cost effective and productive utility billing operation for the City.
- d. Complete enhancements of existing billing systems to maximize collections.
- e. Assist and train other departments in proper billing, revenue accounting and safeguards.
- f. Continue program of getting customers signed up for automatic utility billing payments.
- g. Assist in implementation of GASB 34.
- h. Work with Information Systems to:
 - 1. Provide customers internet access to the City's utility billing and parking systems accounts for inquiry and payments.
 - 2. E-mail automated billing customers their monthly bills.
 - 3. Consolidate multiple bills going to one address.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Utility Accounts Billed	650,000	660,738	660,000
Utility Billing Work Orders	60,000	74,004	70,000
Automatic Utility Billing Payments	2,161	3,500	5,000
Efficiency:			
Utility Bills/23 FTE's	28,260	28,730	28,695
Reconciliations Performed Timely	100 %	100 %	100 %
Effectiveness:			
Difference in General Fund Revenue Estimates vs. Actuals	1.0 %	0.3 %	0.3 %

<u>DIVISION:</u> Research and Budget	FY 1999/2000 <u>Actuals</u>	FY 1999/2000 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$268,262	\$289,534	\$295,276
Total FTE's	3	3	3

5. Goal: Facilitate and monitor the City's budget process and provide information for decision making to the City Management, City Commission, advisory boards, and taxpayers in order to produce a legally and politically acceptable balanced budget, that meets GFOA standards.
- Objectives:
- a. Coordinate budget preparation and review process and provide staff training.
 - b. Prepare the City's annual budget, furnish requested information to the public, and have the budget document published and available on the City's website by December 1, 2001.

FINANCE DEPARTMENT

- c. Monitor budget expenditures and prepare expenditure and revenue projections.
- d. Perform research and policy analysis.
- e. Act as liaison to the Budget Advisory Board and provide staff support related to the funding of community groups for the Community Services Board and the Economic Development Advisory Board.
- f. Go live with a new payroll projection system to project salaries and benefits for the budget process by the end of FY 2001/2002.

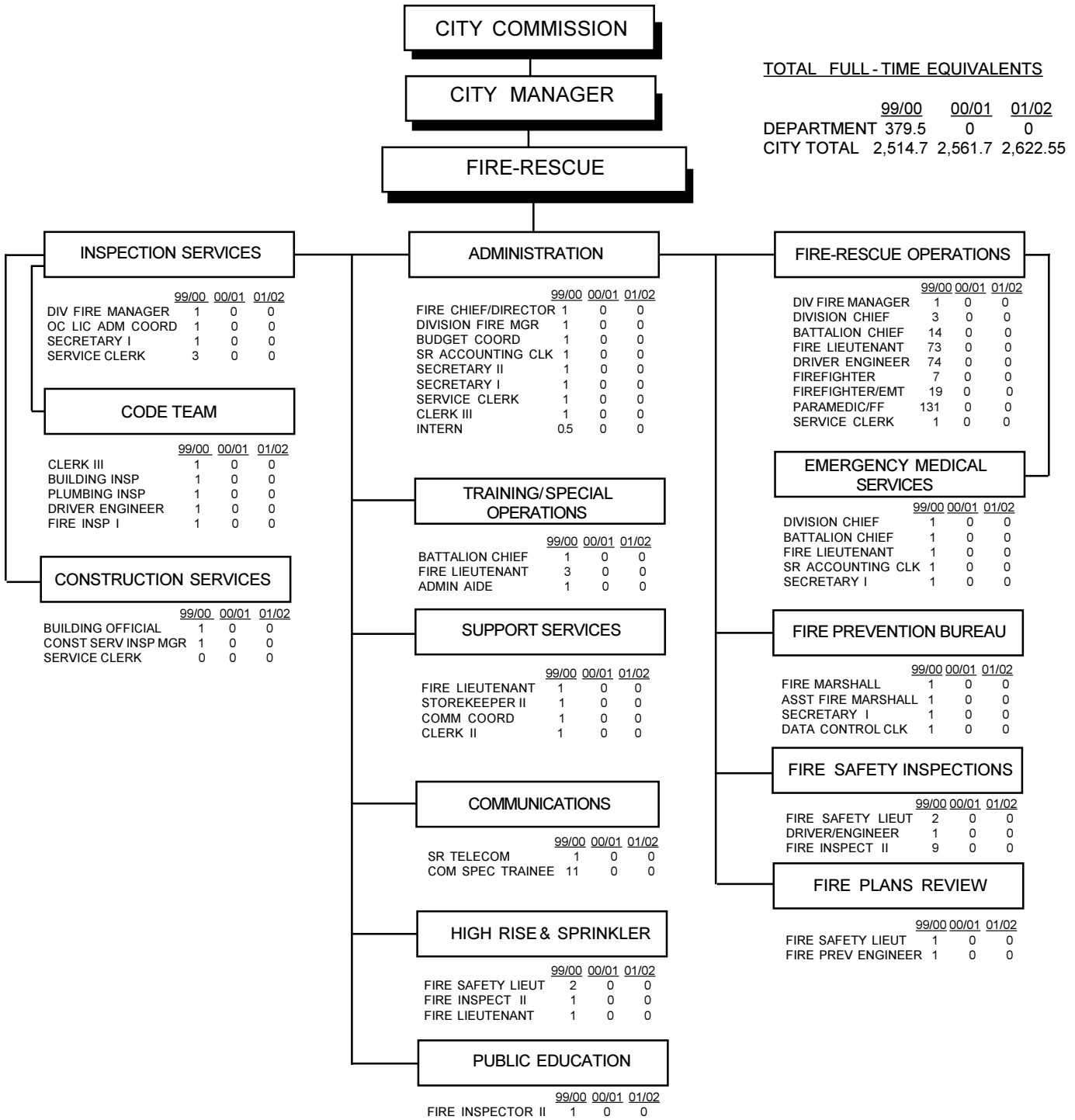
<u>Selected Performance Measures</u>	<u>FY 1999/2000 Actuals</u>	<u>FY 2000/2001 Estimated</u>	<u>FY 2001/2002 Target</u>
Workloads/Outputs:			
Budget Preparation & Training Hours	2,600	2,500	2,400
Special Projects & Research Studies	26	31	32
Advisory Board Staff Hours	181	200	215
Efficiency:			
Research Studies/2 FTE's	13	15	16
Effectiveness:			
Received GFOA Budget Presentation Award	Yes	Yes	Yes
Difference in General Fund Budget Estimates vs. Actuals	1.7 %	0.7 %	0.7 %

	<u>FY 1999/2000 Actual</u>	<u>FY 2000/2001 Orig. Budget</u>	<u>FY 2000/2001 Est. Actual</u>	<u>FY 2001/2002 Adopted</u>
<u>General Fund</u>				
Revenues				
Taxes	\$ 101,829,108	108,056,367	107,318,445	117,444,319
Intergovernmental Revenue	14,904,982	14,880,917	15,118,000	15,675,000
Charges for Services	75,363	64,410	75,930	75,410
Miscellaneous Revenues	11,178,198	10,996,814	11,633,562	11,950,816
<i>Total</i>	<u>\$ 127,987,651</u>	<u>133,998,508</u>	<u>134,145,937</u>	<u>145,145,545</u>
Expenditures				
Salaries & Wages	\$ 2,023,749	2,089,497	2,101,688	2,275,647
Fringe Benefits	587,905	622,278	696,942	733,996
Services/Materials	337,806	450,826	403,051	411,714
Other Operating Expenses	86,563	79,149	76,259	90,646
Capital Outlay	42,754	26,500	47,538	14,400
<i>Total</i>	<u>\$ 3,078,777</u>	<u>3,268,250</u>	<u>3,325,478</u>	<u>3,526,403</u>

FINANCE DEPARTMENT

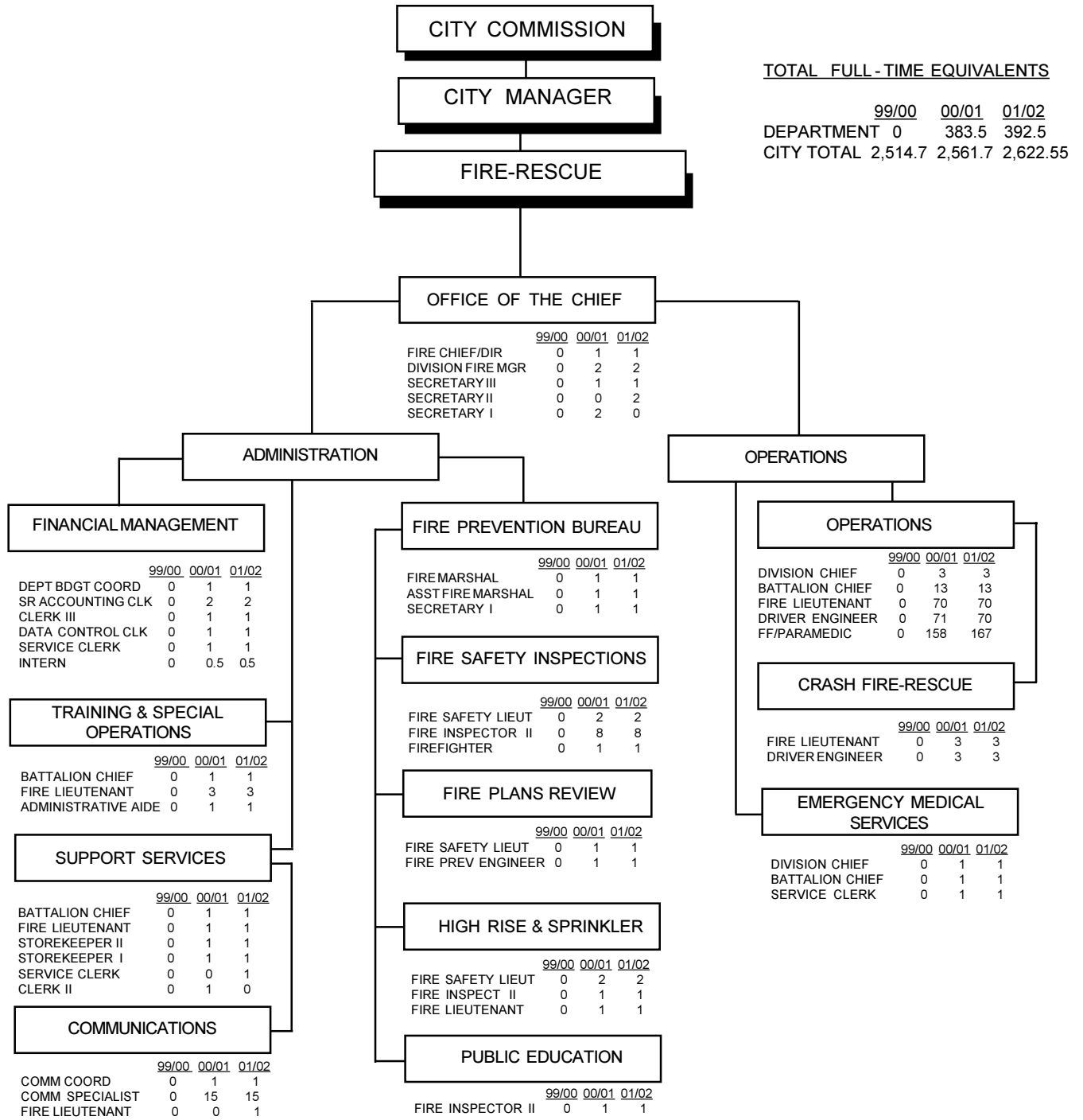
	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	Actual	Orig. Budget	Est. Actual	Adopted
	<u>Insurance Fund</u>			
Revenues				
Intergovernmental Revenue	\$ 0	5,000	0	0
Charges for Service	19,151,930	20,573,040	20,677,040	23,533,176
Miscellaneous Revenues	1,371,698	887,200	1,036,239	963,400
<i>Total</i>	\$ 20,523,628	21,465,240	21,713,279	24,496,576
Expenditures				
Salaries & Wages	\$ 357,034	380,422	370,514	382,032
Fringe Benefits	235,259	220,633	248,733	255,040
Services/Materials	193,468	344,662	290,975	290,939
Other Operating Expenses	212,923	224,045	232,543	225,062
Non Operating Expenses	0	0	15,665	0
Capital Outlay	3,580	33,700	8,000	4,000
<i>Total</i>	\$ 1,002,264	1,203,462	1,166,430	1,157,073

ORGANIZATION PLAN FIRE-RESCUE



NOTE: This page reflects FY 99/00 only .

ORGANIZATION PLAN FIRE-RESCUE



FIRE-RESCUE DEPARTMENT

MISSION

Reduce the level of risk to life, property, and the environment through emergency response, public education and the promotion of life-safety initiatives.

FY 2001/2002 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

<u>DIVISION</u> : Administration	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$7,091,615	\$6,772,682	\$7,151,175
Total FTE's	52.5	59.5	63.5

1. Goal: Provide support services to further the public safety mission of the Fort Lauderdale Fire-Rescue Department in the most effective and economical means possible.

- Objectives:
- a. Provide fire prevention through public education, annual inspections and fire plans review.
 - b. Provide continuous in-service training of personnel for efficient, effective and professional completion of duties.
 - c. Provide purchasing, inventory control, assets management, research and development of equipment, supplies and services.
 - d. Streamline the collections, acquisition process and analysis of the fire service financial activities.
 - e. Provide timely and proficient customer service, internal and external.
 - f. Plan for re-capitalization and maintenance of existing infrastructure and capital equipment.
 - g. Establish a system for fire-rescue training that provides flexibility and growth as needs of the department change.
 - h. Provide continuous quality improvements by creating standardized training methods and assessment procedures.
 - i. Provide continuing education for incumbent employees in all disciplines of emergency services and promote education opportunities for department members.
 - j. Explore opportunities for increased efficiencies in Fire-Rescue Communications.

FIRE-RESCUE DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
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Workloads/Outputs:

EMT/PM Training Hours Delivered	6,000	6,000	7,000
In-Service Training Hours Delivered	14,000	14,000	17,000
Citizen Contacts For Community Emergency Response Training (C.E.R.T.)	170	170	200
Life Safety Inspections Required By South Florida Building Code (SFBC)	7,162	11,311	13,500
High Rise/Sprinkler Tests Required By SFBC	720	738	810
Public Educ./Community Relations Contacts	25,977	27,944	24,000
Weekly Customer Service Requests Received	70	70	80

Efficiency:

PM/EMT Training Hours/FTE	16	16	20
In Service Training Hours/FTE	32	32	40
Life Safety Inspections/7 FTE's	1,023	1,615	1,928
High Rise/Sprinkler Tests/4 FTE's	180	184	203
Staff Hours Required To Meet All Customer Service Requests	160	160	160

Effectiveness:

EMT/PM Training Hours Delivered	100 %	100 %	100 %
In-Service Training Hours Delivered	100 %	100 %	100 %
Targeted C.E.R.T. Citizen Contacts Made	100 %	100 %	100 %
Transport Fees Collected	40 %	40 %	60 %
Required Inspections Completed	53 %	84 %	100 %
High Rise/Sprinkler Tests Completed	89 %	91 %	100 %
Public Education/Community Outreach Targeted Outputs vs. Actuals	100 %	100 %	100 %

<u>DIVISION:</u> Fire-Rescue Operations	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$26,046,825	\$26,471,465	\$29,037,935
Total FTE's	327	324	329

2. Goal: Reduce the community's level of risk from fire, disasters and medical emergencies by safely providing the most expedient and professional emergency response and mitigation possible. Support fire prevention and preparedness efforts through public education, youth programs and inspection programs.

FIRE-RESCUE DEPARTMENT

- Objectives:
- a. Provide adequate staffing, equipment, tools and training to efficiently and effectively achieve timely emergency response in a safe manner.
 - b. Support regional emergency preparedness through specialized training and equipment for responding to hazardous materials, dive rescue, underground, high angle and crash-fire rescue.
 - c. Reduce emergency response times, where practical, with cost effective technology, resource management and quality assurance procedures.
 - d. Provide dispatch and communications to improve response times and service delivery.

<u>Selected Performance Measures</u>	<u>FY 1999/2000 Actuals</u>	<u>FY 2000/2001 Estimated</u>	<u>FY 2001/2002 Target</u>
Workloads/Outputs:			
Total Incidents	37,240	36,723	37,000
Total Medical Call Incidents	23,117	22,381	21,510
Total Unit Responses	78,079	77,170	74,855
Unit Responses to Medical Calls	44,260	43,237	41,940
Medical Transports	18,000	16,191	17,000
Efficiency:			
Response Time Compliance:			
Medical Incidents			
• 6 Min./0 Sec First Unit Time At 90%	80 %	84 %	90 %
• 8 Min./0 Sec First Unit Time At 95%	92 %	95 %	95 %
• 10 Min./0 Sec First Transport At 90%	95 %	97 %	95 %
Response Time Compliance Average, Dispatch To Arrival Time (Min., Sec.)	4 :37	4 :25	4 :0
Reduction in Unit Responses	N/A	N/A	3 %
Reduction in Unit Responses to Medical Calls	N/A	N/A	3 %
Effectiveness:			
Response Time Objectives Met			
Medical Incidents			
• 6 Min./0 Sec First Unit Time at 90%	No	No	Yes
• 8 Min./0 Sec First Unit Time at 95%	Yes	Yes	Yes
• 10 Min./0 Sec First Transport at 90%	Yes	Yes	Yes
Overall Average	Yes	Yes	Yes
3% Reduction of Unit Responses Met	N/A	N/A	Yes
3% Reduction of Unit Responses to Medical Calls Met	N/A	N/A	Yes

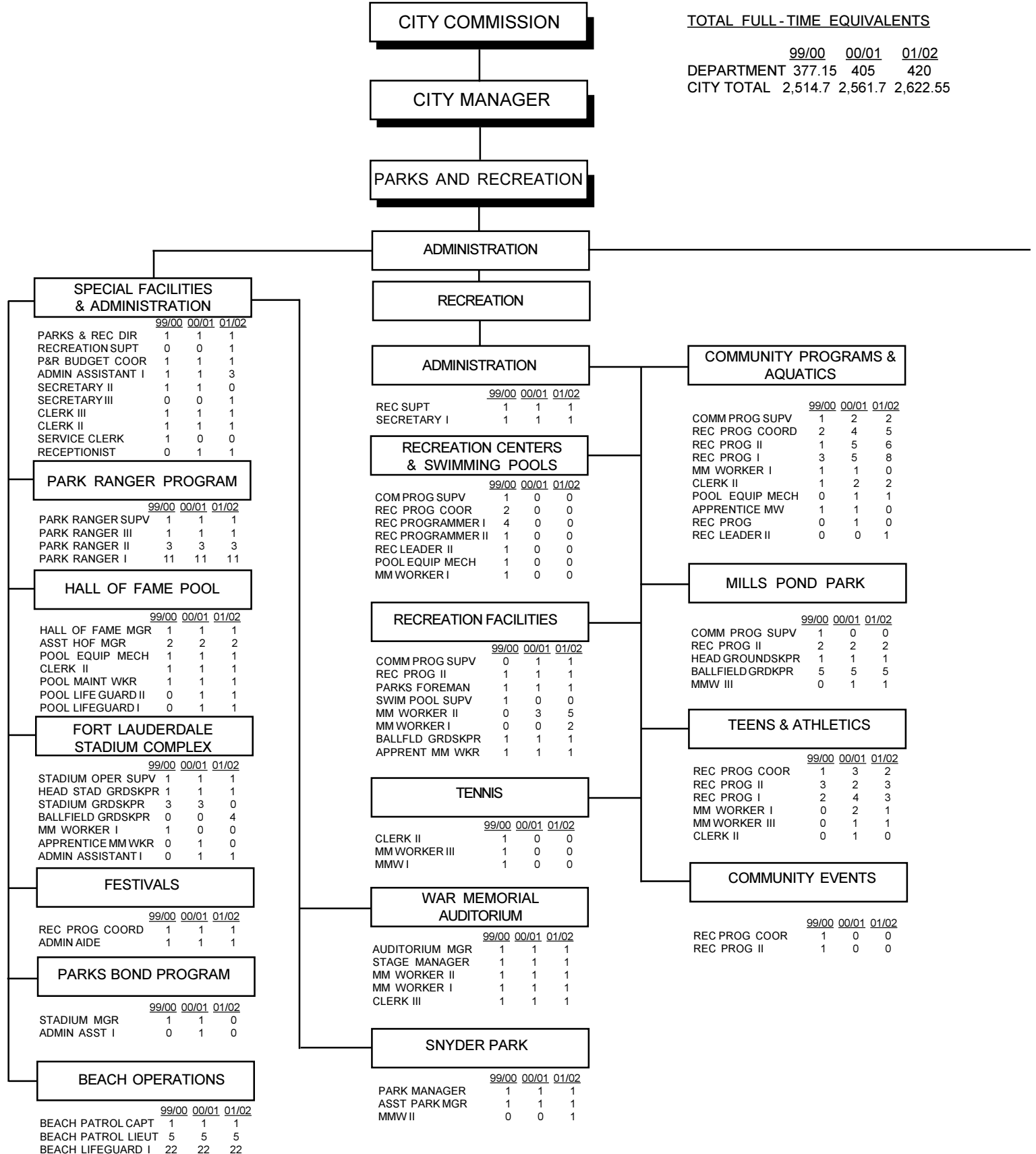
FIRE-RESCUE DEPARTMENT

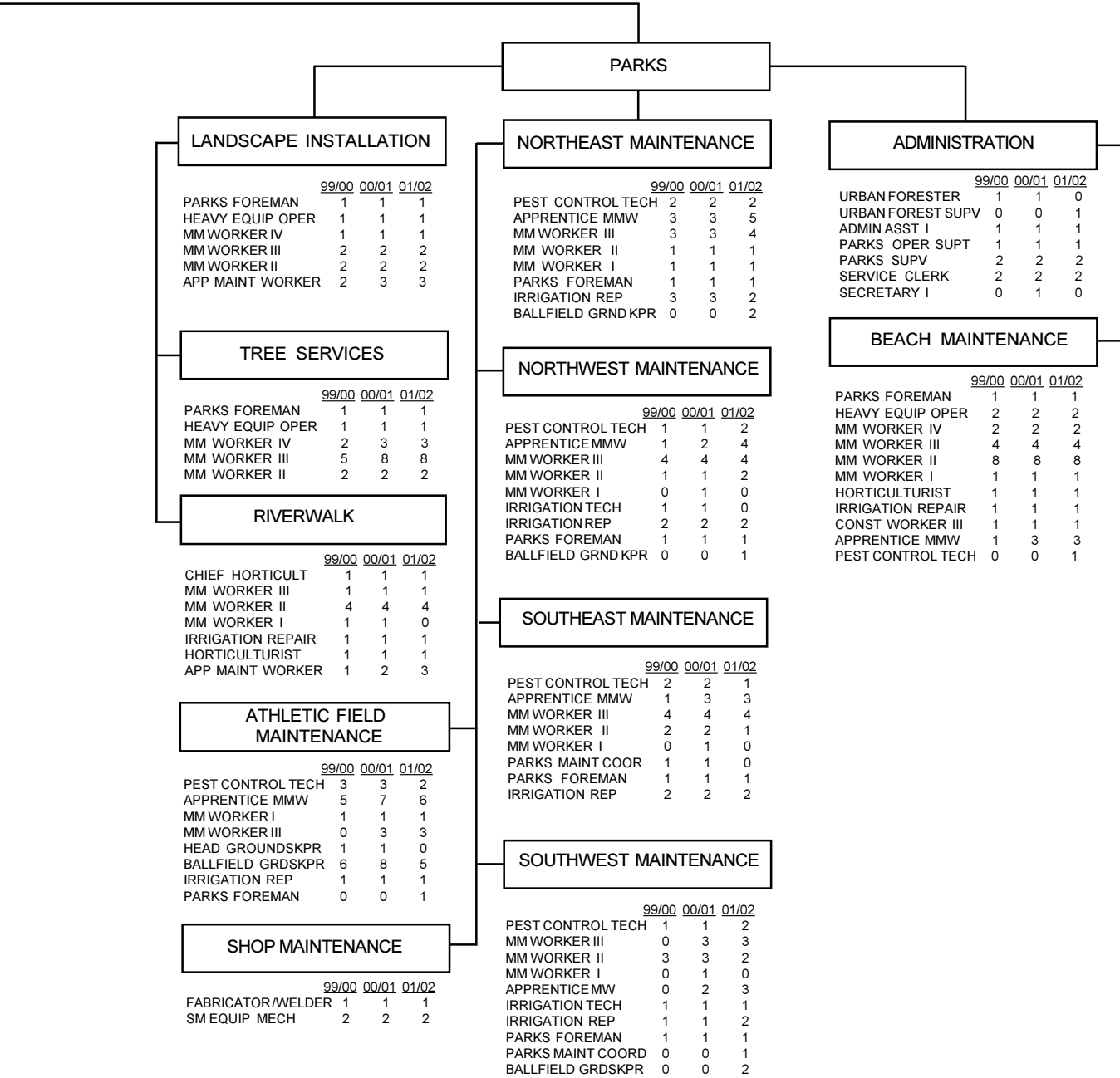
	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	Actual	Orig. Budget	Est. Actual	Adopted
	<u>General Fund</u>			
Revenues				
Licenses and Permits	\$ 243	0	0	0
Intergovernmental Revenue	(368,340)	0	0	0
Charges for Service	4,430,850	5,513,694	5,669,257	5,652,700
Miscellaneous Revenues	5,629,463	6,546,509	6,730,600	6,861,285
<i>Total</i>	<u>\$ 9,692,216</u>	<u>12,060,203</u>	<u>12,399,857</u>	<u>12,513,985</u>
Expenditures				
Salaries & Wages	\$ 22,863,911	21,550,024	22,455,677	24,314,301
Fringe Benefits	5,649,205	5,611,309	5,845,760	6,760,922
Services/Materials	1,485,802	1,260,704	1,813,379	1,835,514
Other Operating Expenses	2,769,805	2,679,019	2,726,784	2,950,923
Capital Outlay	384,319	350,237	409,110	327,450
<i>Total</i>	<u>\$ 33,153,044</u>	<u>31,451,293</u>	<u>33,250,710</u>	<u>36,198,110</u>

ORGANIZATION PLAN PARKS AND RECREATION

TOTAL FULL-TIME EQUIVALENTS

	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
DEPARTMENT	377.15	405	420
CITY TOTAL	2,514.7	2,561.7	2,622.55





PARKS AND RECREATION DEPARTMENT

MISSION

Provide citizens and visitors the opportunity to participate in quality recreational programs and leisure activities, in an aesthetically pleasing and safe environment, at a reasonable cost to the user. Our citizens and visitors will also be provided with well maintained parks, open space, beach and roadway landscaping that complement the tropical beauty of the Fort Lauderdale area.

FY 2001/2002 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

<u>DIVISION:</u> Administration & Special Facilities	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$7,257,047	\$7,646,633	\$8,113,603
Total FTE's	105.8	111.02	115.5

1. Goal: Produce major festivals and events during the year, offering the community prestigious activities and festivals that will entertain local residents, encourage family activities, provide a range of affordable entertainment and attract national visitors to South Florida. Involve area businesses, not-for-profit organizations and corporate businesses, assisting them in promotions and awareness within the community.

- Objectives:
- a. Involve the community through participation of local not-for-profit organizations, area businesses and restaurants, sponsorship opportunities for local, regional and national corporations.
 - b. Increase attendance and awareness within the community through the following marketing tools: monthly press releases (500), color brochures, web access, print advertising, hotlines, national publications and networking.
 - c. Recruit volunteers to serve on festival committees six months prior, helping to plan, design and follow through with various tasks relating to each festival. Sign up additional volunteers to perform job duties during the festival.
 - d. Solicit sponsorship monies to defray the costs of national entertainment, logistics, and expenses related to each festival or event.
 - e. Hold monthly meetings with the Uptown Business Council and the surrounding complexes and businesses to create awareness and increase communication between all facilities in the Uptown District. Create a monthly newsletter, which would include a community calendar detailing events scheduled at all facilities with contact names and phone numbers.
 - f. Increase the number of festival site rentals to outside promoters and not for profit groups. Continue to develop the site with plans to upgrade the site by adding a pavilion and installing permanent electrical upgrades encompassing the entire event site.

PARKS AND RECREATION DEPARTMENT

<u>Selected Performance Measures</u>	FY1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
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Workloads/Outputs:

Event Days	9	8	8
Event Hours	71	67	67
Entertainers Performing at Festivals	95	60	60
Outside Event Rentals:			
Events	N/A	12	25
Event Days	N/A	17	35
Event Hours	N/A	150	420

Efficiency:

Savings to City Using Volunteers vs. Paid Employees:

Building Booths, Stages, etc.	\$65,250	\$64,400	\$64,400
Working During Actual Events	\$33,488	\$34,800	\$34,800
Sponsorship Donations	\$98,958	\$98,025	\$98,000
Rate of Recovery	71 %	74 %	87 %

2. Goal: Successfully manage and operate a world class aquatic facility at the International Swimming Hall of Fame Aquatic Complex.

- Objectives:
- a. Continue providing recreational and competitive swimming and diving programs to the citizens and visitors.
 - b. Successfully attract and conduct competitive aquatic events on the local, state, national and international level.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
--------------------------------------	--------------------------------	----------------------------------	-------------------------------

Workloads/Outputs:

Days of Operation Per Year	364	365	365
Hours of Operation Per Year	3,915	3,850	3,850
Total Event Days	103	95	99
Recreational Swim Attendance	49,123	49,000	50,000
Swimming/Diving Program Attendance	55,226	55,000	55,000

Efficiency:

Cost Per Participant	\$10.33	\$10.84	\$10.96
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Effectiveness:

Revenue	\$258,595	\$245,600	\$234,700
Economic Impact (Millions)	\$5.25	\$5.0	\$4.9

PARKS AND RECREATION DEPARTMENT

3. Goal: Continue to provide quality beach patrol to the citizens and visitors of Fort Lauderdale beach.

- Objectives:
- a. Install state of the art lifeguard towers.
 - b. Staff guarded beach areas to an acceptable level.
 - c. Upgrade training levels to secure (USLA) certification of the Beach Patrol.
 - d. Implement a web site to inform and educate tourists of any potential beach hazard such as man of war, rip tides or bad beach conditions. List special events.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Attendance	3,416,200	3,587,010	3,587,000
Rescues	361	379	380
Drownings on Guarded Beaches	0	0	0
Efficiency:			
Visitors/Lifeguard Tower	56,081	58,885	58,880
Preventable Actions Per Tower	22,366	23,484	23,500

4. Goal: Provide the residents of Fort Lauderdale and surrounding area with a well-maintained park in a natural sub-tropical environment supplying quality picnic accommodations and recreational opportunities for patrons and their dogs.

- Objectives:
- a. Continue to market and promote the parks programs: nature, biking, pedal power, pavilion rentals, boat and bike concessions, ropes training, company picnics, dog events and special events.
 - b. Continue to provide efficient, knowledgeable and friendly customer service.
 - c. Continue to operate the park maintenance on a high level.
 - d. Expand volunteer program.
 - e. Operate the best dog park “Bark Park” in Florida and in the U.S.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Pavilion Rental	614	628	641
Programs Offered	20	36	42
Corporate Picnic Reusers	49	56	63
Dogs Using the Park	76 *	56,976	60,000

*Bark Park not opened until the end of the year.

PARKS AND RECREATION DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Effectiveness:			
Savings to City Using Volunteers	\$25,469	\$29,111	\$31,612
Efficiency:			
Park Attendance	100,778	109,202	125,833
Volunteer Hours	4,383	4,591	4,613
Rate of Recovery	49 %	65 %	54 %

5. Goal: Provide a quality, highly maintained and highly used Spring Training Facility for the Baltimore Orioles and a variety of other major/minor public, private and community events.

- Objectives:
- a. Continue to operate stadium maintenance program at high standard levels.
 - b. Continue to promote the public use of the stadium complex throughout the community: high school baseball, little leagues, charity events, and religious events.
 - c. Continue to provide our stadium customers efficient, friendly and courteous service.
 - d. Continue to promote the use of the stadium complex for use by the private sector: car tent and truck sales, photo shoots/commercials, etc.
 - e. Continue professional relationships with stadium tenants to foster and retain repeat business.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Facility Events	64	65	65
Activities	246	240	240
Spring Training Workout Games	43	43	42
Effectiveness:			
Prepare Fields/Facilities Spring Training	43	43	42
Efficiency:			
Total Attendance	123,345	146,000	153,000
Rate of Recovery	57 %	63 %	60 %
Attendance Spring Training	80,245	75,007	81,000

PARKS AND RECREATION DEPARTMENT

6. Goal: Present a variety of events to the residents of Fort Lauderdale and Broward County and operate the War Memorial Auditorium at little or no cost to the city.

- Objectives:
- a. Book and present as many events as possible.
 - b. Increase revenue.
 - c. Lower expenses.
 - d. Upgrade and improve the facilities appearance.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Contracts	60	70	70
Event Days	182	195	190
Efficiency:			
Events Booked to Dates Available	50 %	53 %	52 %
Event Days/Set Up Tear Down	182	195	190
Effectiveness:			
Attendance	154,320	175,000	175,000
Rate of Recovery	113 %	112 %	103 %

<u>DIVISION</u> : Recreation	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$6,379,537	\$6,550,818	\$7,364,729
Total FTE's	125.84	142.48	151

7. Goal: Increase recreation program participation.

- Objectives:
- a. Increase registration in Adult Athletics.
 - b. Increase registration in Swim Programs.
 - c. Increase Teen Programming registration.
 - d. Increase Community Program registration.
 - e. Increase Youth Athletics Registration.

PARKS AND RECREATION DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Adult Athletics Registrants	2,909	2,500	3,100
Aquatic Programming Registrants	3,875	4,000	4,500
Teen Programming Registrants	2,152	2,300	2,500
Community Programming Registrants	2,818	3,000	3,200
Youth Athletics Registrants	3,539	3,800	4,000
Efficiency:			
Adult Athletics Supervised Hours	2,032	2,000	2,800
Aquatics Programming Supervised Hours	1,473	1,470	1,400
Teen Programming Supervised Hours	5,645	5,600	5,600
Community Programming Supervised Hrs	13,703	13,000	13,000
Youth Athletics Supervised Hours	5,017	5,000	5,000

8. Goal: Increase the number of program daily registrants.

Objective: a. Through marketing, increase daily program registrations city wide.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Daily Registrants	28,836	29,200	29,500

9. Goal: Increase paid daily attendance.

Objectives: a. Increase paid daily attendance in swimming pools.

b. Increase paid daily attendance at tennis facilities.

<u>Selected Performance Measures</u>	FY1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY2001/2002 <u>Target</u>
Workloads/Outputs:			
Paid Daily Attendance	282,223	282,500	283,000
Efficiency:			
Program Hours for Daily Attendance	11,703	11,700	11,700

PARKS AND RECREATION DEPARTMENT

10. Goal: Increase the number of children who are taught to swim in the City annually.

- Objectives:
- a. Increase involvement in Swim Central by providing lessons at all Fort Lauderdale grade schools.
 - b. Increase the number of organizations involved in Swim Central.
 - c. Expand the number of Learn to Swim Programs at Pools.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Learn to Swim Registrants	3,320	3,500	3,800

<u>DIVISION:</u> Parks	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$9,103,969	\$10,138,171	\$11,121,006
Total FTE's	145.5	151.5	153.5

11. Goal: Expand the urban canopy in Fort Lauderdale.

- Objectives:
- a. Market a program to encourage the citizens of Fort Lauderdale in combination with the Parks Division, to plant trees yearly. Expand adopt a tree program.
 - b. Continue internet page on urban forestry issues along with neighborhood tours during house and garden events.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Trees Planted (Bond, Parks, NCIP)	1,000	1,400	1,400
Trees Planted (Adopt A Tree)	150	150	300
Trees Removed Due to Damage/Health	325	350	400
Civic Association Meetings Attended	23	34	32

<u>Effectiveness:</u>			
Received Tree City USA Award	Yes	Yes	Yes

12. Goal: Use the latest technology and sustainable landscaping practices to provide aesthetically beautiful medians while reducing maintenance costs.

- Objectives: a. Continue to update irrigation system using new technology.

PARKS AND RECREATION DEPARTMENT

- b. Continue to experiment with recycled mulch products to minimize labor and material costs while being environmentally proactive.
- c. Continue to work with TREC (Toxic Reduction Education Committee) to explore options to reduce maintenance and chemical use by avoiding monocultures of sod.
- d. Incorporate color through increased use of flower, groundcover and tree selection through the median island system with special attention to primary thoroughfares, city entrances, and select focal points and center of activity.

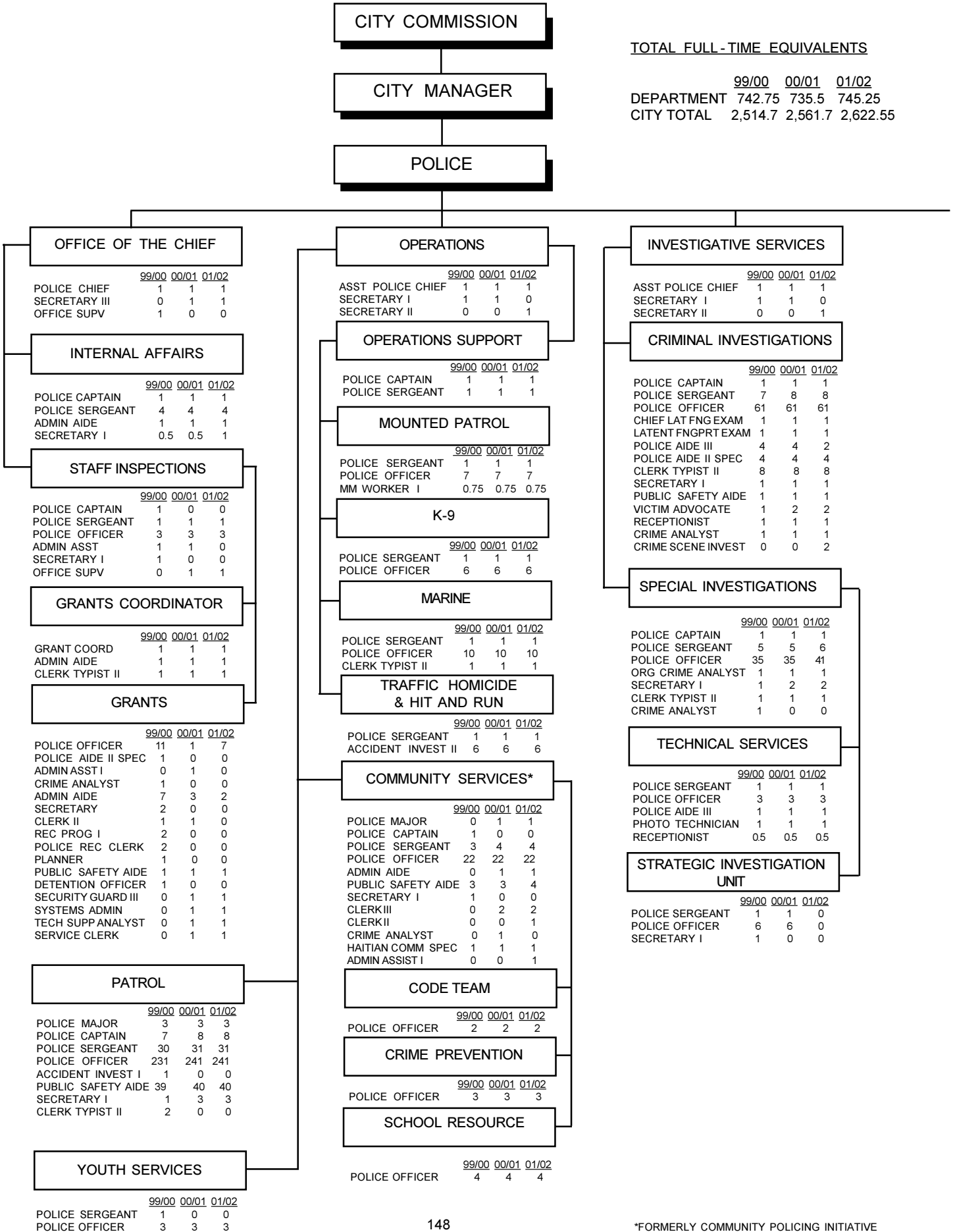
<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Sites Under New Irrigation Systems	20	25	20
Cubic Yard of Recycled Mulch	700	750	750
Effectiveness:			
Standards Met for Contract Mowing	95 %	98 %	100 %
Water Savings	\$60,000	\$80,000	\$70,000

	<u>FY 1999/2000 Actual</u>	<u>FY 2000/2001 Orig. Budget</u>	<u>FY 2000/2001 Est. Actual</u>	<u>FY 2001/2002 Adopted</u>
<u>General Fund</u>				
Revenues				
Intergovernmental Revenue	\$ 98,200	67,500	75,000	67,500
Charges for Service	4,836,865	5,017,169	4,581,449	5,306,769
Miscellaneous Revenues	1,131,641	1,002,376	1,042,740	911,432
<i>Total</i>	<u>\$ 6,066,706</u>	<u>6,087,045</u>	<u>5,699,189</u>	<u>6,285,701</u>
Expenditures				
Salaries & Wages	\$ 11,876,809	12,774,841	12,441,556	13,819,404
Fringe Benefits	2,888,453	3,239,132	3,506,239	3,841,756
Services/Materials	6,030,440	5,967,581	6,463,791	7,039,855
Other Operating Expenses	1,880,190	1,684,352	1,834,958	1,859,123
Capital Outlay	64,660	244,344	59,077	39,200
<i>Total</i>	<u>\$ 22,740,552</u>	<u>23,910,250</u>	<u>24,335,621</u>	<u>26,599,338</u>

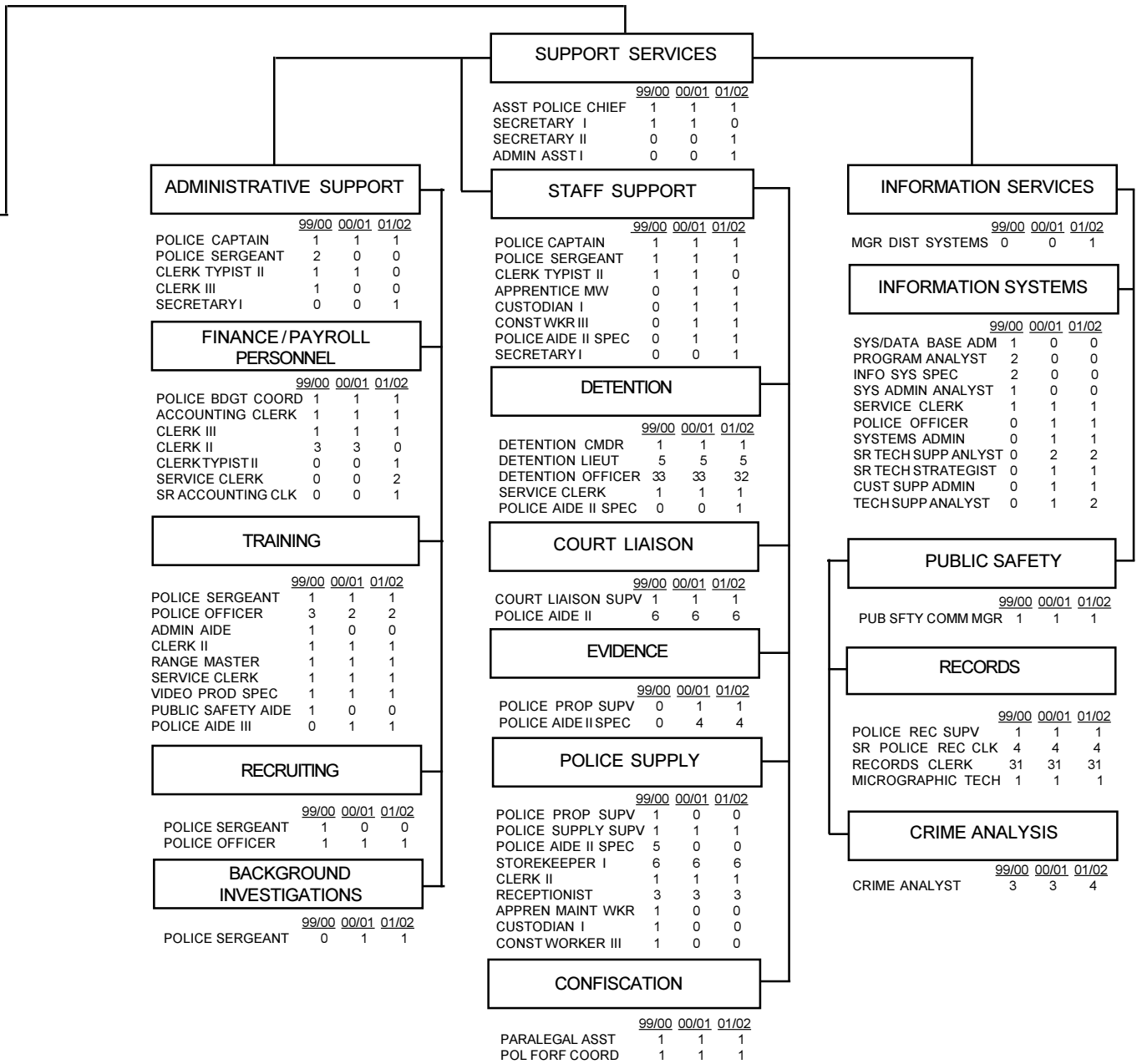
ORGANIZATION PLAN POLICE

TOTAL FULL-TIME EQUIVALENTS

	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
DEPARTMENT	742.75	735.5	745.25
CITY TOTAL	2,514.7	2,561.7	2,622.55



*FORMERLY COMMUNITY POLICING INITIATIVE



POLICE DEPARTMENT

MISSION

Provide a safe and orderly environment in our City through professionalism, dedication, an active partnership with the community and concern for individual dignity.

FY 2001/2002 GOALS, OBJECTIVES, AND SELECTED PERFORMANCE MEASURES

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Office of the Chief	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$1,576,013	\$1,684,889	\$1,455,403
Total FTE's	20.5	18.5	18

1. Goal: Administer all police services in an efficient, equitable and effective manner.

- Objectives:
- a. Promote community involvement.
 - b. Enforce all laws and ordinances.
 - c. Reduce crime and ensure public confidence.
 - d. Maintain the accredited status of the Department, assure that policies and procedures are current and inspect all functions of the Department to assure compliance with policies, laws and accreditation standards.
 - e. Obtain the maximum number of grants possible to allow increased police capability via personnel and/or technology; and support community needs by establishing and funding prevention, intervention and treatment projects.

<u>Selected Performance Measures</u>	FY 1999/2000	FY 2000/2001	FY 2001/2002
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Staff Inspections for Accreditation	6	8	13
Policy Revisions	50	63	70
Grants Researched	83	94	100
Grants Processed	27	33	35
Grant Reports Processed	750	775	775
Effectiveness:			
Grants Awarded	21	31	30

POLICE DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Support Services	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$15,359,430	\$16,792,027	\$17,269,974
Total FTE's	151	141	145

2. Goal: Expand efficiencies in operations and systems.

- Objectives:
- a. Support the Police Department in all aspects of the delivery of primary police services.
 - b. Administer all tests, background investigations of all employees and manage all aspects of training for the Department.
 - c. Manage and coordinate the Public Safety Dispatch Agreement with the Broward County Sheriff's Office.
 - d. Establish standards to direct and handle calls appropriately as well as provide timely and accurate information from the Florida Crime Information Center (FCIC) and National Crime Information Center (NCIC).
 - e. Accept, serve and cancel subpoenas for all Department members.

<u>Selected Performance Measures</u>	FY 1999/2000	FY 2000/2001	FY 2001/2002
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Subpoenas Processed	72,044	72,186	73,500
Evidence Items Received	14,714	14,938	16,000
Coordinate FDLE/Job Related Training	2,255	1,704	2,000
Background Investigations and Oral Board Exams Administered	1,500	1,500	1,500
911 & Non Emergency Calls Received	628,772	622,372	625,000
Police Calls for Service Dispatched	169,383	168,945	170,000
Arrests Processed (Records)	14,130	14,041	15,500
Citations Processed (Records)	65,069	57,826	61,000
Effectiveness:			
Police Hiring Goal Obtained	40 %*	66 %	100 %

*Due to Deferred Retirement Option Program (DROP).

POLICE DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Operations	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$28,572,157	\$29,819,394	\$32,961,342
Total FTE's	416.75	419.75	425.75

3. **Goal:** Expand existing and implement new and innovative community policing strategies to reduce crime and the fear of crime and to enhance the quality of life in our community.

- Objectives:**
- a. Enhance and promote the community policing philosophy through problem solving and command accountability.
 - b. Research, evaluate and implement effective community policing and problem solving strategies which will reduce crime and the fear of crime.
 - c. Promote an active partnership with the community through a broad range of community policing activities.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Calls For Service (CFS)/Arrests (Hours)	58,000	46,749	48,000
Citations (Hours)	17,400	13,017	17,000
Community Policing CFS/Arrests (Hours)	5,250	2,448	4,200
K-9 Searches	1,678	1,340	1,400
Crime Prevention & Action Plans (Hours)	150,000	150,000	150,000
Public Safety Aide Calls/Accidents (Hrs)	18,815	17,470	18,000
Community Policing Initiative Problem Solving (Hours)	36,500	35,500	35,500
Security Surveys & Educational Activities	980	925	950
Action Plans Tracked	25	25	20
Efficiency: Hours/Day/FTE			
Calls for Service/Arrests	1.24	.90	1.50
Citations	.33	.24	.33
Crime Prevention (Patrol)	2.47	2.47	2.47
Public Safety Aide CFS/Accidents/ Citations	2.20	2.17	2.20
Effectiveness:			
Calls for Service/Arrests	100 %	100 %	100 %
Action Plans/Crime Prevention	100 %	100 %	100 %
Public Safety Aide CFS/Accidents	100 %	100 %	100 %

POLICE DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2001/2002
DIVISION: Investigations Bureau	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$11,788,042	\$11,770,993	\$12,351,048
Total FTE's	154.50	156.50	156.50

4. Goal: Provide administration and coordination of all investigations and investigative support in the City of Ft. Lauderdale.

- Objectives:
- a. Increase investigative impact on Part I Crimes by improving targeting of resources and emphasis on habitual offenders.
 - b. Improve physical working environments for both the Criminal and the Special Investigation Divisions (CID & SID).
 - c. Increase investigative productivity through enhanced automation and innovative technology.
 - d. Establish and implement a comprehensive Counter-Terrorism Plan.

<u>Selected Performance Measures</u>	FY 1999/2000	FY 2000/2001	FY 2001/2002
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Investigations Assigned (CID)	17,102	17,623	17,800
Assigned Cases with Arrests (CID)	4,194	3,859	3,850
Investigations Presented to State Attorney (CID)	3,480	2,835	2,850
OCDETF* Investigations Initiated (SID)	20	25	25
Search Warrants Executed (SID)	95	80	85
Efficiency:			
Investigations Assigned/Detective	407	419	420
Effectiveness:			
Investigations Filed (CID)**	83 %	73 %	75 %
Investigations Filed (SID)**	97 %	97 %	97 %
Search Warrants Resulting in Arrests & Seizures (SID)	90 %	90 %	90 %

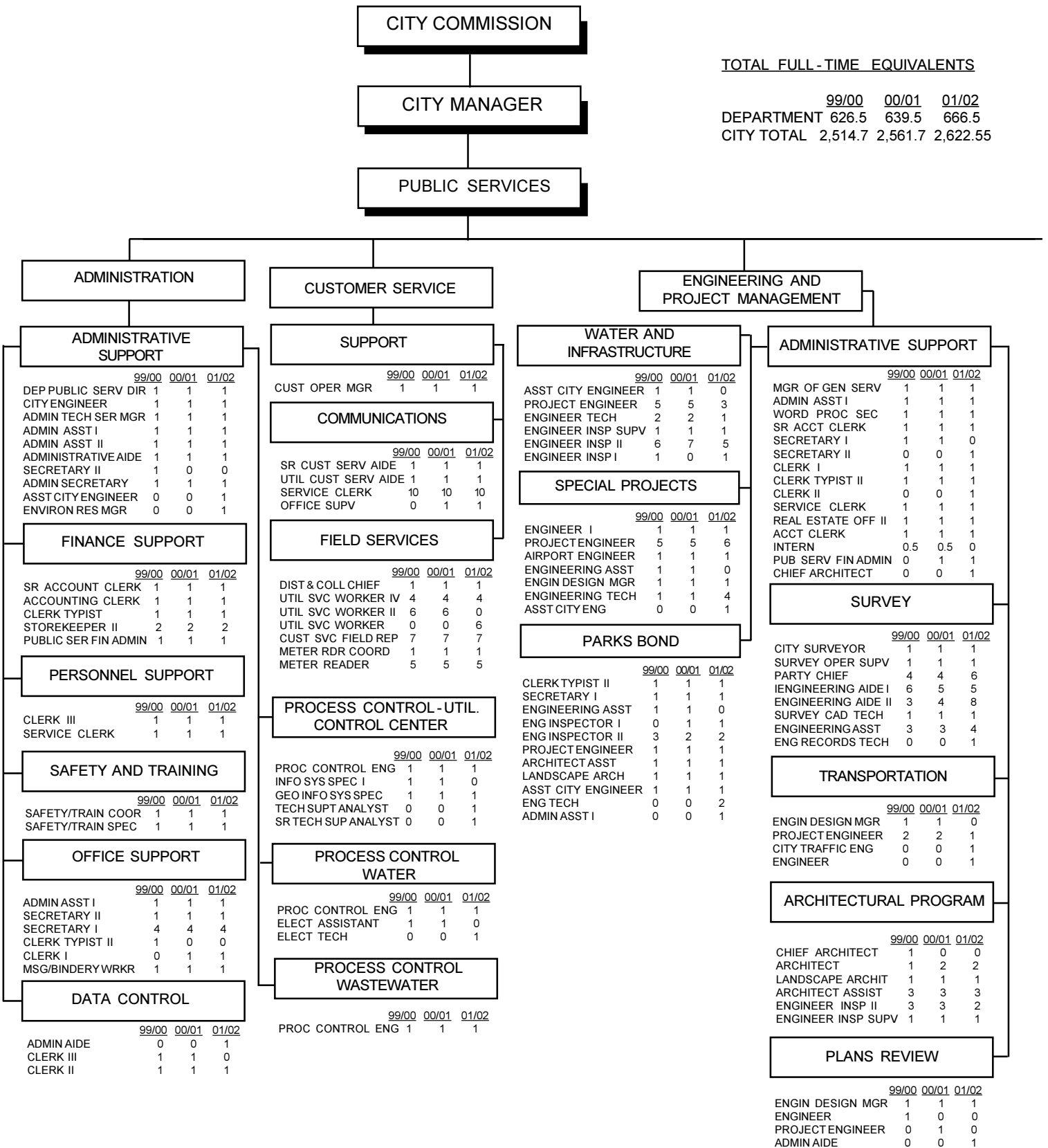
*Organized Crime Drug Enforcement Task Force (OCDETF)

**Percentage of Cases State Attorney Accepted.

POLICE DEPARTMENT

	FY 1999/2001 Actual	FY 2000/2001 Orig. Budget	FY 2000/2001 Est. Actual	FY 2001/2002 Adopted
	<u>General Fund</u>			
Revenues				
Intergovernmental Revenue	\$ 124,619	131,500	131,473	150,830
Charges for Service	354,656	1,353,650	942,573	983,180
Fines & Forfeitures	1,441,874	1,445,000	1,352,500	1,392,500
Miscellaneous Revenues	510,587	222,184	435,838	221,000
<i>Total</i>	\$ 2,431,736	3,152,334	2,862,384	2,747,510
 Expenditures				
Salaries & Wages	\$ 38,656,833	38,476,124	39,484,764	42,166,843
Fringe Benefits	10,799,454	10,683,183	11,136,427	12,217,973
Services/Materials	3,483,336	4,326,980	4,392,704	4,490,913
Other Operating Expenses	3,962,604	4,352,487	4,718,446	4,912,417
Capital Outlay	393,415	222,248	334,961	99,103
Debt Service	0	0	0	150,518
<i>Total</i>	\$ 57,295,642	58,061,022	60,067,302	64,037,767

ORGANIZATION PLAN PUBLIC SERVICES



DISTRIBUTION AND COLLECTION				TREATMENT				MAINTENANCE				SOLID WASTE			
SUPPORT				SUPPORT				SUPPORT				ADMINISTRATION			
	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
DIST & COLL MGR	1	1	1	W & WW TREAT MGR	1	1	1	PUB SER MAINT MGR	1	1	1	SOLID WASTE SUPT	1	1	1
ENGINEERING ASSIST	1	1	1	ENVIRON RES MGR	1	1	0					COLL & RECYCLE MGR	1	0	0
CONSTRUCTION				SLUDGE COMPOSTING				ELECTROTECHNOLOGY				COLLECTIONS			
	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
DIST & COLL SUPV	1	1	1	REG CHIEF WW OPER	1	1	1	INDUSTRIAL ELEC	3	3	0	SOLID WASTE FORMN	1	1	1
DIST & COLL CHIEF	3	3	3					ELEC/INSTRU TECH	2	1	0	SOLID WASTE COLL	10	9	9
UTIL SVCWKR IV (WTR)	8	8	9	FIVEASH WATER PLANT								MM WORKER III	0	5	8
UTIL SVCWKR III (WTR)	13	13	14		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>	ELECTRICAL HELPER	1	1	0	MM WORKER II	7	6	6
UTIL SVCWKR II	28	28	0	REG FACILITY MGR	1	1	1	ELECTRO TECH	1	1	0	HEAVY EQUIP OPER	1	1	1
UTIL SVCWKR I	8	8	0	REG CHIEF WTR OP	2	1	1	INDUSTRIAL ELEC	1	1	1	CUSTODIAN I	1	1	1
HEAVY EQUIP OPER	4	4	4	REG WTR TRT OPER II	5	5	5	DIESEL TECH	1	1	1				
MM WORKER I	1	1	0	WTR TRT PLT OPER I	2	3	2	UTIL MECH II	2	3	3				
UTIL SVC WORKER	0	0	35	WTR PLT OP TRAIN	3	2	4	UTIL MECH I	3	2	2				
WASTEWATER SYSTEMS				LOHMEYER REGIONAL PLANT				SPECIAL PROJECTS				TRASH TRANSFER STATION			
	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
CLERK I	0	0	1	REG FACILITY MGR	1	1	1	PUB SERV MAINT CHIEF	1	1	0	SOLID WASTE FORMN	1	1	1
MM WORKER I	0	0	1	REG CHIEF WW OPER	5	5	6	WELDER/FABRICATOR	3	3	0	MM WORKER IV	1	1	0
DIST & COLL SUPV	1	1	1	PUB SER MAINT CHIEF	1	1	1	PUB WKS FOREMAN	1	1	1	MM WORKER III	7	9	6
UTIL SVCWKR IV	8	8	8	ELECTRO TECH	1	1	1	MUNIC OPER SUPV	1	1	1	MM WORKER II	7	6	6
UTIL SVCWKR III	14	14	14	INDUSTRIAL ELEC	1	1	1	MM WORKER IV	1	1	1	HEAVY EQUIP OPER	1	1	1
UTIL SVCWKR II	17	17	0	DIESEL TECH	1	1	1	MM WORKER III	3	3	3	CUSTODIAN I	1	1	1
UTIL SVCWKR I	6	6	0	UTIL MECH II	2	3	3	MM WORKER II	5	5	5				
DIST & COLL CHIEF	2	2	2	UTIL MECH I	3	2	2	SECURITY GUARD I	1	1	1				
UTIL SVC WORKER	0	0	21	MM WORKER III	5	5	5	DIESEL TECH	2	2	0				
STORMWATER				PEELE/DIXIE WATER PLANT				FACILITIES MAINTENANCE				STREET CLEANING			
	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
DIST & COLL CHIEF	1	1	1	REG FACILITY MGR	1	1	1	FACILITIES SUPT	1	1	1	PUB WKS FOREMAN	1	1	1
UTIL SVCWKR IV	1	1	1	REG CHIEF WW OPER	5	5	6	ELECTRICIAN	7	7	7	MM WORKER III	3	3	3
UTIL SVCWKR III	4	4	4	PUB SER MAINT CHIEF	1	1	1	A/C TECHNICIAN	3	3	3	MM WORKER II	7	7	7
UTIL SVCWKR II	4	4	0	ELECTRO TECH	2	2	2	MAINT FOREMAN	1	1	1				
UTIL SVCWKR I	1	1	0	UTIL MECH II	5	3	3	PAINTER	8	8	8	MM WORKER III	8	3	3
UTIL SVC WORKER	0	0	5	UTIL MECH I	4	5	5	PLUMBER	2	2	2	MM WORKER II	13	14	14
ROAD MAINTENANCE AND REPAIR				LABS				STORMWATER & WASTEWATER				LOT CLEANING			
	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
UTIL SCVWKR I	1	1	0	ENVIRON LAB SUPV	1	1	1	WATER TRT OPER II	5	5	5	MM WORKER IV	1	1	1
UTIL SCVWKR II	2	2	0	ENVIRON CHEMIST	1	1	1	UTIL MECH II	1	1	1	MM WORKER II	8	9	9
UTIL SCVWKR III	2	2	2	ENVIRON LAB TECH	8	8	8	UTIL MECH I	1	1	1				
UTIL SCVWKR IV	2	2	2					MM WORKER II	3	3	3				
UTIL SVCWKR	0	0	3	REG CHIEF WTR OPER	1	1	1	REG CHIEF WTR OPER	1	1	1				
INSTALLATION/REPAIR				PROJECT MANAGEMENT				RECYCLING PROGRAM							
	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>		<u>99/00</u>	<u>00/01</u>	<u>01/02</u>
PUB SER MAINT CHIEF	2	2	2	ENVIRON PROG COOR	2	1	2	MM WORKER III	1	1	0	RECYC PROG COORD	0	0	1
UTIL MAINT SUPV	1	1	1	ENVIRON INSPECTOR	7	4	6	RECYC PROG COORD	0	0	1				
UTIL MECH II	10	10	10	ENGINEERING INSP	0	1	1								
UTIL MECH I	14	14	14												
INDUSTRIAL ELEC	0	0	3												
ELEC/INSTRU TECH	0	0	1												
ELECTRICAL HELPER	0	0	1												
ELECTRO TECH	0	0	1												
ELECTRIC ASST	0	0	1												
SPECIAL PROJECTS															
	<u>99/00</u>	<u>00/01</u>	<u>01/02</u>												
PUB SERV MAINT CHIEF	0	0	1												
WELDER/FABRICATOR	0	0	3												
DIESEL TECH	0	0	2												
UTIL MECH II	0	0	1												
MACHINIST	0	0	2												

UTILITIES ENGINEERING

OPERATIONS

	99/00	00/01	01/02
ENG TECH	0	0	3
ENG INSP II	0	0	2
PROJECT ENGINEER	0	0	4

CONSTRUCTION SERVICES

ADMINISTRATION

	99/00	00/01	01/02
CONST SERV DIR	0	1	1
DEPUTY PUB SVR DIR	1	0	0
BUILDING OFFICIAL	1	1	1
ZONING ADMIN	1	1	0
CONST SRV INSP MGR	1	1	1
DEV REVIEW COORD	1	1	0
OCC LIC&ADMIN COOR	1	1	1
ADMIN AIDE	1	2	2
SECRETARY II	1	1	1
SECRETARY I	0.5	0.5	3
SERVICE CLERK	5.5	7.5	14
CLERK II	2	1	2
CLERK I	2	1	2
CHIEF BLDG INSP	0	1	4
BUILDING INSP	0	1	7
MECHANICAL INSP	0	1	1
PLUMBING INSPECT	0	1	0
CLERK TYPIST II	0	1	0
BUILD SVS MGR	0	0	1
CHIEF MECH INSP	0	0	1
BUILD INSP II	0	0	5
MECH INSP II	0	0	2
CHIEF ELEC INSP	0	0	1
ELEC INSP II	0	0	3
CHIEF PLUMB INSP	0	0	1
PLUMB INSP II	0	0	4
PLANNER III	0	0	1
OFFICE SUPV	0	0	1
CLERK III	0	0	2

DEVELOPMENT SERVICES

	99/00	00/01	01/02
PLANNING ASST	1	1	1
PLANNER I	1	2	3
PLANNER II	1	1	3
PLANNER III	1	1	3
SECRETARY I	1	0	0
GRAPHIC ASSISTANT	1	0	0
DESIGN RVW COORD	0	0	1
CLERK TYPIST II	0	0	1

PLANS & PERMITS

	99/00	00/01	01/02
PLANS REVIEW MGR	1	1	0
CLERK III	2	2	0
SERVICE CLERK	6	6	0
CHIEF BLDG INSP	2.5	2.5	0
CHIEF PLUMB INSP	1	1	0
CHIEF ELECT INSP	1	1	0
CHIEF MECH INSP	1	1	0
BUILDING INSP	8	7	0
BUILDING INSP II	3	3	0
PLUMBING INSP	1	0	0
PLUMBING INSP II	3	4	0
ELECTRICAL INSP	1	0	0
ELECTRICAL INSP II	2	3	0
MECHANICAL INSP	1	0	0
MECHANICAL INSP II	2	2	0

ZONING

	99/00	00/01	01/02
ZONING ADMIN	0	0	1
SERVICE CLERK	0	0	1
BUILDING INSP	0	0	1
SECRETARY I	1	2	0
ADMIN AIDE	1	0	0
CHIEF BLDG INSP	1	1	1
BUILDING INSP II	2	2	2
LANDS PLANS EXAM	1	1	1
LANDSCAPE INSP	1	1	1
PLANNING ASST	1	1	1
PLANNER II	1	2	1
OFFICE SUPV	1	1	0
CLERK I	1	1	0

PUBLIC SERVICES DEPARTMENT

MISSION

Achieve total customer satisfaction by providing quality public services.

FY 2001/2002 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Distribution & Collection	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (Water and Sewer Fund)	\$7,892,828	\$11,290,518	\$15,263,107
Total FTE's	116	116	159
Total Budget (Stormwater Fund)	\$1,485,704	\$1,677,473	\$1,609,404
Total FTE's	18	18	18

1. Goal: Operate the water distribution, wastewater collection and stormwater management systems to improve the quality and reliability of service to our customers.

- Objectives:
- a. Continue the replacement of 2, 3 and 4 inch cast iron water mains.
 - b. Implement more pro-active approaches to water, sewer and storm system maintenance.
 - c. Significantly reduce sewer stoppages and eliminate sewer overflows by pro-active recapitalization of sewer infrastructure. Expand infiltration/inflow program based on success of pilot in the A-3 sewer basin.
 - d. Evaluate service delivery in the field by establishing performance standards and benchmarks.
 - e. Operate and maintain raw water wellfields, wastewater pump stations, elevated water storage tanks, storm water stations and provide heavy industrial support activities to other utility sections and other City departments.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
<u>Workloads/Outputs:</u>			
Water Main Failures	41	40	50
Force Main Failures	20	24	15
Service Line Failures	727	911	800
Construct New Water Mains (Ft)	28,221	40,726	40,000
Water Meters Replaced	3,962	7,933	10,000
Fire Hydrants P.M.	1,171	1,098	5,000
Sewer Main Line Stoppages	25	19	10
Video Inspections of Gravity Mains (Ft)	730,325	790,045	900,000
Clean Gravity Sewers (Ft)	2,579,518	2,198,038	3,000,000
Storm Drain Pipe Video Inspection (Ft)	40,076	38,930	40,000
Clean Storm Drain Pipe (Ft)	94,300	138,805	170,000
Well Renovation PM	94	99	105
WW Pump Station Renovation PM	76	90	80

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<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Efficiency:			
O & M Cost per Mile of Water Main	\$5,783	\$5,363	\$8,408 *
O & M Cost per Mile of Gravity Sewer Main	\$8,292	\$8,981	\$9,018
O & M Cost per Mile of Storm Drain Pipe	\$7,414	\$7,121	\$7,539
Well Renovation PM/8 FTE's	11.8	12.4	13.1
WW Pump Station Renovation PM/11 FTE's	6.9	8.2	7.3

*FY 2001/2002 also includes meter replacement costs.

Effectiveness:			
Pipe Replaced In-House vs. Goal of 10 Miles per Year	53.4 %	77.2 %	100.0 %
Frequency of Fire Hydrant Maint.(Years/PM)	4.3	4.6	1.0
Storm Drains Inspected vs. Total System	6.3 %	5.8 %	6.0 %
Sanitary Sewer Inspected vs. Total System	41.3 %	44.4 %	30.0 %

<u>DIVISION</u> : Treatment	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget (Water and Sewer Fund)	\$6,190,179	\$6,915,313	\$6,978,665
Total FTE's	40	40	40
Total Budget (Central Regional Fund)	\$6,715,680	\$8,075,770	\$8,136,964
Total FTE's	35	35	35

2. Goal: Provide economical and environmentally acceptable wastewater treatment and disposal facilities.

- Objectives:
- a. Develop and implement a cost effective, reliable biosolids management plan and improve the reliability of dewatering equipment and the general working environment in the dewatering building.
 - b. Control offensive odors at the George T. Lohmeyer (GTL) Regional Wastewater Treatment Plant.
 - c. Increase permit capacity of GTL from 43 MGD to 54 MGD.
 - d. Protect the environment by efficiently and effectively treating wastewater generated by the eastern Central Region of Broward County. Sufficient resources are utilized to operate the GTL Wastewater Treatment Plant so as to ensure that wastewater effluent and biosolids disposal practices meet Federal, State and local regulatory requirements.

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Biosolids Removed From GTL (Dry Tons)	5,000	5,800	6,000
Customer Complaints – Process Odors	6	4	4
Raw Wastewater Treated (Billions of Gallon)	13.0	13.0	15.0
Work Requests Submitted	420	480	480
Major Replacement/Overhaul Projects	6	4	4
Efficiency:			
Process Control Odor Complaints/FTE	0.17	0.11	0.11
Wastewater Treated/FTE (Billions of Gallons)	0.37	0.37	0.43
Days Effluent in Total Compliance	364	359	365
Work Requests Completed Timely	80 %	85 %	90 %
Equipment PM'd on Time	80 %	80 %	80 %
Effectiveness:			
Biosolids Treated That Meet All Federal, State & Local Land Application Regulations	99 %	99 %	100 %
Facility Meets All Federal, State & County Inspection Regulations	95 %	98 %	99 %
Equipment Not Requiring Major Repair/Overhaul	90 %	95 %	95 %
Major Projects Completed	6	4	4

3. Goal: Provide cost-effective, high quality, potable water for our customers through ecologically responsible methods.

- Objectives:
- a. Continue contamination removal action in response to Environmental Protection Agency's (EPA) Superfund activities at the north Peele Dixie wellfield.
 - b. Begin implementation of Water Master Plan improvements.
 - c. Investigate options to more efficiently remove color from our raw water supply.
 - d. Complete construction of the Aqueous Ammonia system at Fiveash by the end of FY 2001/2002.
 - e. Provide resources to supervise, maintain, monitor and control the water treatment plants by treating raw groundwater so as to deliver the best quality potable water under optimal pressures to our customers.

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Raw Water Treated (Billions of Gallons)	18.7	17.0	18.5
Water Quality Customer Complaints	71	65	60
Efficiency:			
Raw Water Treated/36 FTE's (BG)	0.52	0.47	0.53
Water Quality Complaints/36 FTE's	1.8	1.8	1.7
Effectiveness:			
Raw Water Treated vs. Finished Water Available for Customers	97 %	98 %	99 %
Time All High Service Pumps in Service	85 %	83 %	90 %

<u>DIVISION</u> : Customer Service	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget (Water and Sewer Fund)	\$2,300,346	\$2,572,463	\$2,730,316
Total FTE's	37	38	38
 <u>DIVISION</u> : Administration			
Total Budget (Water and Sewer Fund)*	\$9,813,055	\$10,584,288	\$11,759,028
Total FTE's	33	33	35

*Budget also includes the division of Department Support.

4. Goal: Enhance administrative and customer service programs to increase efficiency and productivity within the Public Services Department.

- Objectives:
- a. Implement a job accounting and maintenance management information system.
 - b. Continue developing a 5-year Master Plan for competitiveness improvements including process control and information systems.
 - c. Administer the meter reading contract to improve efficiency and achieve economic savings.
 - d. Provide 24 hour customer service to the citizens of Fort Lauderdale by distributing information, processing service requests, and dispatching field personnel to investigate or make repairs.
 - e. Provide clerical support, personnel service support, training support, and financial services to the Public Services Department.

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Clean City Service Information Requests	19,722	13,606	16,000
Other Dept. Service Information Requests	14,164	16,609	14,000
Customer Telephone Calls	65,472	69,843	70,000
Field Service Responses	13,270	11,554	11,000
Meter Reading Service Requests	39,569	39,641	39,000
Correspondence/Documents Processed	10,500	12,000	12,000
Personnel/Timekeeping Records Maintained	14,820	16,000	15,756
Training Units of Service	2,400	2,500	2,500
Safety Investigation/Inspections	450	540	540
Financial Documents Processed	15,200	15,942	16,000
Efficiency:			
Customer Phone Calls Processed/11 FTE	5,952	6,349	6,364
Serv Req/Work Orders Processed/11 FTE	1,777	2,746	2,727
Field & Meter Service Responses/24 FTE	2,202	2,133	2,083
Personnel/Timekeeping Records/2 FTE	7,400	8,250	9,000
Financial Documents Processed/3 FTE	4,369	5,314	5,333
Effectiveness:			
Serv. Req/Work Orders Processed on Time	99 %	98 %	99 %
Reasonable Field Response Time	98 %	95 %	99 %
Accuracy of Paycheck Processing	99 %	96 %	99 %

	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
<u>DIVISION:</u> Treatment - Environmental			
Total Budget (Water and Sewer Fund)	\$1,492,835	\$1,717,395	\$1,627,665
Total FTE's	18	18	16
Total Budget (Stormwater Fund)*	\$576,233	\$672,206	\$694,610
Total FTE's	3	3	3

*Budget also includes the division of Department Support.

5. Goal: Provide the inspection and monitoring services necessary to enhance the quality of the City's water, wastewater and stormwater programs; and insure compliance with Federal, State and local regulatory agencies.

- Objectives:
- a. Improve the quality of the waterways of the City through an effective Stormwater Management Program.
 - b. Develop and administer programs to mitigate the occurrence and effects of environmental degradation through enforcement and regulatory requirements and ordinances.

PUBLIC SERVICES DEPARTMENT

- c. Provide analytical data for treatment process control to ensure compliance with environmental regulations and treatment operations permits. Maintain federal and state certification of our laboratories.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Industrial and Environmental Samples	743	800	850
Industrial Pretreatment & Ordinance Enforcement Inspection	811	900	950
Treatment Process Samples Collected	28,500	28,000	28,000
Treatment Process Analyses Performed	127,500	120,500	120,500
Efficiency:			
Environmental Monitors & Samples/3 FTE's	244	267	280
Industrial Inspections/1 FTE	780	900	900
Treatment Process Samples/8 FTE's	3,562	3,500	3,500
Effectiveness:			
Industrial Inspections Completed	90 %	100 %	100 %
Environmental Samples Collected Per Ordinance	91 %	100 %	100 %
Treatment Samples Required by Regulatory Agencies	100 %	100 %	100 %

<u>DIVISION</u> : Maintenance	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget (General Fund)	\$5,766,149	\$6,133,676	\$6,430,770
Total FTE's	55	58	56

6. Goal: Provide construction and maintenance services for City wide facilities in a responsible and cost-effective manner.

Objectives: a. Provide a program of maintenance activities to facilitate small building renovation projects, all basic building maintenance (except janitorial), various construction projects, City-wide electrical projects and street lighting maintenance. Supervise the facility maintenance operation and the Community Service Program.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Check and Repair Street Light Circuits	108	108	108
Site Pressure Cleanings	N/A	158	158

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<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Efficiency			
Street Light Checks & Repairs/2 FTE's	504	504	504
Site Pressure Cleanings/4 FTE's	N/A	39.5	39.5

<u>DIVISION</u> : Sanitation	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget (Sanitation Fund)	\$17,400,903	\$16,981,802	\$18,834,390
Total FTE's	82	82	82

7. Goal: Provide direction and support for clean cities sanitation services to improve customer service, aesthetics, recycling and efficiencies.

- Objectives:
- a. Continue to improve cost effectiveness of Trash Transfer Station through more effective operation and separation of materials.
 - b. Continue to refine the service levels City wide in order to maximize recycling and reduce disposal costs.
 - c. Implement a sanitation rate study ensuring cost equity for customers.
 - d. Provide efficient curbside bulk trash collection and disposal services for 40,000 residential accounts.
 - e. Provide for refuse collections at all occupied locations in the City.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Trash Transfer Station Annual Tons	39,499	37,000	37,000
Bulk Trash Collected & Disposed (Tons)	23,642	22,000	22,000
Refuse Collected by City (Tons)	21,056	19,000	19,000
Refuse Collected by Contractor (Tons)	22,898	23,000	22,000
Efficiency:			
Clean Yard Waste Separation (Tons/Carts)	11,914	13,000	13,500
Savings Through Yard Waste Separation (Yardwaste Carts)	\$762,018	\$806,000	\$837,000
Effectiveness:			
Separate Yard Waste to Reduce Disposal Costs on Collection Routes (Tons/Year)	11,914	13,000	13,500
Separate Yard Waste at Transfer Station (Tons/Year)	25,719	25,000	25,000
On-Time Collections by City	100 %	100 %	100 %
On-Time Collections by Contractor	100 %	100 %	100 %

PUBLIC SERVICES DEPARTMENT

<u>DIVISION:</u> Engineering and Project Management	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$5,415,309	\$5,804,691	\$6,221,160
Total FTE's	81.5	81.5	76.5

8. Goal: Provide engineering, architectural, and project management services that lead to the provision of functional, cost effective infrastructure and City facilities.

- Objectives:
- a. Provide survey, administrative support, and annual contractor permits/DRC support required for the construction of approximately 200 designated engineering projects annually.
 - b. Continue to focus on customer satisfaction by improving plans and construction quality and minimizing change orders and be competitive with the private sector in areas of cost, scheduling, and quality.
 - c. Provide engineering design, project management, and technical services for a variety of municipal engineering projects within the City.
 - d. Provide technical support and guidance for City traffic and transportation issues.
 - e. Provide architectural support and guidance for all existing City facilities and all new facility design and construction.
 - f. Substantially complete the Parks Bond Projects including the participation of the neighborhoods by September 2002.
 - g. Manage and facilitate the permitting and plans review section.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Construction Value of Airport Projects Managed	\$7,500,000	\$7,500,000	\$11,000,000
Construction Value of Assessment Projects Managed	\$7,000,000	\$7,000,000	\$7,000,000
Commission Agenda Items Processed	195	210	200
Lease Contracts Managed	52	52	52
NCIP/BCIP* Meetings Attended	279	252	220
NCIP/BCIP Applications Approved	25	26	12
NCIP/BCIP Projects Managed	25	26	12
Traffic Plans Prepared	19	16	16
Traffic Plans Implemented	10	10	10
Construction Value of Architectural/Bond Projects Inspected	\$13,000,000	\$13,000,000	\$13,000,000
Engineering Surveys Completed	173	180	180

*NCIP – Neighborhood Capital Improvement Program
BCIP – Business Capital Improvement Program

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<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Efficiency:			
Construction Value of Airport Projects Managed/FTE	\$3,750,000	\$3,750,000	\$3,667,000
Community Meetings Attended for Assessment Projects/FTE	121	80	90
Construction Value of Architectural/Bond Projects Inspected/FTE	\$1,625,000	\$1,625,000	\$1,625,000
Effectiveness:			
NCIP/BCIP Projects Completed Within Budget	15 %	36 %	100 %
Surveys Completed as Scheduled	95 %	95 %	95 %

<u>DIVISION:</u> Construction Services	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$4,476,606	\$5,266,536	\$5,920,632
Total FTE's	73.5	73.5	73.5

9. Goal: Provide planning, zoning and building services to the community in a manner that is consistent, efficient, collaborative, comprehensive and customer service oriented. These services will be applied through the common sense application of prevailing rules and regulations in a manner that removes impediments to the efficient functioning of economic development needs and the provision of quality customer service.

- Objectives:
- a. Provide spontaneous responses to our customers in answering questions on plans review in progress, inspection activity, and other one-stop-shop activities.
 - b. Provide for consistent responses to customers due to improved coordination between planning, zoning and building services.
 - c. Improve customer information systems through the provision of written materials, informational videos, updated permit application requirements and improved phone system.
 - d. Provide access to department leadership and information to help solve problems.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Citizen Services Resulting From Complaints (Weekly)	3	3	2
Customer Complaints (Weekly)	7	5	5

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<u>Selected Performance Measures</u>	<u>FY 1999/2000 Actuals</u>	<u>FY 2000/2001 Estimated</u>	<u>FY 2001/2002 Target</u>
Efficiency:			
Improved Response Time On Citizen Services (Days)	2	2	1
Improved Response Time On Customer Complaints (Days)	4	2	1
Improved Response Time On Customer Follow-ups (Days)	1	3	1
Effectiveness:			
Improved Customer Service-Increased Response Time	100 %	100 %	100 %

10. Goal: Ensure that all building permit activities are in compliance with the South Florida Building Code and all other applicable laws and ordinances, and are administered in a manner that promotes and protects the public interest.

- Objectives:
- a. Maintain files and computer data relating to licensed contractors.
 - b. Enforce the South Florida Building Code and City Ordinances.
 - c. Review and approve plans relating to construction, alteration, repair, and demolition of buildings and structures.
 - d. Perform field inspections on all construction job sites to verify compliance with the approved plans and the appropriate codes.
 - e. Participate on a pro-active basis with designers, contractors, and owners in the development/redevelopment of the physical assets of the City.
 - f. Provide for alternatives to walk in permitting through the provision of fax permitting.

<u>Selected Performance Measures</u>	<u>FY 1999/2000 Actuals</u>	<u>FY 2000/2001 Estimated</u>	<u>FY 2001/2002 Target</u>
Workloads/Outputs:			
Plans Reviewed	48,000	46,600	46,600
Inspections Performed	91,000	93,200	93,500
Fax Permits (initiated 7/1/00)	307	2,123	2,700
Efficiency:			
Average Plans Reviewed per Plan Check	4,000	3,883	3,833
Average Inspections per Inspector	4,333	4,438	4,065
Average Fax Permits Issued Monthly	307	176	225

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Effectiveness:			
Inspections Performed on Schedule	94 %	95 %	100 %
Plan Reviews Meeting 10-Day Target	80 %	85 %	100 %
Building Code Effectiveness Grading Schedule/ISO	3	2	2
Plan Review Turnaround Time (Days)	18	17	10
Fax Permit Turnaround Time (Days)	3	2	2

11. Goal: Ensure that all zoning services activities are in compliance with the City's Unified Land Development Regulations, and all other applicable codes and laws, and that such regulations are administered, interpreted and maintained in a manner that promotes and protects the public interest.

- Objectives:
- a. Improve zoning interpretations turnaround times.
 - b. Provide consistent responses to customers.
 - c. Enforce the City's Unified Land Development Regulations.
 - d. Improve quality in the system of development, zoning, and building plan reviews as a result of improvements in the zoning review process and systems for walk-through zoning permit reviews.
 - e. Provide for Zoning First Review of all building permits to help identify zoning issues in a timely fashion and resolves issues so that building permits may be expedited.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Intake/Process Meeting Applications	750	600	850
Customer Contact/Phone Calls/Visits	49,000	47,500	49,000
Zoning Inspection/Plan Review	8,000	5,900	8,500
Efficiency:			
Intake/Process Applications/FTE	750	600	850
Customer Contact/Phone Calls/Visits/FTE	49,000	47,500	49,000
Zoning Inspection/Plan Review/FTE	8,000	5,900	8,500
Effectiveness:			
Target Efficiencies Met in Response to Zoning Responses	90 %	100 %	100 %
Target Efficiencies Met in Response to E-Mails, Follow-Ups and Phone Calls	85 %	100 %	100 %

PUBLIC SERVICES DEPARTMENT

12. Goal: Ensure that all current planning activities are in compliance with the City’s Unified Land Development Regulations and the City’s adopted Comprehensive Plan, and are administered in a manner that promotes and protects the public interest.

- Objectives:
- a. Provide improved quality review of development plans.
 - b. Provide greater accessibility to the development community and the citizenry in review of development plans.
 - c. Participate on a pro-active basis with designers, contractors, and owners in the development/redevelopment of the physical assets of the City.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
DRC Cases Submitted	300	215	250
P&Z Board Cases Submitted	130	95	145
City Commission Agenda Items	250	175	250
BOA Cases Submitted	45	45	60
HPB Cases Submitted	15	15	30
ADMIN Cases Submitted	91	91	100
Efficiency:			
DRC Cases/FTE	60	43	50
P&Z Board Cases/FTE	20	19	20
Agenda Items/FTE	50	35	50
BOA Cases/FTE	45	45	60
HPB Cases/FTE	15	15	30
ADMIN Cases/FTE	23	23	33
Effectiveness:			
Target Efficiencies Met in Case Mgmt./ Coordination Between Departments	75 %	100 %	100 %
Customer Satisfaction	85 %	97 %	100 %

PUBLIC SERVICES DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Utilities Engineering	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (Water and Sewer Fund)	N/A	N/A	\$1,224,805 *
Total FTE's	N/A	N/A	9

*Note: The Utilities Engineering Division is a new operation to manage the 10+ years Water and Sewer CIP.

13. Goal: Provide engineering and project management services towards the implementation of the Water and Sewer Master Plan.

Objectives: a. Manage the design of the water system, wastewater system, and stormwater system.

b. Provide engineering design, project management, and technical services for the Water and Sewer Master Plan.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Sanitary Sewer Areas Designed	N/A	N/A	3
Community Outreach Meetings	N/A	N/A	10
Effectiveness:			
Project Delivery Plan Developed By April 2002	N/A	N/A	100 %

PUBLIC SERVICES DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<u>General Fund</u>		
Revenues				
Licenses and Permits	\$ 5,207,074	5,420,000	5,426,700	5,611,978
Charges for Service	604,011	477,918	824,081	641,900
Miscellaneous Revenues	2,952,466	2,998,581	3,017,896	4,337,930
<i>Total</i>	\$ <u>8,763,551</u>	<u>8,896,499</u>	<u>9,268,677</u>	<u>10,591,808</u>
Expenditures				
Salaries & Wages	\$ 9,261,966	9,553,275	9,858,017	10,994,134
Fringe Benefits	2,395,311	2,708,655	2,912,850	3,216,381
Services/Materials	2,932,105	2,975,332	3,363,527	3,219,353
Other Operating Expenses	970,417	1,008,043	918,713	1,018,038
Capital Outlay	98,265	240,340	151,797	124,656
<i>Total</i>	\$ <u>15,658,064</u>	<u>16,485,645</u>	<u>17,204,904</u>	<u>18,572,562</u>
		<u>Sanitation Fund</u>		
Revenues				
Charges for Service	\$ 17,572,031	17,906,620	17,885,135	18,019,940
Miscellaneous Revenues	412,315	351,000	764,884	1,082,068
<i>Total</i>	\$ <u>17,984,345</u>	<u>18,257,620</u>	<u>18,650,019</u>	<u>19,102,008</u>
Expenditures				
Salaries & Wages	\$ 2,861,884	3,030,219	2,813,273	3,124,585
Fringe Benefits	773,139	825,723	978,541	1,004,051
Services/Materials	10,665,662	10,304,275	10,035,883	11,020,811
Other Operating Expenses	3,013,029	3,066,997	3,042,048	3,513,243
Non-Operating Expenses	50,770	25,000	34,895	26,700
Capital Outlay	40,818	111,400	83,269	145,000
<i>Total</i>	\$ <u>17,405,302</u>	<u>17,363,614</u>	<u>16,987,909</u>	<u>18,834,390</u>

PUBLIC SERVICES DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
<u>Water and Sewer Fund</u>				
Revenues				
Charges for Service	\$ 50,239,67	50,160,559	50,078,087	53,598,194
Miscellaneous Revenues	3,963,299	3,108,405	4,515,575	5,422,747
<i>Total</i>	\$ <u>54,202,969</u>	<u>53,268,964</u>	<u>54,593,662</u>	<u>59,020,941</u>
Expenditures				
Salaries & Wages	\$ 11,693,048	12,015,132	12,046,710	13,618,304
Fringe Benefits	3,267,754	3,540,521	3,907,148	4,223,105
Services/Materials	7,586,578	9,784,265	11,545,989	10,873,138
Other Operating Expenses	8,118,758	8,868,744	8,817,876	9,801,679
Non-Operating Expenses	269,131	150,000	180,236	160,000
Capital Outlay	436,935	770,021	731,756	907,360
<i>Total</i>	\$ <u>31,372,204</u>	<u>35,128,683</u>	<u>37,229,715</u>	<u>39,583,586</u>
<u>Central Region Wastewater Fund</u>				
Revenues				
Charges for Service	\$ 7,859,064	9,294,945	9,481,212	9,189,896
Miscellaneous Revenues	967,212	800,100	901,000	700,500
<i>Total</i>	\$ <u>8,826,276</u>	<u>10,095,045</u>	<u>10,382,212</u>	<u>9,890,396</u>
Expenditures				
Salaries & Wages	\$ 1,630,436	1,630,806	1,720,702	1,796,313
Fringe Benefits	464,627	487,721	530,153	532,349
Services/Materials	3,517,537	4,674,864	4,761,780	4,694,386
Other Operating Expenses	1,090,600	1,055,386	1,054,016	1,105,916
Capital Outlay	12,480	3,000	9,119	8,000
<i>Total</i>	\$ <u>6,715,680</u>	<u>7,851,777</u>	<u>8,075,770</u>	<u>8,136,964</u>

PUBLIC SERVICES DEPARTMENT

	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
<u>Stormwater Fund</u>				
Revenues				
Charges for Service	\$ 2,897,471	3,010,000	3,012,000	3,162,000
Miscellaneous Revenues	507,223	395,000	425,000	280,000
<i>Total</i>	\$ <u>3,404,694</u>	<u>3,405,000</u>	<u>3,437,000</u>	<u>3,442,000</u>
Expenditures				
Salaries & Wages	\$ 761,405	802,026	825,804	884,118
Fringe Benefits	230,763	244,464	263,273	272,819
Services/Materials	310,845	362,167	356,776	356,755
Other Operating Expenses	612,935	639,418	624,054	665,822
Non-Operating Expenses	(7,456)	10,000	23,422	10,000
Capital Outlay	153,445	254,917	256,351	114,500
<i>Total</i>	\$ <u>2,061,937</u>	<u>2,312,992</u>	<u>2,349,680</u>	<u>2,304,014</u>

INTRODUCTION

An integral part of the City of Fort Lauderdale's budget is the funding for its Capital Improvement Plan (CIP). The five-year plan is based on City Commission CIP policies and CIP Committee deliberations, and in recognition of the need to have a comprehensive and financially-balanced plan. Under the guidance of the City Manager, the CIP has been assembled by the Capital Improvement Committee, which is comprised of ten top management personnel. The Committee is responsible for developing the plan for meeting and managing the recognized needs, and for controlling the CIP approved by the Commission.

A capital improvement project must meet the following criteria:

1. Represent a physical improvement;
2. Have an anticipated life of not less than 10 years;
3. Cost \$5,000 or more.

The CIP is prepared in light of the Commission guidelines for the use of debt as noted on pages 32 - 34. The Plan has seven components including a general plan funded by general government resources, enterprise plans to provide for capital improvements for the City's enterprise operations, and a plan for the Community Development Block Grant Program.

IMPACT ON OPERATING BUDGET

Expenditures for capital improvements are not included in the adopted operating budget. The CIP is prepared and approved independently except for the budgeted transfers from operating funds to the Capital Improvement Program. (Notice the CIP transfers referred to in the fund tables under "Other Financial Uses" in the Financial Section of this book.)

In the Parks and Recreation Department, many facilities will be opening or newly renovated during this year including: a new pool and water playground at Croissant Park Recreation Center, a new Beach Community Center, Lauderdale Manors pool and water playground, and Warfield Park expansion. Air conditioning was installed at Carter Park Gym and will be installed in Holiday Park Gym during this year. For salaries, supplies, materials and equipment for these projects, \$396,000 has been added to the budget. Maintenance of many new areas recently constructed will become necessary at facilities including Snyder Park Bark Park, 17th Street Causeway, Floranada, Holiday Park Phase III, George English Park and Palm Aire. \$220,000 has been added to the FY 2001/2002 budget for staffing, supplies and equipment.

The Public Services Department is embarking on a \$550 million CIP Program over the next 10+ years. This program includes major improvements at the water and wastewater treatment facilities, continuing replacement of water and wastewater force mains, continuing relining of gravity sewer mains as well as installing sewers in the rest of the City.

CAPITAL IMPROVEMENT PLAN 2001/2002 - 2005/2006

To support this major CIP Program, additional staff has been added as follows:

- 3 new positions and 6 positions transferred from Engineering to a new Utilities Engineering Division (\$1,348,343 includes operating costs)
- 8 new positions and 1 position transferred from the Parks Bond Program in Engineering (\$444,113)
- 1 new position in Finance (\$60,000)
- 2 new positions in the City Attorneys Office (\$150,000)
- 1 new position in the City Auditors Office (\$57,950)

The Engineering Services Bureau of the Public Services Department is working on an accelerated CIP which will generate \$34 million worth of recapitalization projects to be completed over the next three to five years. This includes approximately \$7 million of additional projects (over and above what was originally intend under the non-accelerated CIP) in FY 2001/2002.

To support this effort, 3 new positions have been added and 9 positions have been transferred in from the Parks Bond Program (\$910,172).

The remainder of the City's CIP projects are for recapitalization and reconstruction of existing facilities and infrastructure and as such, do not impact the operating budget.

The attached five-year CIP was presented to the City Commission for conceptual approval at their November 6, 2001 meeting. On November 8, 2001 it was presented to the Budget Advisory Board. Final consideration and formal adoption occurred at the November 20, 2001 Regular Commission meeting. A separate, more detailed document (Capital Improvement Plan) includes specific information about the individual projects for all funds.

GENERAL CAPITAL IMPROVEMENT PLAN

FUNDING SOURCES	Proposed Five Year Capital Improvement Plan				
	2001/02	2002/03	2003/04	2004/05	2005/06
<i>Transfers In</i>					
General Fund	\$ 3,500,000	\$ 4,150,000	\$ 4,200,000	\$ 4,325,000	\$ 4,325,000
Water & Sewer Enterprise	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
Carry Forward - Completed Projects	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<i>Other Sources</i>					
Bond Proceeds	\$ 5,103,447	\$ 8,944,024	\$ 7,000,000	\$ 7,000,000	\$ 6,000,000
Interest Earnings	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Cemetery Contractor	\$ 62,500				
Sale of Fire Training Facility		\$ 1,000,000			
Sale of Fire Station 88			\$ 300,000		
<i>Grant Funding/Shared Revenues</i>					
County Shared Gas Tax	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
FDOT Funds - A1A - 4+2 Expansion	\$ 600,000	\$ 250,000	\$ 6,000,000	\$ 6,000,000	\$ 1,500,000
County/State/Fed. Funds-NW 7th-9th Connector			\$ 5,000,000	\$ 17,000,000	\$ 12,500,000
FDOT Funds - Streetscape-Andrews/3rd Aves.			\$ 15,000,000		
TOTAL FUNDING SOURCES	\$ 12,365,947	\$ 17,544,024	\$ 40,700,000	\$ 37,525,000	\$ 27,525,000

GENERAL CAPITAL IMPROVEMENT PLAN

FUNDING USES	Proposed Five Year Capital Improvement Plan				
	2001/02	2002/03	2003/04	2004/05	2005/06
<i>Bond Costs</i>					
Bond Debt Service - Excise / Sunshine State	\$ 1,901,690	\$ 1,901,690	\$ 1,901,690	\$ 1,901,690	\$ 1,901,690
Bond Debt Service - Accelerated Recap	\$ 1,500,000	\$ 2,000,000	\$ 2,175,000	\$ 2,300,000	\$ 2,300,000
Debt Service - Broward Blvd.	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Subtotal - Bond Costs:	<u>\$ 3,491,690</u>	<u>\$ 3,991,690</u>	<u>\$ 4,166,690</u>	<u>\$ 4,291,690</u>	<u>\$ 4,291,690</u>
<i>Traditional Capital Improvement Projects</i>					
Waterways Dredging	\$ 150,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Railroad Crossing Recapitalization	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Curb & Gutter Recapitalization	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Sidewalk Recapitalization		\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Streetlight Recapitalization	\$ 151,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Street Resurfacing	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Parks & Recreation Recapitalization	\$ 375,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Fire-Rescue Infrastructure Recapitalization	\$ 150,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
Neighborhood Capital Improvements (NCIP)	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Business Capital Improvements (BCIP)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Subtotal - Traditional:	<u>\$ 2,371,000</u>	<u>\$ 2,940,000</u>	<u>\$ 2,940,000</u>	<u>\$ 2,940,000</u>	<u>\$ 2,940,000</u>
<i>Transportation Projects</i>					
Misc. Roadway Safety Improvements	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Speed Humps - Various Locations	\$ 20,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Traffic Studies & Planning - Downtown	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Miscellaneous Transportation Projects	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
NE 15th Avenue Improvements	\$ 125,000				
NE 18th Avenue Improvements	\$ 125,000				
Road Closure Projects	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
A1A Expansion/Realignment	\$ 600,000	\$ 250,000	\$ 6,000,000	\$ 6,000,000	\$ 1,500,000
NW 7th-9th Connector			\$ 5,000,000	\$ 17,000,000	\$ 12,500,000
Streetscape Project-Andrews/3rd Avenues			\$ 15,000,000		
Subtotal - Trans:	<u>\$ 975,000</u>	<u>\$ 455,000</u>	<u>\$ 26,205,000</u>	<u>\$ 23,205,000</u>	<u>\$ 14,205,000</u>
<i>Accelerated Recapitalization Projects</i>					
Priority I Projects	\$ 5,103,447				
Priority II Projects		\$ 8,944,024			
Priority III Projects			\$ 7,000,000	\$ 7,000,000	\$ 6,000,000
Subtotal - AccRecap:	<u>\$ 5,103,447</u>	<u>\$ 8,944,024</u>	<u>\$ 7,000,000</u>	<u>\$ 7,000,000</u>	<u>\$ 6,000,000</u>
<i>Miscellaneous Projects</i>					
New River Pumpout Facilities	\$ 40,000	\$ 210,000			
Woodlawn Cemetery Restoration	\$ 62,500				
CIP Reserve Account	\$ 42,310	\$ 3,310	\$ 88,310	\$ 88,310	\$ 88,310
Special Assessment Projects	\$ 180,000				
Airport Combined Fire Station	\$ 100,000	\$ 1,000,000	\$ 300,000		
Subtotal - Misc Projects:	<u>\$ 424,810</u>	<u>\$ 1,213,310</u>	<u>\$ 388,310</u>	<u>\$ 88,310</u>	<u>\$ 88,310</u>
TOTAL FUNDING USES	<u>\$ 12,365,947</u>	<u>\$ 17,544,024</u>	<u>\$ 40,700,000</u>	<u>\$ 37,525,000</u>	<u>\$ 27,525,000</u>

AIRPORT CAPITAL IMPROVEMENT PLAN

Proposed Five Year Capital Improvement Plan
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2001/02	2002/03	2003/04	2004/05	2005/06
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FUNDING SOURCES

FAA / FDOT Funding	\$ 3,057,500	\$ 5,484,000	\$ 1,355,000	\$ 1,050,000	2,535,000
Airport Enterprise Fund	\$ 746,500	\$ 896,000	\$ 515,000	\$ 500,000	\$ 815,000

TOTAL FUNDING SOURCES	\$ 3,804,000	\$ 6,380,000	\$ 1,870,000	\$ 1,550,000	\$ 3,350,000
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FUNDING USES

Annual Aviation Infrastructure Recapitalization	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Annual Aviation Infrastructure Improvements	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Heliport Noise Impact Study		\$ 240,000			
Airfield Improvements Fund Reserve	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Eastside Access Improvements-Phase III		\$ 2,000,000			
NW 21 Avenue Modifications		\$ 400,000			
Eastside Parking & Drainage Improvements	\$ 594,000				
Airport Pavement Markings	\$ 100,000				
Environmental Assessment-Runway 8 Ext.			\$ 250,000		
Taxiway Hotel-Relocate/Reconstruct		\$ 600,000			
Aircraft Rescue & Firefighting Building	\$ 580,000	\$ 620,000	\$ 620,000		
Runway 8-26 Rehabilitation		\$ 1,000,000			
Runways 8-26 and 13-31 Bypass Taxiways				\$ 600,000	
Runway 8-26 - Acquire Easements			\$ 250,000		
Airfield Access Security Improvements	\$ 2,030,000				
Construct Administration/ARFF Building Apron				\$ 600,000	
Landbanking Program	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Noise Monitoring Enhancement - Phase II	\$ 150,000				
Runway 8-26 Shoulders		\$ 600,000			
Landside Signage Program		\$ 100,000			
Blast Pads Runway 8-26		\$ 470,000			
Taxiway Shoulder Stabilization - Phase II			\$ 400,000		
Construct Maintenance Building					\$ 800,000
Perimeter Road Resurfacing					\$ 300,000
Airfield Turf Establishment					\$ 300,000
Runway 13-31 Pavement Rehabilitation					\$ 600,000
Construct Eastern Perimeter Road					\$ 700,000
Taxiways D&C Pavement Rehabilitation					\$ 300,000

TOTAL FUNDING USES	\$ 3,804,000	\$ 6,380,000	\$ 1,870,000	\$ 1,550,000	\$ 3,350,000
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UTILITIES SERVICES CAPITAL IMPROVEMENT PLAN

Proposed Five Year Capital Improvement Plan					
	2001/02	2002/03	2003/04	2004/05	2005/06

FUNDING SOURCES

Regional Funding:

Regional R & R Transfer	\$ 610,000	\$ 610,000	\$ 610,000	\$ 610,000	\$ 610,000
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Non-Regional Funding:

Operating Fund Transfer	\$ 21,555,000	\$ 17,200,000	\$ 17,200,000	\$ 17,200,000	\$ 17,200,000
Interest Earnings	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Cancelled/Closed Projects	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Master Plan Borrowing	\$ 11,970,000	\$ 25,717,500	\$ 25,717,500	\$ 25,717,500	\$ 25,717,500

TOTAL FUNDING SOURCES

	\$ 35,235,000	\$ 44,627,500	\$ 44,627,500	\$ 44,627,500	\$ 44,627,500
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FUNDING USES

Water & Sewer Master Plan	\$ 34,625,000	\$ 44,017,500	\$ 44,017,500	\$ 44,017,500	\$ 44,017,500
Central Regional Wastewater System - R&R	\$ 610,000	\$ 610,000	\$ 610,000	\$ 610,000	\$ 610,000

TOTAL FUNDING USES

	\$ 35,235,000	\$ 44,627,500	\$ 44,627,500	\$ 44,627,500	\$ 44,627,500
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STORMWATER CAPITAL IMPROVEMENT PLAN

Proposed Five Year Capital Improvement Plan					
	2001/02	2002/03	2003/04	2004/05	2005/06

FUNDING SOURCES

Transfers In:

Stormwater Fund	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000
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TOTAL FUNDING SOURCES

	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000
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FUNDING USES

Stormwater System Recapitalization	\$ 634,000	\$ 634,000	\$ 634,000	\$ 634,000	\$ 634,000
New Stormwater Management Facilities	\$ 706,000	\$ 706,000	\$ 706,000	\$ 706,000	\$ 706,000

TOTAL FUNDING USES

	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000
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SANITATION CAPITAL IMPROVEMENT PLAN

Proposed Five Year Capital Improvement Plan					
	2001/02	2002/03	2003/04	2004/05	2005/06
Transfer in:					
Sanitation Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
TOTAL FUNDING SOURCES	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
FUNDING USES					
Sanitation Facilities Recapitalization	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
TOTAL FUNDING USES	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

PARKING CAPITAL IMPROVEMENT PLAN

Proposed Five Year Capital Improvement Plan					
	2001/02	2002/03	2003/04	2004/05	2005/06
FUNDING SOURCES					
Parking Fund	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
TOTAL FUNDING SOURCES	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
FUNDING USES					
Recapitalization of Parking Facilities	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
TOTAL FUNDING USES	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000

GENERAL INFORMATION

INTRODUCTION

The City of Fort Lauderdale is situated on the southeast coast of Florida centrally located between Miami and Palm Beach. Encompassing more than 33 square miles with a population of 152,397, Fort Lauderdale is the largest of Broward County's 30 municipalities. Embraced by the Atlantic Ocean, New River and a myriad of scenic inland waterways, Fort Lauderdale truly lives up to its designation as the *Venice of America*.

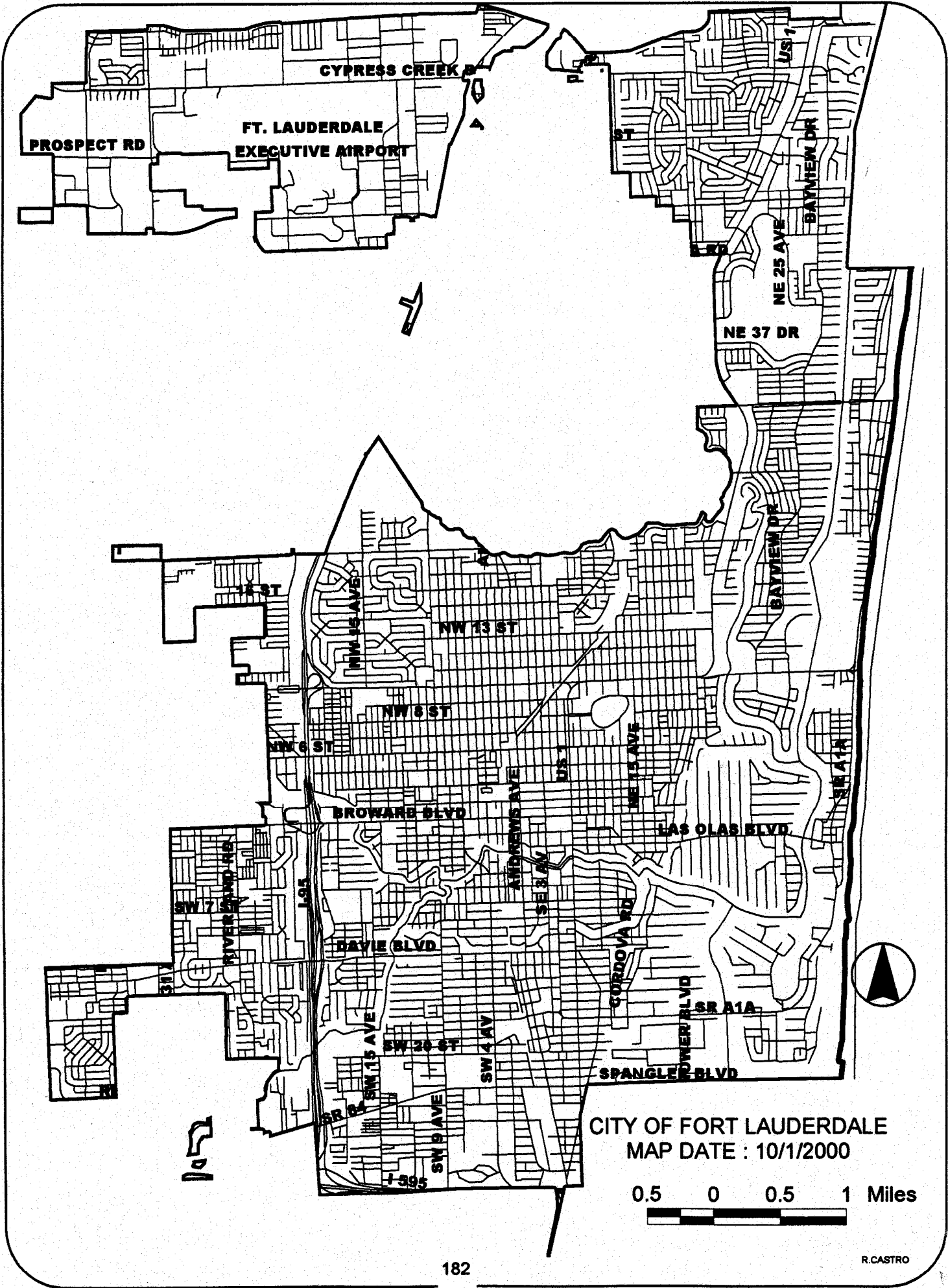
An excellent economic environment coupled with an exceptional quality of life is helping the City of Fort Lauderdale establish itself as a world class international business center and one of the most desirable locations for high technology companies on South Florida's emerging *InternetCoast*. Located in the heart of a region that is currently home to more than 5,800 high technology firms, Fort Lauderdale is attracting a growing roster of businesses in key industry segments including software, web design, communications and electronic publishing.

Among the high technology companies that call Fort Lauderdale home are Citrix Systems, a multi-national company that develops, markets and supports multi-user application server software; SportsLine.com, the world's leading Internet-based sports media company; and Xcelerate, one of the nation's top e-business strategic consulting and solution innovation companies. These firms join Fort Lauderdale's growing list of nationally recognized corporations that have established business operations, corporate or Latin American headquarters in the City including: AT&T, AutoNation, BankAtlantic, Citicorp, Galaxy Latin America, Hewlett-Packard, MARS Music, Microsoft Latin America, Republic Industries, South African Airways, Spherion Corporation and Voicestream Wireless.

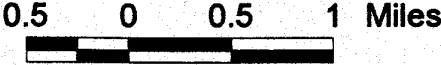
Expanding global business opportunities, access to U.S. and international markets, a pro business government, low labor rates, a well-educated and diverse work force, exceptional values in housing, and an array of business assistance and incentive programs, make Fort Lauderdale an unbeatable location where both large and small businesses can prosper.

In addition to its business advantages, Fort Lauderdale offers an outstanding quality of life, highlighted by its semi-tropical climate, rich natural beauty and array of cultural, entertainment and educational amenities. World famous Fort Lauderdale Beach offers premier opportunities for recreation, relaxation and enjoyment along with breathtaking views of the Atlantic Ocean. The City's picturesque Riverwalk serves as the cornerstone of Fort Lauderdale's arts, science and cultural district which features the Broward Center for the Performing Arts, Museum of Discovery and Science, and Museum of Art. Las Olas Boulevard has gained international acclaim as Fort Lauderdale's centerpiece of fashion, fine dining and entertainment. In addition, the City's downtown area is home to Broward Community College, Florida Atlantic University, Florida International University, the national award-winning Broward County Main Library, as well as federal, county and school district offices.

Through the cooperative efforts of residents, businesses and local government, Fort Lauderdale has evolved into a City that offers the best of both worlds – an attractive business environment and an exceptional quality of life. Fort Lauderdale looks forward to continuing to build upon its success to meet the challenges of the 21st Century and beyond.



CITY OF FORT LAUDERDALE
 MAP DATE : 10/1/2000



GENERAL INFORMATION

FORT LAUDERDALE STATISTICS AND DEMOGRAPHIC DATA

Date of Incorporation: March 27, 1911

Date of Charter Adoption: 1957 and 1984 (Amended)

Form of City Government: Commission - Manager

Location: Fort Lauderdale is located in the east-central portion of Broward County, Florida approximately 23 miles north of Miami and 42 miles south of Palm Beach. The City shares boundaries with nine other municipalities, as well as unincorporated areas of the County. Encompassing more than 33 square miles with a population of 152,397, Fort Lauderdale is the seventh largest city in Florida and the largest of Broward County's 30 municipalities.

Recreation Facilities:	Acres of Public Parks	972.5
	Parks/Facilities	85
	Playgrounds	34
	Pavilions	32
	Picnic Areas	32
	Waterfront Parks	27
	Municipal Swimming Pools	8
	Boat Slips, Moorings	200
	Miles of Public Beach	5.3
	Miles of Navigable Waterways	85
	Seating Capacity: War Memorial Auditorium	2,110
	Baseball Stadium	8,340
	Lockhart Stadium	19,000
	International Swimming Hall of Fame	2,330
	Basketball Courts	52
	Handball and Racquetball Courts	18
	Shuffleboard Courts	10
	Tennis Courts	63
	Volleyball Courts	37
	Soccer/Football Fields	19
	Baseball/Softball Fields	43
	Open Play Areas	30
	Recreation Centers	19
	Gymnasiums	2
	Bike Trails	3
	Jogging Trails	9
	Nature Trails	1

GENERAL INFORMATION

Infrastructure:	Executive Airport	1
	Helistop	1
	City Buildings	112
	Miles of Sidewalks	312
	Miles of Streets	497
	Miles of Sanitary Sewers	338
	Miles of Storm Drainage	128
	Miles of Water Mains	780
	City Bridges	51
	Storm & Wastewater Pumping Stations	149
	Fire Stations	12
	Fire Hydrants	5,167
	City Maintained Parking Spaces	10,242
	City Parking Garages	4
Cemeteries	3	
Socioeconomic Data:	Average Household Size	2.14
	Median Household Income	\$36,837*
	Median Family Income	\$40,630*

*Source: 1999 American Communities Survey

GENERAL INFORMATION

Selected Population and Housing Characteristics

Based on 2000 U.S. Census Data

Total Population (2000) 152,397

Sex

- Male 79,826
- Female 72,571

Age

- Under 5 years old 8,068
- 5 to 17 years 21,508
- 18 to 20 years 2,079
- 21 to 24 years 3,421
- 25 to 44 years 49,945
- 45 to 54 years 22,671
- 55 to 59 years 8,524
- 60 to 64 years 6,585
- 65 to 74 years 11,874
- 75 to 84 years 8,279
- 85 years and over 3,157

Median Age 39.3

Under 18 Years Old % of Total
Population 29,576 (19.4%)

65 Years and Over % of Total
Population 23,306 (15.3%)

Race and Origins

- White 97,941 (64.3 %)
- Black 44,010 (28.9%)
- American Indian 344 (.23%)
and Alaska Native
- Asian 1,565 (1.0%)
- Native Hawaiian and 74 (.05%)
other Pacific Islander
- Some Other Race 2,684 (1.8%)
- Two or More Races 5,779 (3.8%)
- Hispanic or Latino 14,406 (9.5%)
(of any race)

Total Household by Type

Total Family Households 68,468
32,996

48.2%

- Married-Couples Families 22,037
- Other: Male Householder 3,097
- Other: Female Householder 7,862

Total Non-Family Households 35,472
51.8%

People Living in Households 146,838
Persons Per Household 2.14

Group Quarters

- People Living in Group Services
Facilities 5,559
- Institutionalized People 3,979
 - Other 1,580

Race and Origins of Household

Total Occupied Housing Units 68,468

- White 51,587

75.3%

- Black 13,343

19.5%

- American Indian 150
and Alaska Native

0.2%

- Asian 643

0.9%

- Other Races/Origins 2,745

4.0%

- Hispanic or Latino 5,139
(of any race) 7.5%

GENERAL INFORMATION

A Desirable City for Successful Businesses

MAJOR CORPORATIONS AND EMPLOYERS:

- AT&T
- AutoNation
- BankAtlantic
- BellSouth
- Broward General Medical Center
- Citicorp
- Citrix Systems
- Ed Morse Automotive Group
- Galaxy Latin America
- Hewlett-Packard
- MARS Music
- Microsoft (Latin America)
- North Broward Hospital District
- Republic Industries
- South African Airways
- SportsLine.com
- Sun-Sentinel
- Spherion Corporation
- Templeton Investments
- Voicestream Wireless

Multi-Modal Transportation Hub

ACCESSIBLE LOCATION ADVANTAGES:

- Downtown Fort Lauderdale is located within three miles of Port Everglades, Fort Lauderdale/Hollywood International Airport, I-95, I-595, Amtrak Railway and Tri-Rail.
- Fort Lauderdale is located less than 60 minutes from Miami and Palm Beach International Airports, and offers incomparable access to national and international markets including Africa, Latin America, the Caribbean, Canada, Europe and the Pacific Rim.

AIR:

- Fort Lauderdale/Hollywood International Airport
 - Fastest-growing airport in U.S. since 1995 (airports serving over 10 million passengers)
 - 16 million passengers each year; 25.4 million anticipated by the year 2015
 - Averages 559 flights daily serving 43,836 passengers
- Fort Lauderdale Executive Airport
 - Eighth busiest general aviation airport in the United States
 - Home to six full-service, fixed base operators (FBOs) providing fuel, maintenance and avionics services to more than 700 aircraft
 - Executive Airport's 200-acre Industrial Airpark offers more than 1.3 million square-feet of prime office, warehouse and manufacturing space.
 - Hub site for the new City of Fort Lauderdale Foreign-Trade Zone #241, encompassing nearly 1,300 acres and offering numerous economic incentives to businesses involved in international trade.
 - A new Downtown Helistop will provide corporate executives with convenient access to the City's Central Business District.

LAND:

- Major Roadways: I-95, I-595, I-75 and Florida Turnpike
- Railway System
 - Freight carriers: Florida East Coast (FEC) Railroad and CXS Transportation
 - Passenger carriers: Amtrak and Tri-Rail (local service)

GENERAL INFORMATION

SEA: PORT EVERGLADES

- An eight-time winner of the Grand Prix Mondial du Voyage's prestigious International Tourism Award
- Nation's third busiest cruise port serving more than 3 million passengers per year
- 11 modern cruise terminals (a twelfth terminal is under construction), two parking garages and 52 cruise ships calls per season, more than any other port in the world
- Deepest commercial port in the United States south of Norfolk, Virginia
- Home to Florida's first Foreign-Trade Zone, covering 82 acres and providing 9.7 million cubic feet of warehouse space to several shipping companies
- One of the nation's top coffee ports, 12th busiest container port and second largest non-refinery petroleum storage and distribution facility
- More than 5,800 ship calls a year including cruise, cargo, petroleum and Navy vessels

Alluring Attractions

BUSINESS ADVANTAGES:

- Pro-business government, excellent quality of life and a diverse, well-educated labor pool
- The number of high tech companies in Fort Lauderdale grew by 33% from 1996 - 2000
- Favorable tax structure -- no state or local personal income tax, no county or city sales tax, no state ad valorem, franchise or inventory tax, no gift tax
- An array of available business assistance and incentive programs for expansion, relocation and retention
- Advanced global communications network featuring 700 miles of fiber optic cables and a state-of-the-art switching station in downtown Fort Lauderdale
- Downtown Fort Lauderdale is home to city and county government centers, federal and county courthouses, banks, a state regional complex and legal and professional offices

AREA PROFILE:

- Average annual temperature of 77 degrees
- More than 3,000 hours of annual sunshine
- Designated "Yachting Capital of the World" due to City's myriad of navigable waterways
- The Marine Industry ranks as the area's second largest industry behind tourism with an estimated economic impact of \$5.8 billion
- Seventh most populous City in Florida
- Median Age: 39.3
- Local transportation by water taxi, trolley, bus, taxicab, and Tri-Rail

DOWNTOWN ATTRACTIONS:

- Museum of Discovery and Science
 - The only interactive science museum in Florida
 - 85,000 square-feet of exhibit space
 - Five-story Blockbuster IMAX Theater -- the only one of its kind in Florida
 - \$30.6 million facility

GENERAL INFORMATION

- Broward Center for the Performing Arts
 - Two acoustically perfect theaters
 - \$55 million project
- Museum of Art
 - Permanent home of a \$6 million collection including CoBrA, Pre-Columbian and West African art, as well as 20th Century paintings
- Riverwalk
 - A 1.5-mile linear park along downtown's New River with brick walkways, lush tropical greenery and pedestrian amenities
 - Attracts more than 1.5 million visitors each year
 - Home to guided waterway tour boats and water taxis

SPORTS:

- Florida Marlins Baseball Club (MLB)
- Florida Panthers Hockey Club (NHL)
- Miami Dolphins, Ltd. (NFL)
- Miami Heat (NBA)
- Miami Sol (WNBA)
- South Florida Soccer, LLC (Miami Fusion – MLS)
- NFL Alumni
- International Swimming Hall of Fame Aquatic Complex
- Whitbread Round the World Yacht Race - 1990, 1994 and 1998 North American stopover
- Spring training home of Major League Baseball's Baltimore Orioles

TOURISM:

- Greater Fort Lauderdale's leading industry
- Hosted 7.57 million tourists in 2000 who spent more than \$4.2 billion
- Hotel occupancy rate averaged 71.2% in 2000
- Attracted 1.7 million international visitors, 509,876 Canadian visitors and 415,758 Latin American visitors

Higher Education

COLLEGES/UNIVERSITIES:

- City College of Fort Lauderdale
- Florida Atlantic University
- Florida International University
- Nova Southeastern University
- University of Phoenix

COMMUNITY COLLEGES:

- Broward Community College

GENERAL INFORMATION

VOCATIONAL/TECHNICAL:

- The Art Institute of Fort Lauderdale
- Atlantic, McFatter and Sheridan Technical Centers
- Florida Language Center
- Florida Ocean Sciences Institute
- Keiser College

Professional Health Care

PUBLIC HOSPITAL AUTHORITY:

- North Broward Hospital District

ACUTE CARE HOSPITALS:

- Broward General Medical Center
- Holy Cross Hospital
- Imperial Point Medical Center
- North Ridge Medical Center

Labor and Industry

FORT LAUDERDALE METROPOLITAN STATISTICAL AREA:

- Labor Force (September 2001) 810,904
- Employed (September 2001) 773,352
- Unemployed (September 2001) 37,652
- Unemployment Rate (September 2001) 4.6%

Greater Fort Lauderdale's Major Industries (MSA)

<u>Industry</u>	<u>Number of Firms</u>
Services	21,696
Retail Trade	9,142
Finance, Insurance, Real Estate	5,018
Wholesale Trade	4,852
Construction	4,146
Transportation, Communications, Public Utilities	1,960
Manufacturing	1,871
Agriculture, Forestry, Fishing	1,044
Government (Federal, State, Local)	213
Other	825

Property Tax Millage Rates*

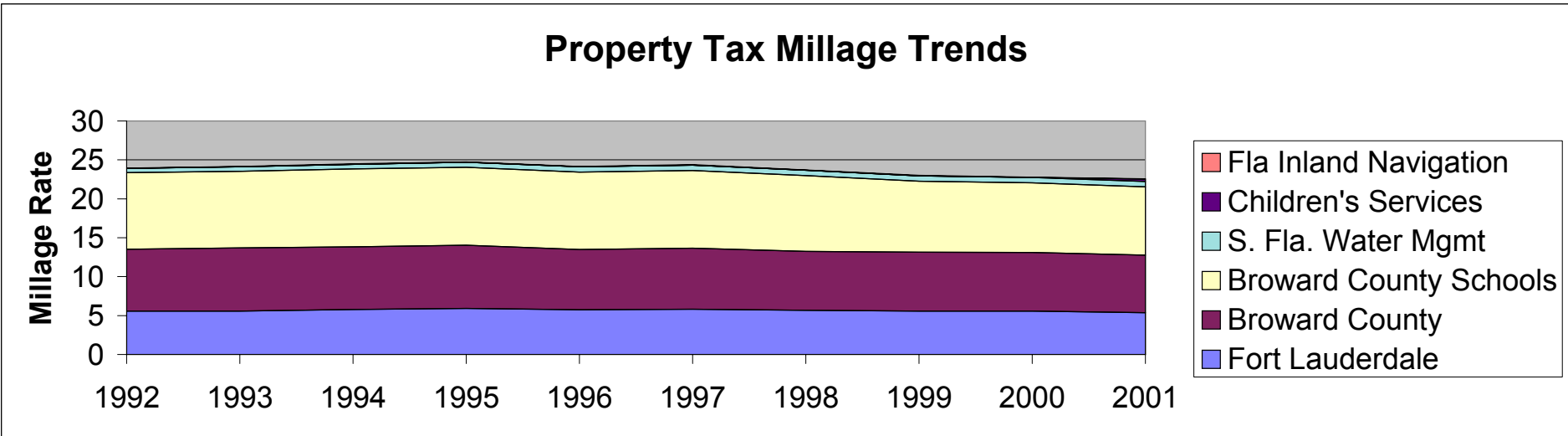
All Overlapping Governments - Ten Fiscal Years

FORT LAUDERDALE			BROWARD COUNTY					SPECIAL DISTRICTS**						
TAX ROLL	OPERATING	DEBT SERVICE	TOTAL CITY	BROWARD COUNTY	SCHOOL BOARD	S. FLORIDA WATER MGMT. DISTRICT	CHILDREN'S SERVICES	FLA. INLAND NAVIGATION DISTRICT	TOTAL CITYWIDE	DOWNTOWN DEV. AUTH. OPERATING	DOWNTOWN DEV. AUTH. DEBT SERVICE	N. BROWARD HOSPITAL DISTRICT	HILLSBORO INLET	SUNRISE KEY NEIGH. DIST.
1992	5.0257	0.5394	5.5651	7.9618	9.8310	0.5470	-	0.0520	23.9569	0.5650	1.2520	2.4890	0.1220	1.0000
1993	5.0536	0.5115	5.5651	8.1327	9.8197	0.5970	-	0.0510	24.1655	0.6033	1.3380	2.4753	0.1195	1.0000
1994	5.2485	0.5375	5.7860	8.0343	10.0259	0.5970	-	0.0490	24.4922	0.6262	1.3708	2.4459	0.1163	1.0000
1995	5.3907	0.5162	5.9069	8.1165	10.0366	0.6470	-	0.0400	24.7470	0.6464	1.3823	2.4327	0.1142	1.0000
1996	5.2570	0.4803	5.7373	7.7524	9.9420	0.6720	-	0.0380	24.1417	0.6345	1.3668	2.4200	0.1112	1.0000
1997	5.0633	0.7576	5.8209	7.8380	9.9745	0.6970	-	0.0500	24.3804	0.8007	0.9878	2.4087	0.1071	1.0000
1998	5.0062	0.6671	5.6733	7.5710	9.7256	0.6970	-	0.0470	23.7139	0.8007	0.9878	2.5000	0.1071	1.0000
1999	4.9574	0.6090	5.5664	7.5710	9.1283	0.6970	-	0.0440	23.0067	0.7438	0.9878	2.4895	0.0955	1.5000
2000	5.0415	0.5249	5.5664	7.5250	8.9553	0.6970	-	0.0410	22.7847	0.7072	0.9878	2.4803	0.1036	1.0000
2001	4.8762	0.4968	5.3730	7.4005	8.7541	0.6970	0.3055	0.0385	22.5686	0.6444	0.6000	2.4803	0.0951	1.5000

*State Law requires all counties to assess at 100% valuation, and limits millage for operating purposes to ten mills except school districts.

**Special Districts are taxing entities that levy taxes on limited areas within the City of Fort Lauderdale limits.

source: Broward County Property Appraiser



ASSESSED VALUE OF TAXABLE PROPERTY LAST TEN YEARS

<u>Fiscal Year Ended</u>		<u>New Construction</u>	<u>Taxable Assessed Value*</u>
9/30/1993	\$	95,011,682	\$ 8,806,356,118
9/30/1994		49,336,317	8,871,081,850
9/30/1995		64,842,220	9,071,329,499
9/30/1996		103,045,126	9,389,463,967
9/30/1997		70,258,720	9,658,615,113
9/30/1998		120,482,510	10,080,424,140
9/30/1999		219,590,660	10,951,201,458
9/30/2000		265,578,990	11,838,461,841
9/30/2001		273,062,160	12,820,663,732
9/30/2002		291,852,170	14,308,804,759

*Value based upon prior year final value from form DR-420 except for most recent year.



CERTIFICATION

I certify this to be a true and correct copy of the record of the City of Fort Lauderdale, Florida.

WITNESSETH my hand and official seal of the City of Fort Lauderdale, Florida, this the 10 day of October, 2001
City Clerk

ORDINANCE NO. C-01-41

AN ORDINANCE ADOPTING THE APPROVED BUDGET OF THE CITY OF FORT LAUDERDALE, FLORIDA FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2001, AND ENDING SEPTEMBER 30, 2002.

WHEREAS, pursuant to applicable provisions of law, the City Commission of the City of Fort Lauderdale on September 12, 2001 adopted a tentative budget for the City of Fort Lauderdale for the fiscal period beginning October 1, 2001 and ending September 30, 2002, and determined the amount of available funds on hand, the estimated revenues, and appropriated amounts for the support of the various operations of the City for such fiscal period; and

WHEREAS, such tentative budget so determined and adopted was published according to law, together with a notice fixing the time for hearing of objections to such tentative budget as September 20, 2001 at 6:00 P.M. in the City Commission Room, City Hall, 100 North Andrews Avenue, Fort Lauderdale, Florida; and

WHEREAS, the public hearing aforementioned was conducted on September 20, 2001; and

WHEREAS, said public hearing has been held as stated above and comments from the public concerning said budget have been heard and considered;


NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF FORT LAUDERDALE, FLORIDA:

SECTION 1. That the tentative budget, determined and adopted by the City Commission, as shown on Exhibit "A" titled "CITY OF FORT LAUDERDALE APPROVED BUDGET FISCAL YEAR 10/01/01 - 9/30/2002", attached hereto and made a part hereof, is hereby adopted and approved as the budget of the City of Fort Lauderdale for the fiscal period beginning October 1, 2001 and ending September 30, 2002.

SECTION 2. That any unappropriated free balance remaining at the end of the fiscal year 2000-2001 shall be appropriated to a contingency reserve for fiscal year 2001-2002.

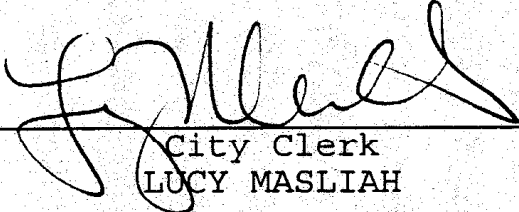
SECTION 3. That during the course of the 2001-2002 fiscal year the City Commission may transfer budgeted amounts from one department, fund or project to another department, fund or project in accordance with Section 9.04 of the City Charter.

PASSED FIRST READING this the 12th day of September, 2001.
PASSED SECOND READING this the 20th day of September, 2001.



Mayor
JIM NAUGLE

ATTEST:



City Clerk
LUCY MASLIAH

L:\COMM2001\ORD\SEPT20\C01-41.WPD

207

GLOSSARY OF TERMS

Ad Valorem Taxes	Property taxes calculated as a percentage of the value of real or personal property. The percentage is expressed in mills (thousandths of dollars).
Appropriation	The City Commission's legal authorization for the City to make expenditures and incur obligations.
Assessed Valuation	The County Property Appraiser's estimation of the Fair Market Value of real estate or other property. This valuation is used to determine taxes levied upon the property.
Budget	A statement of the City's financial position for a specific period of time (fiscal year) based on estimates of expenditures during the period and proposals for financing them. Also, the amount of money available, required, or assigned for a particular purpose.
Budget Advisory Board	A ten-member board appointed by the City Commission to provide recommendations about the City's operating budget.
Capital Outlay	Outlays for the acquisition of or addition to fixed assets which are durable in nature and cost at least \$500. Such outlays are charged as expenditures through an individual department's operating budget and do not include those provided for in the Capital Improvement Plan (see capital projects).
Capital Projects	Any program, project, or purchase with a useful life span of ten years and a cost of at least \$5,000; or major maintenance and repair items with a useful life span of five years.
Carryforward	Fund balances that are "carried forward" into the next fiscal year.
CDBG	Acronym for "Community Development Block Grant".
CFS	Acronym for "Calls For Service" in the Police Department.
Comprehensive Plan	A method to utilize and strengthen the existing role, processes and powers of local governments to establish and implement comprehensive planning programs which guide and control future development.
Contingency	A budgetary reserve set aside for emergency or unanticipated expenditures. The City Commission must approve all contingency expenditures.
CPG	Acronym for "Central Parking Garage".
CRA	Acronym for "Community Redevelopment Agency", a special taxing district. The City has designated two areas: Central Beach and Northwest Progresso Flagler Heights.

GLOSSARY OF TERMS

DDA	Acronym for “Downtown Development Authority”, an independent special district.
Debt Proceeds	Revenue derived from the sale of bonds.
Debt Service Funds	Funds created to pay for the principal and interest of all bonds and other debt instruments according to a predetermined schedule.
Development Review Committee (DRC)	The DRC is comprised of representatives from the Planning & Economic Development, Fire-Rescue, Police, and Public Services departments. It facilitates the review of plans for private development to ensure quality design and compatibility with existing residential and commercial development.
Direct Debt	Debt which the City has incurred in its own name or assumed through the annexation of territory or consolidation with another governmental unit.
Encumbrances	Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are correspondingly reduced.
Enterprise Funds	Funds established to account for operations which are financed and operated in a manner similar to private enterprises. The intent is that the expense of providing goods or services to the public on a continuing basis (including depreciation) be financed or recovered primarily through user fees.
EPA	Acronym for “Environmental Protection Agency”.
Estimated Revenues	Projections of funds to be received during the fiscal year.
Expenditures	Cost of goods delivered or services provided, including operating expenses, capital outlays, and debt service.
FDLE	Acronym for “Florida Department of Law Enforcement”.
Fiscal Year	The 12 month period to which the annual budget applies. The City’s fiscal year begins on October 1 and ends September 30.
FPL	Acronym for “Florida Power and Light”, a private electrical utility company that provides significant franchise fees and utility tax revenue to the City.
Franchise Fees	Fees levied by the City in return for granting a privilege which permits the continual use of public property such as city streets, and usually involves the elements of monopoly and regulation.

GLOSSARY OF TERMS

FTE	Acronym for “Full Time Equivalent” which refers to the number of full time employees plus all part time and seasonal employees pro-rated to full time increments.
FTZ	Acronym for “Foreign Trade Zone”.
Fund	A fiscal and accounting entity with a self balancing set of accounts recording cash and other financial resources along with all related liabilities and residual equities or balances and related changes. These accounts are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	Fund equity for governmental and trust funds which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.
General Fund	The fund used to account for all financial resources except those required to be accounted for in another fund.
GAAP	Acronym for “Generally Accepted Accounting Principles”.
GASB	Acronym for “Governmental Accounting Standards Board”.
GFOA	Acronym for “Government Finance Officers Association”.
GIS	Acronym for “Geographic Information System”.
GOB	Acronym for “General Obligation Bond”.
HOPWA	Acronym for “Housing Opportunities For Persons With Aids”.
Intergovernmental Revenues (PILOT).	Funds received from federal, state, and other local governmental sources in the form of grants, shared revenues, and payments in lieu of taxes
Internal Service Funds	Funds established for the financing of goods or services provided by one department to other departments within the City on a cost-reimbursement basis. Examples are the Vehicle Rental, Central Service, and City Insurance funds.
Millage Rate value.	One mill equals \$1.00 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against this value.
MIU	Acronym for “Metropolitan Intelligence Unit”.
Non-Self-Supported Debt	Bonds for whose payment the full faith and credit of the City or a specific general revenue is pledged. This debt is payable from property taxes and other general revenue. Excise Tax Bonds are an example of this type of debt.
NPDES	Acronym for “National Pollution Discharge Elimination System”.

GLOSSARY OF TERMS

Overlapping Debt	The proportionate share of the debts of local governmental units located wholly or in part within the limits of the City (such as the County and School Board) which must be borne by property owners within the City.
PAVe	Acronym for "Personally Assigned Vehicle" program in the Police Department.
PILOT	Acronym for "Payment In Lieu Of Taxes".
PM	Acronym for "Preventative Maintenance".
PSA	Acronym for "Public Safety Aide".
RPA	Acronym for "Requisition Purchase Order Payment Authorization".
Revenue	Additions to assets which do not increase any liability or represent the recovery of an expenditure; do not represent the cancellation of certain liabilities or decreases in assets; and do not represent contributions of fund capital in enterprise and internal service funds.
Revised Budget	A department's authorized budget as modified by Commission action, through appropriation transfers from contingency, or transfers from or to another department or fund.
RFP	Acronym for "Request for Proposals".
Rollback Rate	The millage necessary to raise the same amount of ad valorem tax revenue as the previous year, excluding taxes from new construction.
Roll-Up Costs	The full year's financial commitments made in the prior year.
Save Our Homes	State constitutional amendment that limits annual growth in homesteaded residential property value for tax purposes.
TIF	Acronym for "Tax Increment Financing".
User Fee	Charges for specific services provided only to those paying such charges. Examples would be sewer service charges and dock fees.
Utility Taxes service	Municipal charges levied by the City on every purchase of a public service within its corporate limits, including electricity, gas, fuel oil, water, and telephone service.
Water and Sewer Master Plan	A ten-year, \$550 million Capital Improvement Program for replacement of water and sewer wastewater infrastructure.
Working Capital Reserve	The working capital reserve represents general fund resources that are for purposes of providing liquidity in the event of future adverse financial conditions.

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CITY OF FORT LAUDERDALE, FLORIDA

FY 2001/2002 ANNUAL OPERATING BUDGET

CITY MANAGER

Floyd T. Johnson

BUDGET OFFICE STAFF

Terry L. Sharp, Assistant Finance Director
Patricia Rupprecht, Assistant Budget Director
Margaret Evan, Budget Assistant

BUDGET COORDINATORS

Jeff Modarelli - City Clerk
Pam Brown - City Commission
Kim Clifford - Parks and Recreation
Jean Ferguson - Police
Jean Hanna - Fire-Rescue
Ann Kelleher - City Manager's Office
Bob Nielsen - Public Services
Faye Outlaw - Community and Economic Development
Diana Scott - Administrative Services
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