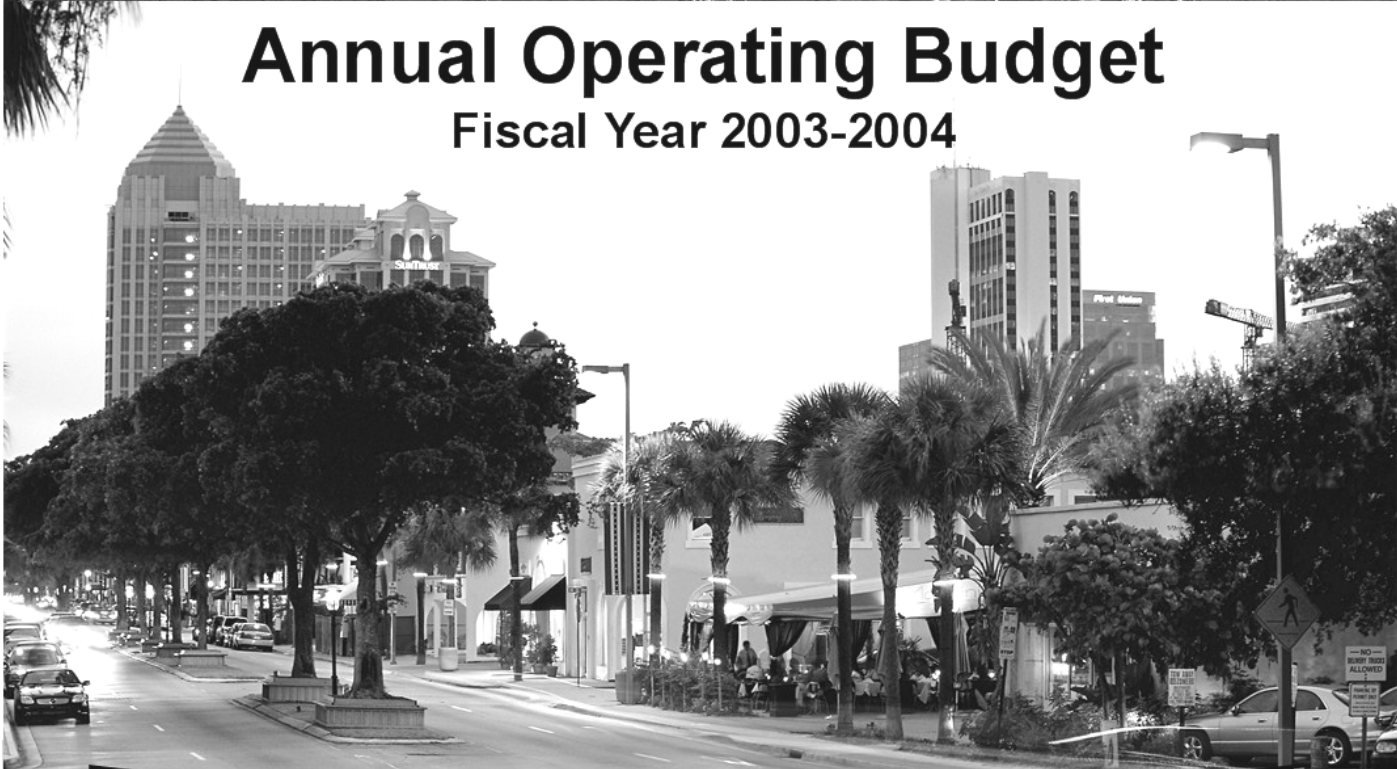




Annual Operating Budget

Fiscal Year 2003-2004



FORT LAUDERDALE

Florida



ANNUAL OPERATING BUDGET



City of Fort Lauderdale

FISCAL YEAR 2003/2004

CITY COMMISSION

Mayor Jim Naugle
Vice-Mayor Carlton B. Moore
Commissioner Christine Teel
Commissioner Dean J. Trantalis
Commissioner Cindi Hutchinson

ACTING CITY MANAGER

Alan A. Silva

CITY ATTORNEY

Harry A. Stewart

CITY CLERK

Lucy Kisela

MANAGEMENT TEAM

Bud Bentley, Assistant City Manager
Greg Kisela, Assistant City Manager
Ernest W. Burkeen, Director of Parks and Recreation
Bruce Larkin, Director of Administrative Services
Otis J. Latin, Fire Chief/Director of Fire-Rescue
Faye Outlaw, Acting Director of Community & Economic Development
Bruce Roberts, Police Chief
Stephen Scott, Director of the Office of Professional Standards
Terry L. Sharp, Director of Finance



Fort Lauderdale City Commission

Mayor Jim Naugle

Commissioner Cindi Hutchinson
District IV

Commissioner Christine Teel
District I

Vice Mayor Carlton B. Moore
District III



Commissioner Dean J. Trantalis
District II



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
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**City of Fort Lauderdale
Florida**

For the Fiscal Year Beginning

October 1, 2002

President

Executive Director

The 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, 2002. 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.

READER'S GUIDE

The 2003/2004 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, 2003 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, 2003 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, African American Cultural 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://www.fortlauderdale.gov>.

Margaret Evan
Budget Assistant

Patricia Rupprecht
Assistant Budget Director

Terry Sharp
Director of Finance

TABLE OF CONTENTS

INTRODUCTORY SECTION

1	Budget Message
9	Executive Summary
10	Table 1 - Revenue Summary
11	Table 2 – Impact of Property Tax Rates on Average Homeowner
11	Table 3 – Adopted Operating Millage Rates FY 2002/2003
12	Table 4 - Broward County Cities – Population & Millage Rates FY 2003/2004
13	Table 5 – Millage Rates for Selected Florida Cities
15	Table 6 – Expenditure Summary By Department
17	Table 7 – General Fund Transfers
23	Explanation of Budgetary Policies and Basis

FINANCIAL SECTION

35	Introduction
	<i>ALL FUNDS:</i>
36	FY 2002/2003 Budget
38	FY 2001/2002 Budget
40	Internal Services Funds
42	Resources and Expenditures
45	Operating Funds Budget Trends
46	Budgeted Transfers
	<i>GENERAL FUND:</i>
48	Resources and Expenditures
51	Resource and Expenditure Trends
	<i>ENTERPRISE & INTERNAL SERVICE FUNDS:</i>
52	Sanitation
54	Water and Sewer
56	Central Regional Wastewater
58	Parking
60	Airport
62	Stormwater
63	Insurance
64	Central Services
65	Vehicle Rental

66	Special Revenue
67	Debt Service
69	Ending Fund Balance

DEPARTMENT BUDGETS

71	Introduction
72	Changes in Full-Time Authorized Personnel
74	Administrative Services
86	City Attorney
88	City Clerk
92	Citywide Organization Chart
93	City Commission
94	City Manager
100	Community and Economic Development
114	Finance
122	Rescue
128	Office of Professional Standards
132	Parks and Recreation
142	Police
150	Public Services

CAPITAL IMPROVEMENT PLAN

169	Introduction
170	Funding Sources and Uses

GENERAL INFORMATION

177	Introduction
178	Map of Fort Lauderdale
179	Fort Lauderdale Statistics & Demographic Data
181	Other Miscellaneous Information
187	Property Tax Millage Rates
188	Assessed Value of Taxable Property
189	Budget Newspaper Advertisement
190	Budget Adoption Ordinance
192	Glossary of Terms
196	Index
197	Acknowledgements



Venice of America

CITY OF
FORT LAUDERDALE

July 11, 2003

Mayor Jim Naugle
Vice-Mayor Carlton B. Moore
Commissioner Christine Teel
Commissioner Dean J. Trantalis
Commissioner Cindi Hutchinson

Honorable Mayor and Commissioners:

It is my privilege to present to you my proposed budget for the fiscal year beginning October 1, 2003 as required by the City Charter. The all funds budget totals \$373.8 million, which is 7.1 percent higher than the budget adopted for the FY2003. The General Fund proposed budget is \$213.9 million, which represents a 3.3 percent increase over the current year's General Fund budget. The proposed millage rate for operating and debt purposes is 5.3205 compared to the current millage rate of 5.2685. Combined with other recommended revenue adjustments, this budget would translate into a \$122 increase in the annual tax and fee bill for the average homeowner.

The Budgeting Environment in 2003

The economy has been on a three-year downslide from record growth and earnings in the late 1990's. Interest rates are at the lowest levels in 50 years. Borrowing is tempting and refinancing advantageous if done prudently. Earnings on investments and idle cash are insignificant. Real estate prices in Fort Lauderdale are soaring as loan rates become ever more affordable. The City has lowered its tax rate over the last few years as the tax base has grown. The City has favored a policy minimizing tax bills over building up reserves from economic downturns. Demands for additional security in the aftermath of September 11, 2001, improved park facilities, increased services to neighborhoods, and master planning have increased expenditures beyond the inflation rate. Additionally, contracts for employee compensation negotiated in good faith and with the intention of recruiting the best and filling authorized vacant positions have exceeded the cost of living. The decline in investment earnings in the private sector has driven up costs for insurance and medical care for employee health plans as well as workers' compensation.

Property taxes are the most significant resources available to the City that are within our control. Past trends show that the City has followed a more conservative tax policy than many other jurisdictions.

OFFICE OF THE CITY MANAGER

100 NORTH ANDREWS AVENUE, FORT LAUDERDALE, FLORIDA 33301

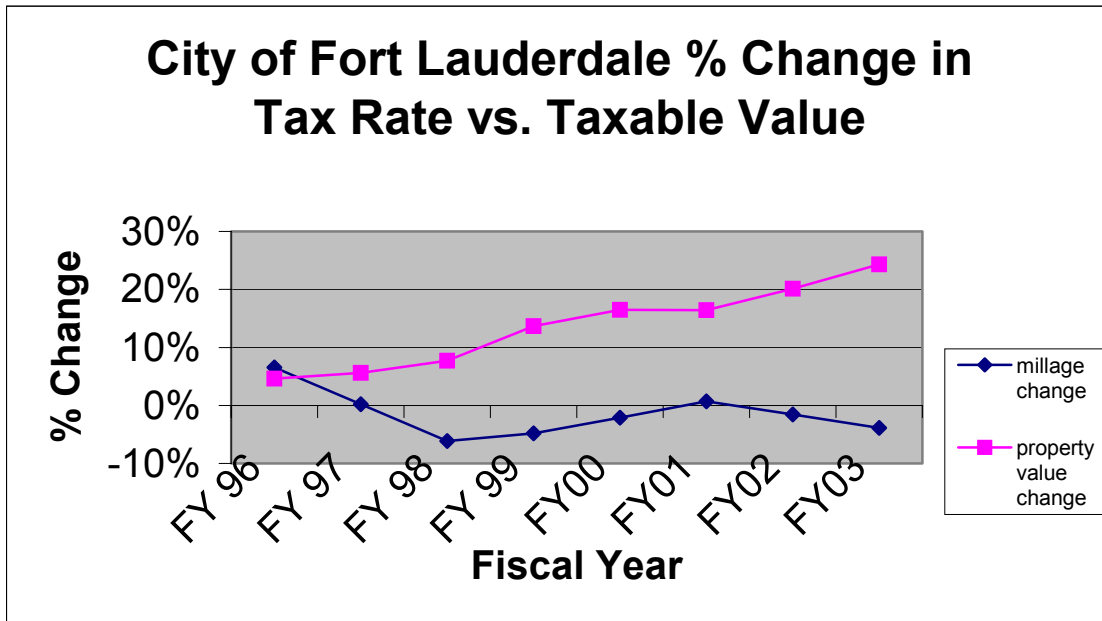
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In preparing this budget, the City is faced with some key facts:

- 1) The General Fund has little fund balance.
 The fund balance that was carried forward from FY2002 to begin FY2003 was \$4 million for a General Fund budget of \$206 million. This amount was \$3.4 million less than the amount anticipated at budget adoption in September 2002. FY2003 is anticipated to end the year with next to no fund balance. The economic slowdown, the demand for increased security, and the lack of salary savings have contributed to the tight budget year. The City has actually seen a gradual decline in the fund balance over the last few years.

<u>Fiscal Year</u>	<u>Unreserved General Fund Balance</u>	<u>% of Revenues</u>
2002	\$ 4,027,926	2%
2001	9,007,178	5%
2000	5,968,954	4%
1999	7,328,990	5%
1998	8,268,578	5%
1997	8,139,601	6%
1996	7,948,405	6%
1995	4,750,526	4%
1994	2,065,432	2%
1993	3,845,880	3%

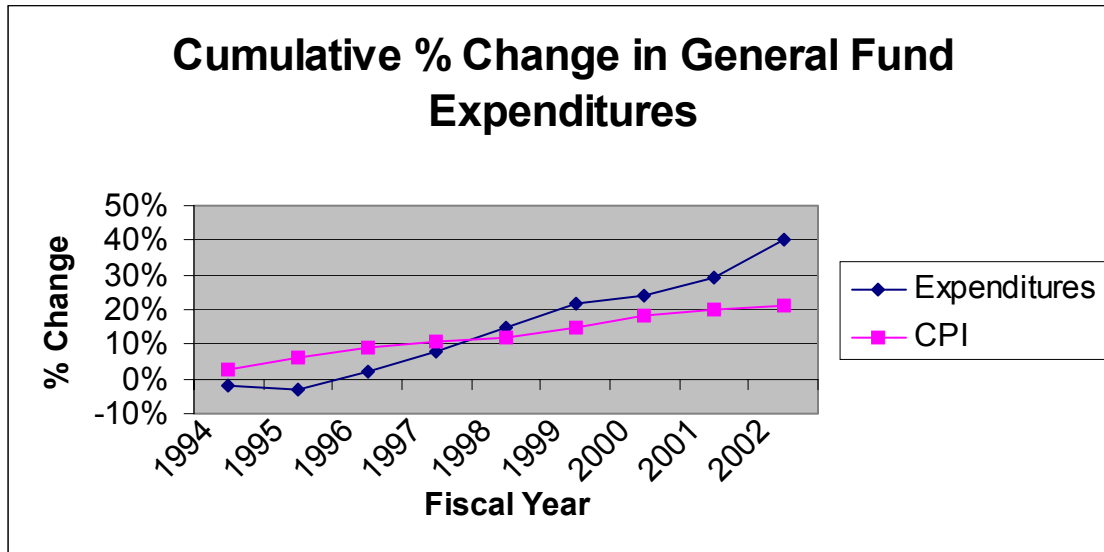
A look at revenues for the past few years shows that actual revenues in FY2001 exceeded the original budget estimate by \$3.1 million. In FY2002, actual revenues came in under budget by \$414,000. That is a \$3.5 million swing in one year. Interest alone went from \$534,000 higher

than budget to \$800,000 below original budget projections. The City's expenditures did not decrease to offset this change in resources. In fact, expenditures for public safety were \$4.6 million greater than the original adopted budget. Fund balance is a key indicator for bond ratings and stabilizing financial condition. This proposed budget seeks to increase the City's fund balance and move toward less reliance on carryforward to fund the subsequent year's budget. The working capital reserve is recommended for appropriation at a level of \$2 million next year, which is on top of the contingencies appropriation used sparingly in FY2003. Obviously, we cannot lean on fund balance for FY2004 because little is anticipated at the end of FY2003. Another observation is that the City was in the same range of percentage of General Fund revenues for fund balance ten years ago when the economy was sluggish. In 1994, the last year that the balance represented 2 percent of revenues, the City implemented layoffs in the following fiscal year.

The current year is now projected to be balanced by utilizing additional savings from departments, tapping the working capital reserve (to be replenished in FY2004 as noted above), utilizing unallocated contingencies, deferring the advance to the Community Redevelopment Agency due to the issuance of tax increment bonds later than anticipated in this fiscal year, and obtaining savings from the freezes on overtime, supplies, travel, and capital outlay.

- 2) There are major unprecedented increases in City expenditures beyond the City's control, including pension costs for police officers and firefighters increasing by 100% in one year and going up one-third for general employees. The pension increases amount to \$8 million in additional General Fund requirements for FY2004. Outside actuaries have recommended that reserves for workers' compensation should be increased by \$3 million of which \$2 million is in the General Fund. The health plan for general, management and confidential employees has generated a deficit, which must be covered. The Commission has authorized a plan to eliminate the shortfall over the next 4 years. The FY2004 proposed budget includes \$2 million in additional General Fund contribution to address this debt.
- 3) The City's property tax continues to grow. The 2003 tax base is 13.7% higher than the amount certified as final for 2002. The City has no other revenue under its control that generates this amount of revenue. As an aside, the City actually lost \$234 million in taxable value by way of adjustments by the Broward County Property Appraiser and the Value Adjustment Board process. In gross terms that translates to a loss of \$1 million in revenue that was anticipated at budget adoption last September relying on the Appraiser's estimated value in July 2002. This lost revenue was not reported to the City until nine months (July 1, 2003) into this fiscal year.

- 4) The increases in expenditures could not be accommodated within a policy of “not one penny increase” in the City’s tax bill for the average homeowner. The Commission had used that threshold the last two fiscal years, which seems unrealistic in light of service improvements within police, fire-rescue, and parks & recreation.



For example in FY2002, the City added 15 full-time equivalent positions in Parks and Recreation to support new park bond facilities, added \$500,000 for maintenance of the Police Department’s computer-aided dispatch and records management system, added \$433,000 for the purchase of personally-assigned vehicles for police officers, and added a new rescue unit in the Fire-Rescue Department at the beach at a cost of \$652,000. These service improvements are over and above the consumer price index for inflation.

The Rationale for Development of This Proposed Budget

To navigate our way through the tremendous challenges at hand and to utilize the advantages of a growing tax base, this proposed budget has been developed utilizing the values adopted by the City Commission and the City management team in the past year. These are:

- Respect – This budget has been developed to ensure that the City recognizes the need of every resident to receive essential City services and employees to be treated as professional civil servants. Every effort has been taken to avoid severe service reductions and employee layoffs.
- Integrity – Even with limited resources, the City will continue to conduct its business with honesty and fairness to all.
- Courage – We believe the budget proposal submitted here moves the City in the right direction for the right reasons. Given the City’s low fund

- balance and insurance challenges, the proposed tax and fee increases are necessary to bolster the City's financial position.
- Teamwork – The budget exemplifies the efforts of the City staff working as a team to prepare a spending plan and the resources to fund it that can be implemented through the cooperation of the Commission and our constituents.
 - Service – The services outlined in this proposed budget will be delivered in the efficient and effective manner in which Fort Lauderdale residents have come to expect.
 - Creativity - Resources are included in this budget to provide for innovation in the delivery of City services. With limited resources, staff will be faced with providing services with less.
 - Accountability – The budget sets a standard for the Commission and the community to use in evaluating the City's performance for the next twelve months.

In balancing this proposed budget, many options were considered. These included fine-tuning revenue projections for existing fees and charges; and continuing the scrutiny of filling authorized positions, overtime, employee travel, and purchasing capital outlay. Service reductions were only considered after we conducted this fiscal tightening. The following significant service impacts are included in this balanced budget:

- scaling back large special events in Parks and Recreation;
- closing the Stadium after spring training next year;
- reducing the General Fund contribution to the Capital Improvement Program;
- closing the pools at Sunrise Middle School and Fort Lauderdale High School and rely on the School Board to operate them if they so choose;
- eliminating two code enforcement positions and two police officer positions that were being funded with resources outside of the General Fund that have or are slated to go away in FY2004;
- decreasing the frequency of mowing medians from once every seven to ten days to once every ten to fifteen days;
- eliminating the Police mounted patrol program and reallocation of the positions to regular patrol duties.

The freezing of vacant positions will also affect service levels depending upon where the vacancies occur. In Parks and Recreation, for example, park ranger patrol will be geared toward the larger more active parks and facilities; frozen vacant positions in parks maintenance will affect the general cleanliness of Riverwalk, the Beach, and regional and neighborhood parks; and reductions in parks capital funding will limit work to emergency repairs. Additionally, the Commission's requests for a transportation planner and an historic preservation planner have not been accommodated in this proposed budget. We will assign these specific tasks to existing staff and evaluate their work priorities. It was only after this budget analysis that resource adjustments were discussed.

Resource Adjustments

The proposed budget calls for the following adjustments in resources in order to maintain critical service levels:

- A 5% increase in Water and Sewer rates including 2.5% for inflationary cost increases and 2.5% for the continuation of the 2011 master plan which would increase the annual cost for the average customer using 10,000 gallons of water per month by \$2.65 or \$31.80 annually.
- A 5% increase in stormwater fees to address stormwater management needs which would increase the annual cost for the Fort Lauderdale homeowner with one residential dwelling unit by \$1.41 per year.
- An increase in the fire special assessment fee from \$42 to \$63 per year per dwelling unit with no offset in the property tax millage rate is proposed. This fee increase would provide for the additional needs that Fire-Rescue has identified for next year including the financing of new apparatus and the beginning of a replacement reserve for those vehicles (4 Engines, 1 Quint, 1 fire boat, and 1 hazmat trailer), replacement of bunker gear and self-contained breathing apparatus, purchase of mobile data equipment, and continued funding for the Emergency Preparedness Coordinator that was funded with a grant initially.
- A 10% increase in sanitation fees to cover inflationary increases in collections and disposal costs, offset loss of investment earnings, and ensure compliance with sanitation revenue bond covenants, which translates into a \$34.74 increase in the annual cost for the owner of one dwelling unit. This is the first increase in Sanitation fees since 2000. Additionally, the charge for the trash transfer station would be increased from \$10 to \$15 to partially offset the \$2 million subsidy currently provided by other Sanitation customers.
- An 12.78% increase in property taxes resulting in an increase of \$33.13 for the average single-family homeowner in Fort Lauderdale with a \$25,000 homestead exemption. Such a rate provides the Commission with some flexibility for further adjustment downward at the public hearings in September. Without this level of adjustment, further service impacts would occur that would also result in employee layoffs. These include service adjustments ranging from closing the jail to economic development to planning and capital improvements.

The total increase for the average homeowner with these proposed changes would be \$122.13 on an annual basis.

Compensation

The City continues to be in negotiation with all three bargaining units of City employees that represent 78 percent of all City employees. The current contracts expire September 30, 2003. Due to the severity of the current situation and recent history of paying for increases greater than the rate of inflation, this budget does not include any amount

within the proposed contingency account for compensation. All employee groups have received higher wage increases over the last few years and the cost of living increases. The fact that layoffs would be avoided with the proposed tax increase, I encourage the labor unions to limit their requests for compensation increases this year. The City has been generous when resources have been available; however, this is not the year to be demanding new forms of benefits when increases are proposed for our taxpayers. The proposed budget ensures that the retirement benefits for City employees remain sound even in this era of unprecedented cost increases.

The proposed budget assumes other adjustments to employee compensation in the amount of \$2.4 million that would require negotiations with the bargaining units. For example, this could translate into a one-day per quarter furlough for all employees.

Changes in Employee Salaries Compared to Inflation Since 1996

Consumer Price Index	15.6%
Non-Bargaining Unit	
Management Categories I&II	26.7%*
Management Categories III-V	26.5%
Confidential	26.5%
FOPA	22.5%
IAFF	27.5%**
FOP	
Police Officers	24.6%***
Police Sergeants	33.4%***

*These employees received half the increase of the rest of the employee group in 1998 and caught up with an additional increase in 2000.

**Only Emergency Medical Technicians and Paramedics received raises in 1999.

***Figures represent salary increases only and do not include personally assigned vehicles.

Conclusion

This is a difficult year for budget balancing. Across the nation and the state, public entities of all sizes are facing the same types of pressures as the City of Fort Lauderdale. We have carefully prepared a spending plan that addresses fiscal pressures that were beyond the control of the City, assures the continuation of critical services, assists with remedies for areas of need such as the City's Insurance Fund, and avoids employee layoffs.

Development and implementation of City policy is the focal point of allocating public resources in the budget process but it does not stop at the end of the fiscal year. It is a continuing process that is more than just an arithmetic exercise. We strive to balance the interests of all the stakeholders of Fort Lauderdale – residents, business owners, tourists, and employees.

As I recommended last year, I urge us to develop a long-range financial plan especially for the general fund. I have begun a dialogue with the Budget Advisory Board to outline

such a task. I believe that such strategic planning is essential for the long-term fiscal stability of the City. With the adoption of this budget and the approval of a long-range plan before next year's budget process, we can proceed toward a stronger financial position and a more optimistic outlook for the future.

The proposed hearing dates for budget adoption are the meeting dates for regular Commission meetings in September, the 3rd and the 16th. Staff is prepared to elaborate further on the proposed budget as the Commission may require. I appreciate the effort of the executive management team in the development of this spending plan.

Sincerely,

F.T. Johnson
City Manager

CHANGES FROM JULY

The Budget Message on the previous pages was presented on July 15, 2003. Changes were made subsequent to that date that are summarized below and reflected in the remainder of this document and adopted on September 16, 2003.

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 adopted budget as described on pages 1-8 was based upon actual receipts and expenditures through the end of July. In compliance with State Statutes, the millage rates initially set in July provide a cap beyond which the final adopted rates cannot exceed without additional notification to each property owner. The most significant changes from July included the following adjustments:

<u>Budget Adjustment</u>	<u>Value</u>
1. Close the Jail but Retain the Booking Operation	\$1,200,000
2. Retain the Current Frequency for Mowing Medians	(100,000)
3. Increase the Projected Revenue from Code Fines	150,000
4. Freeze for 6 months a new Assistant City Attorney and Legal Secretary, and freeze a vacant Clerk II for 3 months.	100,000
5. Reduce Costs for Cell Phones or Other Communication by One-Third	100,000
6. Retain the Programs at Sunrise Middle and Lauderdale High Pools	(50,000)
7. Reduce City Subsidy for the Air and Sea Show	150,000
8. Implement an Alarm Registration Program and Increase Response Fees	2,000,000
9. Provide More Realistic Overtime for Police and Fire-Rescue	(2,400,000)
10. Increase Projected Revenue from FPL Franchise Fees	200,000
11. Increase Projected Revenue from Construction Services	250,000
12. Employees Pay Commuting fee for certain take home cars	150,000
13. Borrow for Police Computer Needs	<u>400,000</u>
Total of Proposed Adjustments	<u>\$2,150,000</u>
Reduction in the Millage Rate	
Original Proposed Total Millage Rate Above Rollbacked Rate	12.73%
Additional Saving	<u>(1.57%)</u>
Revised Total Millage Rate Above Rollbacked Rate	11.16%

After adoption on September 16, 2003, the City Manager resigned and an acting City Manager was appointed. Significant budget adjustments were under consideration as this document was being published. These changes are available on the City's website www.fortlauderdale.gov.

GENERAL FUND

Overall, the General Fund revenue projection, including all sources, is an increase of \$9 million or 4% over the adopted FY 2002/2003 budget. The following table summarizes the revenue picture:

Table 1. Revenue Summary

<u>Resources Available</u>	FY 2002/2003 Original Budget	FY 2002/2003 Estimated Actual	FY 2003/2004 Adopted Budget
Ad Valorem Taxes – Operating	\$ 75,686,012	75,180,000	84,447,731
Ad Valorem Taxes – Debt	6,582,932	6,545,000	6,449,968
Franchise Fees	12,870,175	12,565,045	12,750,000
Utility Taxes	34,592,396	35,815,109	37,164,000
Licenses & Permits	8,044,977	9,707,509	8,675,438
Intergovernmental	16,611,958	16,718,912	15,350,000
Charges for Services	15,636,614	16,115,604	17,751,963
Fines & Forfeitures	2,207,100	2,920,865	2,642,200
Miscellaneous:			
Interest	1,011,900	461,794	455,700
Leases/Rents	2,159,834	2,100,596	2,078,926
Special Assessments	6,631,265	6,631,265	8,725,000
Other Miscellaneous	16,139,982	17,075,864	17,382,993
Non-Revenues:			
Working Capital Reserve	1,500,000	1,500,000	-
Prior Year Balance	5,956,773	5,718,652	86,330
Transfers	466,110	1,724,290	1,169,372
Total Resources Available	\$ 206,098,028	210,780,505	215,129,621

Ad Valorem Taxes – The adopted ad valorem or property tax millage rate for operating purposes is 4.8288 compared to the previous operating millage rate of 4.8472. 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 \$3,774,032 in FY 2003/2004 which will require a levy of \$4,017,947 and a millage rate of 0.2194 compared to the previous millage rate of 0.2388. The 1997 bond issue, which was refunded in 2002, requires a debt service payment in FY 2003/2004 of \$2,694,990, and requires a gross levy of \$2,725,025 and a millage rate of 0.1488 compared to the previous millage rate of 0.1825. The combined millage rate for operating and debt service for FY 2003/2004 is 5.1970, which amounts to a one percent increase in the rate.

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 \$6,449,968.

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 4.3403, the adopted operating rate is an 11.25 percent increase. The increase in the total rate is 19.7% over rolled-back. The "Save Our Homes" State Constitutional amendment limits the increase in assessed value to the Consumer Price Index. For this year, the limit is 2.4 percent. Over time, the limit essentially shifts the tax burden from residential property to non-residential property and newly purchased residential property. The average home was calculated from the 2002 tax roll for single family dwellings divided by the number of parcels.

Table 2. Impact of Property Tax Rates on Average Homeowner

	Levied <u>2002/2003</u>	Adopted <u>2003/2004</u>
Assessed Value	\$191,594	\$196,192
Homestead Exemption*	<u>25,000</u>	<u>25,000</u>
Taxable Value	\$166,594	\$171,192
Operating Millage	4.8472	4.8288
Debt Service Millage	<u>0.4213</u>	<u>0.3682</u>
Total Millage	5.2685	5.1970
Total Tax Bill	\$877.70	\$889.68

*In addition to the usual homestead exemption, qualifying seniors may also receive an additional \$25,000 if they are 65 or older as of January 1, 2003 and have a combined household gross adjusted income of no more than \$21,599.

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 2003/2004

<u>Jurisdiction</u>	<u>Millage</u>	<u>Percentage</u>
Broward County Schools	8.1240	35.3%
Broward County	6.6065	28.7%
Fort Lauderdale	4.8288	21.0%
North Broward Hospital	2.5000	10.8%
Children Services	0.3920	1.7%
S. Florida Water Mgmt.	0.2840	1.2%
Hillsboro Inlet District	0.2490	1.1%
Florida Inland Navigation	<u>0.0385</u>	<u>0.2%</u>
	23.0228	100.0%

Table 4. Broward County Cities - Population and FY 2003/2004 Millage Rates

<u>City</u>	<u>Population</u>	<u>Rank</u>	<u>Operating</u>	
			<u>Millage</u>	<u>Rank</u>
Pembroke Park	6,566	26	8.5000	1
Hollywood	142,576	3	6.9163	2
Miramar	95,921	5	6.8700	3
Margate	54,070	14	6.7850	4
Hallandale Beach	34,908	16	6.7480	5
Cooper City	28,600	20	6.6870	6
Lauderdale Lakes	31,601	19	6.5327	7
Deerfield Beach	64,748	10	6.5205	8
Sea Ranch Lakes	727	29	6.5000	9
Dania	27,270	21	6.3900	10
Sunrise	87,489	6	6.2370	11
Wilton Manors	12,414	23	6.1005	12
Tamarac	56,881	13	5.9999	13
Oakland Park	31,738	18	5.9715	14
Lauderhill	57,839	12	5.8200	15
North Lauderdale	33,449	17	5.6792	16
Lazy Lake Village	38	30	5.4400	17
Davie	79,757	9	5.1086	18
Coconut Creek	47,471	15	5.0959	19
FORT LAUDERDALE	169,039	1	4.8288	20
Lauderdale-by-the Sea	6,243	27	4.7000	21
Pembroke Pines	147,753	2	4.5990	22
Plantation	83,968	8	4.2500	23
Parkland	18,312	22	4.1000	24
Pompano Beach	86,282	7	4.0271	25
Coral Springs	124,162	4	3.8715	26
Lighthouse Point	10,836	24	3.6107	27
Hillsboro Beach	2,217	28	3.5650	28
Southwest Ranches	7,415	25	3.0000	29
Weston	59,314	11	1.5235	30

Table 5. FY 2003/2004 Operating Millage Rates As Adopted Per \$1,000 Of Taxable Value For Selected Florida Cities

Jacksonville*	9.8398
Miami	8.7625
Hialeah	7.5280
Miami Beach	7.2990
St. Petersburg	7.0900
Hollywood	6.9163
Tampa	6.5390
Clearwater	5.7530
Orlando	5.6916
Gainesville	4.9413
Fort Lauderdale	4.8288
Pembroke Pines	4.5990
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 the rights of way 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 \$12,350,000 of the \$12,750,000 estimated, 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. The projection for FY 2003/2004 reflects a minor increase from the current year's estimated actual due to the slow economy which is partially offset by an expanded tax base due to annexations.

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 State communications services tax which replaced the utility and franchise fees on telecommunication and cable television services. The tax represents 52% of the projected revenue based upon estimates from the Florida Department of Revenue. FPL comprises 39% of the total. Water utility taxes are anticipated to increase due to the proposed water rate increase and annexations.

Charges for Services - This is associated with revenue received from users of specific services, including fees for police, building inspection, planning, and docks as well as parks and recreation.

The major increase in this category is a police and fire alarm registration program and an increase in alarm response fees.

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 it was estimated to bring in more permit revenue in FY 2003 than was budgeted, it is not anticipated that the trend will continue into the next fiscal year. Development permits will probably reflect a different mix than the large projects of recent years. Smaller projects will require at least as much staff review time as larger ones.

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 is projected to drop about 8% primarily due to declines in state-shared sales tax revenue, which has been affected by the national and state economic conditions.

Fines and Forfeitures - This revenue category includes fines for traffic and City Code violations collected by the County on our behalf through the judicial process. 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. The investment market has declined sharply and next year's projection is slated to decrease about 50%. The Fire assessment, which appears as a non-ad valorem charge on the tax bill, was increased from \$42 per household to \$63 per residential unit as planned in the City's five-year plan adopted in July.

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 has been tapped to address the current year's drop in revenue. It is \$2 million in FY 2004. The prior year balance represents available funds from the current year to fund next year's budget. The FY 2002/2003 amount of \$5,218,652 differs from the budgeted amount (\$7,456,773) in that the estimate reflects encumbrances incurred in the previous year which were outstanding at September 30, 2002 offset by a lower 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>		FY 2002/2003 Original Budget	FY 2002/2003 Estimated Actual*	FY 2003/2004 Adopted Budget
Administrative Services	\$	8,670,802	8,885,285	8,979,958
City Attorney		2,330,288	2,310,837	2,476,363
City Clerk		1,097,506	1,315,180	931,240
City Commission		259,942	257,342	290,841
City Manager		3,367,410	3,327,791	2,786,958
Community & Economic Development		6,277,219	6,083,742	6,257,768
Finance		3,733,937	3,598,411	3,656,261
Fire-Rescue		40,176,777	43,886,711	44,814,437
Office of Professional Standards		-	-	488,669
Parks and Recreation		29,378,339	31,104,350	26,565,199
Police		68,639,477	71,693,810	73,897,920
Public Services		21,511,490	21,538,329	21,230,884
Other General Government		2,425,152	2,776,056	3,838,967
Debt Service		373,650	435,463	514,783
Contingencies		1,835,000	-	1,000,000
Transfers Out		14,521,039	13,480,868	15,399,373
Working Capital Reserve		1,500,000	-	2,000,000
Year End Balance		-	86,330	-
Total Resources Allocated	\$	<u>206,098,028</u>	<u>210,780,505</u>	<u>215,129,621</u>

*Actual expenditures include projections for spending against prior year encumbrances.

It should be noted that in addition to the changes listed below, each department has made significant reductions that are too numerous to mention, in order to comply with the budget guidelines for the FY 2003/2004 fiscal year, including holding open vacancies during the remainder of FY 2002/2003 to generate savings. After budget adoption, significant reductions were again made, including additional position freezes, deletion of positions, and other expenditure reductions. However, since those occurred after the budget was adopted, they are not included below. Program highlights, as of October 1, 2003 include:

Administrative Services – Increases in this budget include additional crossing guard services for Arthur Ashe Middle School and Dillard Elementary and to fund their CPI contract increase for a total of \$57,000. Closing the Central Stores operation saved the General Fund \$500,000 in

overhead charges, increasing the Parking ticket fines enabled the General Fund to receive a transfer of \$425,000, and a transfer in from the Vehicle Rental Fund yielded \$138,000. In addition, \$85,000 was saved in Institutional Network charges.

City Attorney's Office – The adopted budget includes six months of funding for a new Assistant City Attorney III for \$77,000 and six months of funding for a new Legal Secretary for \$26,000, including for both positions all benefits, computers and other equipment.

City Clerk – This adopted budget is lower than the past year due to not having to fund elections. The temporary Secretary that was partially funded in FY 2002/2003 for the elections has been deleted.

City Manager's Office – The adopted budget provides for freezing for a full year a vacant Administrative Secretary position for \$60,000. The Office of Professional Standards, which has been a division of the City Manager's Department, is now a separate department and no longer reflected here.

Community and Economic Development – Three vacant Code positions have been frozen for a total savings of \$170,000.

Finance – The adopted budget continues to include the freezing of a vacant Accounting Clerk for \$28,000.

Fire-Rescue – An initial debt service payment of \$55,000 has been added for the purchase of Self Contained Breathing Apparatus and defibrillators, \$300,000 was added for new fire vehicles replacement charges, \$170,000 for bunker gear, \$175,000 for mobile data equipment, \$90,000 for an electronic reporting system, \$100,000 for a Receptionist and utility charges for the new fire station, \$70,000 for stretchers, \$65,000 for 11 months of funding for the Domestic Emergency Coordinator that was previously grant funded, \$36,000 for an increase in medical service, and \$25,000 for new Personal Aircraft Firefighting Proximity Protection gear. All of the above is being funded as a result of the increase in the Fire Special Assessment fee. The Domestic Emergency Secretary position will be grant funded. The other major change to this department is the transfer of the beach lifeguard function from Parks and Recreation for an increase of \$1,800,000.

Office of Professional Standards – This Office was established in FY2002/2003 within the City Manager's Department. For FY 2003/2004 it has become a department of its own.

Parks and Recreation – The beach lifeguards have been transferred to the Fire-Rescue Department for a reduction of \$1,800,000. Many positions, part and full time, have been frozen for a savings of over \$660,000 which will impact service levels throughout the Department, especially in maintenance and in recreation programming. The Stadium will close after Spring Training in April 2004 and those staff will be reallocated. The City will issue a Request For Proposal to gauge the interest of private parties for outsourcing the stadium management.

Police – The mounted patrol has been eliminated and those officers reassigned for a savings of \$460,000, and freezing vacancies as a result of the DROP will see a \$920,000 savings.

Public Services – This is another Department heavily impacted by the freezing of positions. These freezes, all vacant, include two Assistant City Engineers (one for three months only), an Engineering Assistant for three months, three other engineering positions, an Administrative Aide, an Administrative Assistant II, maintenance positions, a Planner II, a Secretary I and a Project Engineer for 3 months for a total savings of \$658,000. In addition, a vacant Community Planning Director has been eliminated for another savings of \$90,000.

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, the City's portion of the tax increment for the two Community Redevelopment areas, and grant matching dollars.

Table 7. General Fund Proposed Transfers

	FY 2002/2003	FY 2002/2003	FY 2003/2004
	Original	Estimated	Adopted
<u>TRANSFERS IN</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>
CRA	\$ 466,110	447,930	606,372
Law Enforcement Trust	-	168,679	-
General Capital Projects	-	22,000	-
Grants	-	150,000	-
Parking	-	75,000	425,000
Vehicle Rental	-	120,000	138,000
Total Transfers In	\$ 466,110	983,609	1,169,372
<u>TRANSFERS OUT</u>			
CRA	\$ 2,065,114	1,110,307	1,706,627
Miscellaneous Grants	112,240	128,848	-
General Obligation Bonds	6,582,932	6,545,077	6,449,968
Sunshine State	177,478	177,478	2,287,718
Excise Tax Bonds	2,762,091	2,778,263	2,773,463
General Capital Projects	2,539,621	2,398,200	806,320
Parking	127,129	-	-
Self Insurance	-	-	-
Central Services	29,157	-	-
Vehicle Rental	125,277	157,698	125,277
Transfer to FIFC	-	185,000	1,259,000
Total Transfers Out	\$ 14,521,039	13,480,871	15,399,373

Other General Government – This category includes items that are considered a citywide expenditure such as the General Fund portion of retiree health benefits, telecommunications, tuition reimbursements, and disability health benefits. The Commission has in the past approved

funding for Area Agency on Aging for \$39,000 and Family Central for \$40,000. Those funds are included here. Other requests from community agencies may be considered during the year and would be funded from contingencies. A minimum amount of \$50,000 has been set up here to fund emergency computer replacement needs since those funds have been deleted from the individual departments as a budget savings need. However, for the Police Department, funds have been added here for debt service payments to fund short-term borrowing for their computer replacement needs. All funding for conferences, schools, and meetings has been deleted from the operating departments with the exception of those areas that receive reimbursements for these expenses. An amount of \$250,000 has been placed here to be allocated for those employees who have mandatory requirements to obtain professional certification credits throughout the year. A negative \$2.6 million has been placed here to reflect salary savings from positions that are anticipated to become vacant during the year and which will then be frozen. A total of \$2 million is included for additional contributions towards the self-insured health plans.

Contingencies – The purpose of contingencies is to provide funding for unanticipated demands after budget adoption. The FY 2004 budget is \$1 million.

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 funded at \$2 million for FY 2003/2004. This represents a rebuilding of the reserve that was applied to financial shortfalls in FY 2003.

SANITATION FUND

The Sanitation Fund provides the City with residential household garbage and yard waste collection, the operation of a trash transfer station, lot clearing, bulk trash collections, recycling and street cleaning services. Since the implementation of new service levels in early FY 1998/1999, we have continued to maximize the separation of clean yard waste in our programs resulting in a diversion of over 39,000 tons in FY 01/02. These service levels continue to work well with both our existing customers and our newer customers who joined the City as a result of annexation.

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

The FY 2003/2004 adopted budget for Sanitation is \$21,134,971. With the continued subsidy of the Trash Transfer Station, it was determined to close the facility to the general public. This closure will produce the required savings to offset any sanitation rate increases for FY 2003/2004. With these operational changes the City will be in compliance with the covenants of the Sanitation Revenue Bonds which require the net revenues to be at least equal to 135% of the principal and interest requirements for each fiscal year. However, the final decision to close the transfer station is not reflected in the adopted budget numbers, because the operational decision was made after budget adoption.

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 2003/2004 operating budget for the Water and Sewer Fund is \$42,429,081, which is an increase of \$1.5 million over the FY 2002/2003 budget. The Water and Sewer Master Plan Program is entering its third year with the first sewer projects to be online in the fall. The WaterWorks 2011 plan calls for an inflationary (approximately 2.5 %) rate increase every year for operating budget increases. Although the operating budget is essentially the same as last year, the past two fiscal years have had increases in Pension and Health payments and the overall increases to our operating budgets have exceeded the cost of living increases used for calculating the long term financial plan of WaterWorks 2011 program. These funding levels must be maintained to insure the best bond rating possible from the bonding agencies, which will then guarantee the best interest rates for future bonds required to fund the program. Therefore an additional 2.5% rate increase (for a total of 5%) is needed to insure the financial stability of the program.

The impact of a 5.0% rate increase on a residential customer using 10,000 gallons of water monthly amounts to \$2.71 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	\$ 3.03	\$ 3.18	\$ 0.15
Water Commodity			
0-3,000 gals	0.99	1.04	0.05
4-7,000	1.70	1.79	0.09
> 8,000	2.51	2.64	0.13
Sewer Fixed Charge	3.53	3.71	0.18
Sewer Commodity			
0-3,0000 gals	2.30	2.42	0.12
> 4,000	3.19	3.35	0.16

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	\$20.33	\$21.38	\$ 1.05
Sewer Charge	32.76	34.42	1.66
Total	\$53.09	\$55.80	\$ 2.71

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 2003/2004 operating budget for the Central Regional Wastewater System is \$9,070,623 an increase of \$669,306, which translates to a 7.9% increase over the FY 2002/2003 budget. A meeting of the Wastewater Large Users Committee was held in August to set recommended rates for FY 2003/2004. Based on recent rebates, the Advisory Board does not feel this increase in budget requires an increase in the present rate of \$0.75 per 1,000 gallons of wastewater treated established by the commission last year. A billing rate of \$0.73 per 1,000 gallons of wastewater treated was endorsed by the Advisory Board and approved by the Commission.

STORMWATER MANAGEMENT SYSTEM FUND

The City's Stormwater Management program is entering its twelfth 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. The FY 2003/2004 Stormwater operating budget is \$2,509,010, which is a slight decrease from the FY 2002/2003 budget. However, we have been spending down the reserves in the Stormwater Fund for capital projects and we recommend a 5% rate increase. This rate increase would slow down, but not stop the spending down of the reserves.

Billing will be based on the following rate schedule:

- Residential property with three units or less will be billed \$2.47 per month (\$0.12 per month increase).
- Commercial and industrial properties as well as multifamily residential with four units or more will be billed \$25.12 per acre per month (\$1.20 per acre per month increase).
- Property with low runoff characteristics, such as vacant land, parks and wellfields will be billed \$7.96 per acre per month (\$0.38 per acre per month increase).

PARKING SERVICES FUND

The City's parking system provides approximately 9,214 parking spaces located in four parking garages and 33 parking lots, as well as on-street parking. The FY 2003/2004 Parking Services operating budget is \$8,017,190, an increase of \$503,063 or 1% from the FY 2002/2003 budget. The Parking Enforcement component of the Parking Fund is now presented in the Police Department budget for FY 2003/2004.

Metered public parking is being explored for the City's planned Aquatic Center complex and, in addition, Parking is looking at a possible partnership with the First Baptist Church in downtown Fort Lauderdale. The obsolete AutoParq program has been replaced with new SmartPark meters that will be implemented in the last quarter of calendar 2003. In addition, Parking will implement a city-wide SmartCard system for customers to provide a convenient alternative to using coins in the City's meters. The Division is evaluating the feasibility of allowing area merchants to sponsor and sell the SmartCards for the convenience of their retail customers.

To reduce the turnover time for citation payments and to create more customer friendly payment alternatives, the Parking Services Division implemented the City's first Internet-based credit card payment option that has proven to be very popular with customers. In the first months of operation this year 7,700 citations were paid over the Internet. During FY 2003/2004, Parking Services also expects to implement an Interactive Voice Response (IVR) system for citation payments. Recently, Parking Services conducted and completed the first citywide "Parking Rate Study" for the City since 1981. The recommendations were the basis of the Commission's approval of a citywide meter rate change, which was implemented in stages commencing with the final month of FY 2002/2003. Citation rates were also increased and part of the additional revenue will provide more funding for the city's School Crossing Guard program.

Recapitalization work is underway at the City Park Garage and the City Park Garage Mall area. This work commenced on September 30, 2002 and is expected to take approximately 12 to 18 months to complete. Also, recapitalization work has begun at the City Hall garage and should be completed before calendar year ending 2003.

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 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.

The FY 2003/2004 Airport operating budget is \$4,485,327, which is a very slight increase over the FY 2002/2003 budget.

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-six percent of the over 10.8 million gallons of fuel pumped at the Airport in 2002 was jet fuel. The total gallons pumped in 2002 increased by one million gallons over the total pumped in 2001.

A number of Capital Improvement Projects are under development to enable the Airport to be operated in a safe and efficient manner. The projects include: \$3 million Phase III security enhancements; construction of the \$2.8 million Aircraft Rescue and Fire Fighting/ Emergency Operations Center/Fire Station #88 facility; \$2 million rehabilitation of Runway 8/26, and \$200,000 for installation of identification and directional signage around the airport roadways and entrances.

The Airport recently celebrated the one-year anniversary of the elevated Downtown Helistop, which provides a vital transportation link to the City's Central Business District. The new facility offers one landing and one parking position and a fully furnished lobby. The Downtown Helistop is 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 have been 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 Division will continue to maintain the airport in a way to provide the facilities necessary for the safe operation of aircraft using the Airport. In addition, the Airport Division will also maintain the new Downtown Helistop facility in a similar manner as well as actively market and promote the use of the facility and the Downtown Fort Lauderdale Business District.

SUNRISE KEY NEIGHBORHOOD IMPROVEMENT DISTRICT

In accordance with State Statute regarding safe neighborhood districts, the following budget is based upon a millage rate of 0.75 mills.

Insurance	\$ 4,500
Accounting, Audit & Administration	4,200
Vehicle Expenses	4,200
Repair and Maintenance	2,500
Security	26,000
Landscaping/Pest Control	2,400
Contingencies	<u>1,200</u>
Total	\$45,000

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 31) 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 outlines the options for the upcoming budget process using the City's Vision Statement (page 31) 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 request stage involves many participants. In February, departments are asked to submit proposals for reorganizing or utilizing temporary and part-time help. In March, budget staff provide training to 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. 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, department heads and the Budget Office) meet, sometimes frequently, to hammer out the decisions necessary to prepare a proposed, balanced 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.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

The adoption stage is the final step in the development of the budget. It begins with the City Manager presenting 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 hearing. 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 33 and 34 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 \$2,000 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 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.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

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 169.

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 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.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

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 bond ratings for outstanding long term debt is as follows:

	<u>BOND RATING</u>		
	<u>Standard & Poor's</u>	<u>Moody's</u>	<u>Fitch</u>
General Obligation	AA	Aa2	N/A
Excise Tax	A+	A1	N/A
Tax Increment	AAA*	Aaa*	N/A
Sanitation	N/A	A1	A
Water & Sewer Bonds	AAA	Aaa	N/A

*Repayment of the tax increment bonds, as well as Water & Sewer Bonds, is insured, reflecting the triple rating.

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.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

FUND BALANCE POLICY

The City of Fort Lauderdale has established a goal of maintaining and ensuring minimum levels of fund balance. In the General Fund, the City budgets \$2 million as working capital in addition to a base level of \$1 million for contingencies. 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.



EXPLANATION OF BUDGETARY POLICIES AND BASIS

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 has set the stage for departmental mission statements, which provide a long-range view of each department's role in achieving the vision. Traditionally, the City Commission identifies some key budget priorities, which are pertinent to the next twelve months of City activity. For FY2004, these would include public safety services (police and fire-rescue), continued implementation of the Waterworks 2011 master plan, continued implementation of the Northwest Progresso Flagler Heights Community Redevelopment Area, and the opening of new capital facilities such as park bond projects, the new fire station and administrative headquarters, and the new construction services building. 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 resources to meet these objectives is summarized in the Budget Message, the Executive Summary, and also in the Departmental Budgets section.

In addition to Commission priorities, the Vision Statement foresees, for example, "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." In the departmental section of this document, one of the goals of Construction Services in Public Services is to "develop and achieve community consensus on how to allocate resources that will sustain, manage, and enhance growth of the City." The Division of Administration and Special Facilities of Parks and Recreation has a mission to "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." The Fire-Rescue Operations of the Fire-Rescue Department has an objective to "reduce emergency response times, where practical, with cost effective technology, resource management, and quality assurance programs."

Other key areas of the City's vision statement which have translated into specific responses in the FY 2003/2004 budget include:

- "model of intergovernmental cooperation" (See departmental objectives for the City Attorney's Office related to City, State, and Federal laws; the mission statement for the City Clerk Department; the City Manager's Department objective related to Federal and State legislative programs).
- "using rapidly changing technology" (See departmental goals of Administrative Services; the Finance department objective related to a new Payroll/Personnel system release; and the Public Information Office of the City Manager Department objective related to city presence on the Internet).
- "provide a desirable setting for families to live, work and play" (See departmental objectives for Community Inspections, Fire-Rescue, and Police).

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				Budget Coordinators Mtg. Review Requisitions Commission Agendas Budget Adv. Bd. Meetings
FEB	Present Forecast to Department Heads	Reorganizations Position Changes			On-Line Review Review Requisitions Commission Agendas Budget Adv. Bd. Meetings
MAR	Firm Up Process Refine Forecast	Train Staff Load Reorganizations	Review Reorganizations		On-Line Review Review Requisitions Budget Adv. Bd. Meetings
APR	Prepare for Commission Workshop	Department Requests			On-Line Review Review Requisitions Budget Adv. Bd. Meetings
MAY	Commission Workshop		City Manager Reviews Adjustments for Commission Priorities		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 2003/2004 OPERATING BUDGET

DATE: 2002

ACTIVITY

October Departmental Budget Coordinators meet to critique the FY 2002/2003 process.

DATE: 2003

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.
Initial Budget Discussions held with the City Manager and Assistant City Managers.
Initial Budget Discussion held with the Executive Management Team.

March Training is available to all budget preparers.
Departments begin preparation of budget requests.
Budget briefing is held for the Executive Management Team.

April 7 Formal budget kickoff occurs with all forms and spending guidelines distributed.

May 2 Departments submit budget requests.
City Commission reaches consensus on FY 2003/2004 budget priorities.

May City Manager conducts program budget reviews with departments.
Budget Office conducts technical budget reviews with departments.

June Executive Management Team receives update of budget development status.
Departments revise budget estimates.
City Commission receives more detailed budget forecast.

July 1 Broward County Property Appraiser certifies the property tax roll.

July 15 City Manager presents his proposed budget to the City Commission.

July 29 Additional budget meeting; approve preliminary millage rate.

August Property Appraiser distributes Truth in Millage (TRIM) notices to all property owners.
Departments revise budget estimates.

September Budget Advisory Board adopts final recommendations for FY 2002/2003.

September 3 City Commission holds 1st public hearing and tentatively adopts millage rate and budget. Final fire special assessment is set.

September 13 City advertises budget in newspaper of record to meet TRIM requirements.

September 16 City Commission holds 2nd public hearing and adopts final millage rate and budget.

October 1 Beginning of FY 2003/2004 fiscal year.

FINANCIAL SECTION

INTRODUCTION

For FY 2003/2004 the adopted budget is \$377,218,482. The following pages reflect this budget information in tables and graphic format. An all-fund summary for FY 2003/2004 is presented showing revenues by source, expenditures by department, and transfers. In addition, a similar table is included for FY 2002/2003 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 2001/2002, both budgeted and estimated actual and variance for FY 2002/2003 and then the budget for FY 2003/2004. The budget for FY 2002/2003 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 2003/2004 budget to the FY 2002/2003 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 2003/2004 budget and a comparison of citywide Expenditures for All Funds, by department.

Operating Funds Budget Trends.

All Funds Budgeted Transfers for FY 2003/2004.

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 All Funds Operating Budget
Fiscal Year 2003/2004

Estimated Revenues and Other Resources Available:	General Fund	Community Redevelopment	Sunrise Key	Debt Service Funds	Sanitation	Water and Sewer	Stormwater	Parking System	Airport	Total Operating Funds	
Projected Cash Balances Brought Forward:											
Prior Year Carryforward (Balances)	\$ 86,330	-	146,527	-	2,037,605	8,120,926	3,544,430	(1,122,031)	8,716,896	21,530,683	
Required Reserves - Beginning	-	165,304	-	637,949	712,190	2,500,000	-	1,497,340	-	5,512,783	
Total Cash Balances Brought Forward	\$ 86,330	165,304	146,527	637,949	2,749,795	10,620,926	3,544,430	375,309	8,716,896	27,043,466	
Estimated Revenues:											
Taxes:	Millage/\$1,000										
Ad Valorem Taxes - Operating	4.8288	84,447,731	-	-	-	-	-	-	-	84,447,731	
Ad Valorem Taxes - 1987/92/98 Bonds	0.2194	3,841,686	-	-	-	-	-	-	-	3,841,686	
Ad Valorem Taxes - 1997/2002 Bonds	0.1488	2,608,282	-	-	-	-	-	-	-	2,608,282	
Ad Valorem Taxes - Sunrise Key	0.7500	-	-	42,368	-	-	-	-	-	42,368	
Franchise Fees		12,750,000	-	-	-	-	-	-	-	12,750,000	
Utility Service Taxes		37,164,000	-	-	-	-	-	-	-	37,164,000	
Licenses and Permits		8,675,438	-	-	-	-	-	-	-	8,675,438	
Intergovernmental		15,350,000	2,769,325	-	-	-	-	-	-	18,119,325	
Charges for Services		17,751,963	79,323	-	-	20,940,340	68,345,887	3,316,500	7,506,800	119,623,337	
Fines and Forfeitures		2,642,200	-	-	-	-	-	-	3,303,000	5,945,200	
Other		28,642,619	561,716	2,050	26,500	1,005,000	4,478,902	75,000	247,500	38,152,365	
Total Estimated Revenues	\$	213,873,919	3,410,364	44,418	26,500	21,945,340	72,824,789	3,391,500	11,057,300	4,795,602	331,369,732
Estimated Transfers and Other Sources	\$	1,169,372	2,020,118	-	15,615,794	-	-	-	-	-	18,805,284
Total Resources Available	\$	215,129,621	5,595,786	190,945	16,280,243	24,695,135	83,445,715	6,935,930	11,432,609	13,512,498	377,218,482
Appropriations and Other Resources Allocated:											
Adopted Appropriations by Department:											
Administrative Services	\$	8,979,958	-	-	-	-	-	6,743,785	-	-	15,723,743
City Attorney		2,476,363	-	-	-	-	-	-	-	-	2,476,363
City Clerk		931,240	-	-	-	-	-	-	-	-	931,240
City Commission		290,841	-	-	-	-	-	-	-	-	290,841
City Manager		2,786,958	142,546	-	-	-	-	-	-	-	2,929,504
Community & Economic Development		6,257,768	1,304,305	-	-	-	-	-	-	4,485,327	12,047,400
Finance		3,656,261	-	-	-	-	-	-	-	-	3,656,261
Fire-Rescue		44,814,437	-	-	-	-	-	-	-	-	44,814,437
Office of Professional Standards		488,669	-	-	-	-	-	-	-	-	488,669
Parks and Recreation		26,565,199	-	-	-	-	-	-	-	-	26,565,199
Police		73,897,920	-	-	-	-	-	1,273,405	-	-	75,171,325
Public Services		21,230,884	-	-	21,134,971	51,502,512	2,509,010	-	-	-	96,377,377
Other General Government		3,838,967	-	45,000	-	-	-	-	-	-	3,883,967
Debt Service		514,783	92,500	-	15,782,775	546,528	5,574,874	-	1,348,900	-	23,860,360
Total Appropriations for Operating Expenditures	\$	196,730,248	1,539,351	45,000	15,782,775	21,681,499	57,077,386	2,509,010	9,366,090	4,485,327	309,216,686
Other Resources Allocated:											
Contingencies		1,000,000	-	1,200	-	-	-	-	-	-	1,001,200
Required Transfers Out		14,467,776	2,389,600	-	-	-	-	-	-	-	16,857,376
Discretionary Transfers Out		125,277	606,372	-	-	-	-	604,200	-	-	1,335,849
Capital Transfers Out		806,320	895,159	-	-	-	13,000,000	300,000	100,000	-	16,441,479
Total Other Resources Allocated	\$	16,399,373	3,891,131	1,200	-	-	13,000,000	1,340,000	904,200	100,000	35,635,904
Projected Balances and Reserves:											
Anticipated Year End Balance		2,000,000	-	144,745	-	2,137,218	10,443,372	3,086,920	(335,021)	8,927,171	26,404,405
Required Reserves - Ending		-	165,304	-	497,468	876,418	2,924,957	-	1,497,340	-	5,961,487
Total Balances and Reserves		2,000,000	165,304	144,745	497,468	3,013,636	13,368,329	3,086,920	1,162,319	8,927,171	32,365,892
Total Resources Allocated	\$	215,129,621	5,595,786	190,945	16,280,243	24,695,135	83,445,715	6,935,930	11,432,609	13,512,498	377,218,482

City of Fort Lauderdale
 Adopted All Funds Operating Budget
 Fiscal Year 2002/2003

Estimated Revenues and Other Resources Available:	Debt Service Funds						Debt Service Funds			Water and Sewer	Stormwater	Parking System	Airport	Total Operating Funds
	General Fund	Community Redevelopment	Sunrise Key	General Obligation Bonds	Sunshine State	Excise Tax Bonds	Tax Increment Bonds	Sanitation						
Projected Cash Balances Brought Forward:														
Prior Year Carryforward (Balances)	\$ 7,456,773	-	99,675	-	-	-	-	1,082,898	1,255,124	3,264,345	969,524	3,149,540	17,277,879	
Required Reserves - Beginning	-	159,798	-	290,444	845,379	-	-	540,004	3,648,568	-	1,697,340	-	7,181,533	
Total Cash Balances Brought Forward	\$ 7,456,773	159,798	99,675	290,444	845,379	-	-	1,622,902	4,903,692	3,264,345	2,666,864	3,149,540	24,459,412	
Estimated Revenues:														
Taxes:	Millage/\$1,000													
Ad Valorem Taxes - Operating	4.8472	75,686,012	-	-	-	-	-	-	-	-	-	-	75,686,012	
Ad Valorem Taxes - 1987/92/98 Bonds	0.2388	3,730,122	-	-	-	-	-	-	-	-	-	-	3,730,122	
Ad Valorem Taxes - 1997 Bonds	0.1825	2,852,810	-	-	-	-	-	-	-	-	-	-	2,852,810	
Ad Valorem Taxes - Sunrise Key	1.5000	-	81,486	-	-	-	-	-	-	-	-	-	81,486	
Franchise Fees		12,870,175	-	-	-	-	-	-	-	-	-	-	12,870,175	
Utility Service Taxes		34,592,396	-	-	-	-	-	-	-	-	-	-	34,592,396	
Licenses and Permits		8,044,977	-	-	-	-	-	-	-	-	-	-	8,044,977	
Intergovernmental		16,611,958	2,168,433	-	-	-	-	-	-	-	-	-	18,780,391	
Charges for Services		15,636,614	79,323	-	-	-	-	19,463,440	64,473,116	3,159,000	5,267,650	1,645,520	109,724,663	
Fines and Forfeitures		2,207,100	-	-	-	-	-	-	-	-	2,810,000	-	5,017,100	
Other		25,942,981	354,481	1,000	11,000	3,500	15,000	1,008,438	2,288,339	75,000	244,100	3,039,469	32,983,308	
Total Estimated Revenues	\$	198,175,145	2,602,237	82,486	11,000	3,500	15,000	20,471,878	66,761,455	3,234,000	8,321,750	4,684,989	304,363,440	
Estimated Transfers and Other Sources	\$	466,110	2,668,639	-	6,582,932	1,961,613	3,170,081	1,384,025	-	-	-	127,129	16,360,529	
Total Resources Available	\$	206,098,028	5,430,674	182,161	6,884,376	2,810,492	3,185,081	1,384,025	22,094,780	71,665,147	6,498,345	11,115,743	345,183,381	
Appropriations and Other Resources Allocated:														
Adopted Appropriations by Department:														
Administrative Services	\$	8,670,802	-	-	-	-	-	-	-	-	5,873,215	-	14,544,017	
City Attorney		2,330,288	-	-	-	-	-	-	-	-	-	-	2,330,288	
City Clerk		1,097,506	-	-	-	-	-	-	-	-	-	-	1,097,506	
City Commission		259,942	-	-	-	-	-	-	-	-	-	-	259,942	
City Manager		3,367,410	130,374	-	-	-	-	-	-	-	-	-	3,497,784	
Community & Economic Development		6,277,219	1,355,423	-	-	-	-	-	-	-	-	4,482,890	12,115,532	
Finance		3,733,937	-	-	-	-	-	-	-	-	-	-	3,733,937	
Fire-Rescue		40,176,777	-	-	-	-	-	-	-	-	-	-	40,176,777	
Parks and Recreation		29,378,339	-	-	-	-	-	-	-	-	-	-	29,378,339	
Police		68,639,477	-	-	-	-	-	-	-	-	1,195,320	-	69,834,797	
Public Services		21,511,490	-	-	-	-	-	21,230,672	49,534,927	2,658,344	-	-	94,935,433	
Other General Government		2,425,152	-	58,800	-	-	-	-	-	-	-	-	2,483,952	
Debt Service		373,650	103,200	-	6,684,376	2,340,492	3,185,081	1,384,025	98,660	6,614,437	-	1,268,259	22,052,180	
Total Appropriations for Operating Expenditures	\$	188,241,989	1,588,997	58,800	6,684,376	2,340,492	3,185,081	1,384,025	21,329,332	56,149,364	2,658,344	8,336,794	296,440,484	
Other Resources Allocated:														
Contingencies		1,835,000	-	1,200	-	-	-	-	-	-	-	-	1,836,200	
Required Transfers Out		11,587,615	1,384,025	-	-	-	-	-	-	-	-	-	12,971,640	
Discretionary Transfers Out		393,803	466,110	-	-	-	-	-	10,574,343	-	603,525	-	12,037,781	
Capital Transfers Out		2,539,621	1,764,537	-	-	-	-	-	50,000	2,441,440	1,340,000	300,000	8,535,598	
Total Other Resources Allocated	\$	16,356,039	3,614,672	1,200	-	-	-	-	50,000	13,015,783	1,340,000	903,525	35,381,219	
Projected Balances and Reserves:														
Anticipated Year End Balance		1,500,000	-	122,161	-	-	-	-	-	2,500,001	178,084	3,251,639	7,551,885	
Required Reserves - Ending		-	227,005	-	200,000	470,000	-	-	715,448	2,500,000	-	1,697,340	5,809,793	
Total Balances and Reserves		1,500,000	227,005	122,161	200,000	470,000	-	-	715,448	2,500,000	2,500,001	1,875,424	13,361,678	
Total Resources Allocated	\$	206,098,028	5,430,674	182,161	6,884,376	2,810,492	3,185,081	1,384,025	22,094,780	71,665,147	6,498,345	11,115,743	345,183,381	

City of Fort Lauderdale
 Adopted All Funds Operating Budget
 Fiscal Year 2003/2004

	Internal Service Funds		
	Insurance	Central Services	Vehicle Rental
Estimated Revenues and Other Resources Available:			
Projected Cash Balances Brought Forward:			
Prior Year Carryforward (Balances)	\$ (18,420,955)	579,159	1,555,066
Required Reserves - Beginning	-	-	11,041,280
Total Cash Balances Brought Forward	<u>\$ (18,420,955)</u>	<u>579,159</u>	<u>12,596,346</u>
Estimated Revenues:			
Charges for Services	35,004,942	2,161,038	14,481,540
Other	431,250	132,629	1,134,730
Total Estimated Revenues	<u>\$ 35,436,192</u>	<u>2,293,667</u>	<u>15,616,270</u>
Estimated Transfers	\$ -	-	125,277
<i>Total Resources Available</i>	<u>\$ 17,015,237</u>	<u>2,872,826</u>	<u>28,337,893</u>
Estimated Resources Allocated:			
Expenses:			
Salaries and Wages	\$ 860,628	577,745	297,725
Fringe Benefits	558,669	250,667	118,953
Services/Materials	2,197,500	1,487,372	7,089,155
Other Operating Expenses	393,337	142,652	273,474
Debt Services	-	-	1,454,016
Capital Outlay	8,500	31,500	7,864,914
Total Expenses	<u>\$ 4,018,634</u>	<u>2,489,936</u>	<u>17,098,237</u>
Operating Balance Year End	\$ (21,800,883)	242,435	1,853,629
Vehicle Reserves	-	-	9,386,027
Claims	34,797,486	-	-
Transfers	-	140,455	-
Total of Other Financial Uses	<u>\$ 12,996,603</u>	<u>382,890</u>	<u>11,239,656</u>
<i>Total Resources Allocated</i>	<u>\$ 17,015,237</u>	<u>2,872,826</u>	<u>28,337,893</u>

City of Fort Lauderdale
 Adopted All Funds Operating Budget
 Fiscal Year 2002/2003

	Internal Service Funds		
	Insurance	Central Services	Vehicle Rental
Estimated Revenues and Other Resources Available:			
Projected Cash Balances Brought Forward:			
Prior Year Carryforward (Balances)	\$ (8,218,573)	75,707	648,308
Required Reserves - Beginning	-	-	10,104,435
Total Cash Balances Brought Forward	\$ (8,218,573)	75,707	10,752,743
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	28,881,094	2,269,676	12,836,800
Fines and Forfeitures	-	-	-
Other	689,000	149,223	969,364
Total Estimated Revenues	\$ 29,570,094	2,418,899	13,806,164
Estimated Transfers	-	-	125,277
<i>Total Resources Available</i>	\$ 21,351,521	2,494,606	24,684,184
Appropriations and Other Resources Allocated:			
Adopted Appropriations by Department:			
Administrative Services	\$ 84,300	2,353,910	13,489,349
City Attorney	-	-	-
City Clerk	-	-	-
City Commission	-	-	-
City Manager	-	-	-
Community & Economic Development	-	-	-
Finance	1,289,133	-	-
Fire-Rescue	-	-	-
Parks and Recreation	-	-	-
Police	-	-	-
Public Services	-	-	-
Other General Government	29,304,916	-	-
Debt Service	-	-	1,140,188
Total Appropriations for Operating Expenditures	\$ 30,678,349	2,353,910	14,629,537
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	(9,326,828)	241	449,343
Required Reserves - Ending	-	-	9,605,304
Total Balances and Reserves	(9,326,828)	241	10,054,647
<i>Total Resources Allocated</i>	\$ 21,351,521	2,494,606	24,684,184

ALL FUNDS*
RESOURCES BY OBJECT

Character Object:	FY 2001/2002 Actuals	FY 2002/2003 Original Budget	FY 2002/2003 Estimated Actual	Variance- Increase (Decrease)	FY 2003/2004 Adopted Budget	% Change- Increase (Decrease)
Taxes:						
Property Taxes - Operating	\$ 67,001,227	75,767,498	75,257,721	(509,777)	84,490,099	12%
77 General Obligation Debt Taxes	(17)	-	-	-	-	-
87/92/98 General Obligation Debt Taxes	3,938,199	3,730,122	3,711,000	(19,122)	3,841,686	3%
97 General Obligation Debt Taxes	2,881,266	2,852,810	2,834,000	(18,810)	2,608,282	(9%)
Franchise Fees	11,249,732	12,870,175	12,565,045	(305,130)	12,750,000	(1%)
Utility Taxes	35,195,157	34,592,396	35,815,109	1,222,713	37,164,000	7%
<i>Total Taxes</i>	<u>120,265,564</u>	<u>129,813,001</u>	<u>130,182,875</u>	<u>369,874</u>	<u>140,854,067</u>	<u>9%</u>
Licenses & Permits:						
Occupational Licenses	3,032,174	2,576,600	2,601,700	25,100	2,600,000	1%
Building Permits	6,444,183	5,468,377	7,105,809	1,637,432	6,075,438	11%
<i>Total Licenses/Permits</i>	<u>9,476,357</u>	<u>8,044,977</u>	<u>9,707,509</u>	<u>1,662,532</u>	<u>8,675,438</u>	<u>8%</u>
Intergovernmental:						
Federal Grants	-	-	128,304	128,304	-	-
State-Shared Revenues	12,111,458	14,096,152	14,451,581	355,429	13,445,000	(5%)
Other Local Government	3,830,294	4,684,239	4,178,384	(505,855)	4,674,325	0%
<i>Total Services/Materials</i>	<u>15,941,752</u>	<u>18,780,391</u>	<u>18,758,269</u>	<u>(22,122)</u>	<u>18,119,325</u>	<u>(4%)</u>
Charges for Services:						
Internal Service Charges	452,877	114,323	433,352	319,029	224,323	96%
General Government	848,892	807,860	864,836	56,976	804,985	0%
Public Safety	6,631,753	7,131,827	7,247,658	115,831	9,149,623	28%
Physical Environment	83,590,070	86,951,556	86,276,801	(674,755)	92,347,227	6%
Transportation	8,029,445	7,487,082	8,077,020	589,938	9,898,524	32%
Parks and Recreation	506,203	533,000	543,626	10,626	557,000	5%
Special Events	474,692	620,000	538,585	(81,415)	620,000	0%
Special Facilities	5,359,262	5,727,115	5,729,426	2,311	5,638,755	(2%)
Pools	362,958	312,900	382,900	70,000	342,900	10%
Miscellaneous	73,559	39,000	99,627	60,627	40,000	3%
<i>Total Charges for Services</i>	<u>106,329,711</u>	<u>109,724,663</u>	<u>110,193,831</u>	<u>469,168</u>	<u>119,623,337</u>	<u>9%</u>
Fines and Forfeits:						
Judgments and Fines	1,449,212	1,507,100	1,543,865	36,765	1,499,200	(1%)
Violations of Local Ordinances	3,076,745	3,510,000	4,285,500	775,500	4,446,000	27%
<i>Total Fines and Forfeits</i>	<u>4,525,957</u>	<u>5,017,100</u>	<u>5,829,365</u>	<u>812,265</u>	<u>5,945,200</u>	<u>18%</u>
Miscellaneous:						
Interest Earnings	2,971,836	2,123,700	1,461,033	(662,667)	1,673,559	(21%)
Rents and Royalties	5,148,003	5,035,813	4,963,045	(72,768)	5,018,663	0%
Special Assessments	6,084,797	6,631,265	6,631,265	-	8,725,000	32%
Disposal of Fixed Assets	-	11,000	91,679	80,679	16,000	45%
Contributions/Donations	-	10,005	379,011	369,006	678,000	6677%
Other Miscellaneous	20,467,595	19,171,525	21,459,621	2,288,096	22,041,143	15%
<i>Total Miscellaneous</i>	<u>34,672,231</u>	<u>32,983,308</u>	<u>34,985,654</u>	<u>2,002,346</u>	<u>38,152,365</u>	<u>16%</u>
Other Sources:						
Loan Proceeds	1,134,617	150,000	740,681	590,681	-	-
Operating Transfers	14,278,980	16,210,529	15,388,445	(822,084)	18,805,284	16%
<i>Total Other Sources</i>	<u>15,413,597</u>	<u>16,360,529</u>	<u>16,129,126</u>	<u>(231,403)</u>	<u>18,805,284</u>	<u>15%</u>
Balances and Reserves:						
Reserves	8,026,567	8,681,533	7,403,245	(1,278,288)	5,512,783	(36%)
Beginning Balances	32,405,178	15,777,879	27,163,005	11,385,126	21,530,683	36%
<i>Total Balances and Reserves</i>	<u>40,431,745</u>	<u>24,459,412</u>	<u>34,566,250</u>	<u>10,106,838</u>	<u>27,043,466</u>	<u>11%</u>
Total Resources	<u>\$ 347,056,914</u>	<u>345,183,381</u>	<u>360,352,879</u>	<u>15,169,498</u>	<u>377,218,482</u>	<u>9%</u>

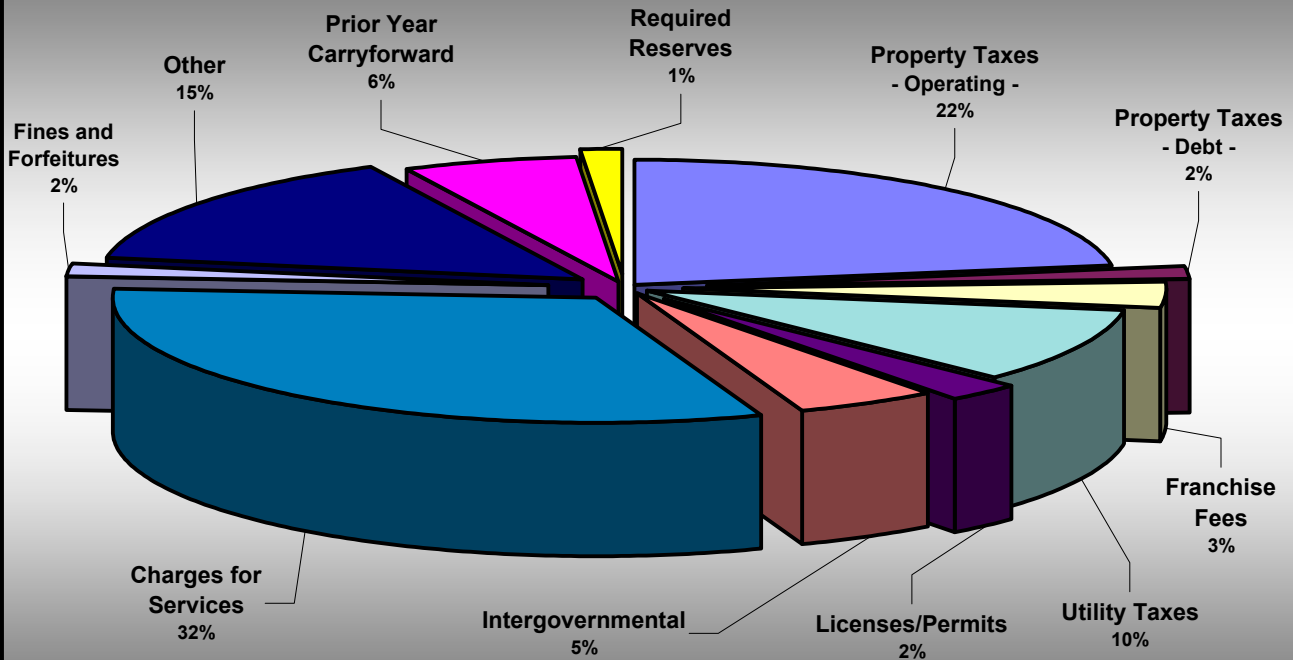
*Includes General, Special Revenue, Debt Service and Enterprise Funds. Internal Service Funds are supported primarily by charges to these funds.

ALL FUNDS*
EXPENDITURES BY OBJECT

Character Object:	FY 2001/2002 Actuals	FY 2002/2003 Adopted Budget	FY 2002/2003 Estimated Actual	Variance- Increase (Decrease)	FY 2003/2004 Adopted Budget	% Change- Increase (Decrease)
Salaries and Wages:						
Regular Salaries	\$ 109,609,087	119,667,997	120,381,628	(713,631)	116,999,733	(2%)
Longevity	4,460,230	4,227,387	4,497,025	(269,638)	4,670,285	10%
Other Wages	3,853,151	4,853,240	4,485,919	367,321	4,507,423	(7%)
Employee Allowances	743,991	868,746	829,831	38,915	932,871	7%
Overtime	9,719,235	6,547,584	9,234,854	(2,687,270)	6,712,227	3%
Distributive Labor	238,987	(61,577)	(85,280)	23,703	(49,465)	(20%)
Termination Pay	1,421,159	598,393	916,430	(318,037)	162,231	(73%)
Core Adjustments	-	139,668	-	139,668	-	-
<i>Total Salaries and Wages</i>	<u>130,045,840</u>	<u>136,841,438</u>	<u>140,260,407</u>	<u>(3,418,969)</u>	<u>133,935,305</u>	<u>(2%)</u>
Fringe Benefits:						
Employee Benefits	142,570	132,265	146,053	(13,788)	111,224	(16%)
Pension/Deferred Comp.	10,754,321	15,302,617	15,396,539	(93,922)	24,470,153	60%
FICA Taxes	9,559,802	10,124,726	9,776,318	348,408	9,978,188	(1%)
Insurance Premiums	15,726,794	19,190,404	18,429,914	760,490	23,014,263	20%
<i>Total Fringe Benefits</i>	<u>36,183,487</u>	<u>44,750,012</u>	<u>43,748,824</u>	<u>1,001,188</u>	<u>57,573,828</u>	<u>29%</u>
Services/Materials:						
Professional Services	2,710,805	2,828,171	4,080,331	(1,252,160)	3,851,670	36%
Other Services	18,080,447	20,929,668	20,376,834	552,834	20,543,220	(2%)
Leases and Rentals	1,457,047	1,522,952	1,854,934	(331,982)	1,453,943	(5%)
Repair and Maintenance	7,450,121	6,557,102	6,860,692	(303,590)	5,316,947	(19%)
Photo/Printing	321,162	569,591	451,721	117,870	450,790	(21%)
Utilities, Communication	10,135,334	10,429,293	11,383,298	(954,005)	10,877,455	4%
Chemicals	2,135,786	3,308,560	2,764,985	543,575	3,168,746	(4%)
Fuel & Oil	1,821,669	1,999,508	2,192,173	(192,665)	1,897,122	(5%)
Supplies	4,968,332	5,897,516	5,754,108	143,408	5,611,651	(5%)
<i>Total Services/Materials</i>	<u>49,080,703</u>	<u>54,042,361</u>	<u>55,719,076</u>	<u>(1,676,715)</u>	<u>53,171,544</u>	<u>(2%)</u>
Other Operating Expenditures:						
Meetings/Schools	1,139,277	1,354,827	1,119,520	235,307	833,818	(38%)
Contributions/Subsidies	1,249,090	1,471,531	1,538,089	(66,558)	1,597,986	9%
Intragovernmental Charges	26,887,624	27,004,184	27,419,039	(414,855)	28,558,958	6%
Insurance Premiums	4,265,550	5,136,015	5,175,408	(39,393)	6,598,428	28%
<i>Total Other Expenditures</i>	<u>33,541,541</u>	<u>34,966,557</u>	<u>35,252,056</u>	<u>(285,499)</u>	<u>37,589,190</u>	<u>8%</u>
Nonoperating Expenditures:	<u>400,333</u>	<u>393,733</u>	<u>975,087</u>	<u>(581,354)</u>	<u>401,368</u>	<u>2%</u>
Capital Outlay:						
Equipment	2,500,296	2,947,308	5,222,134	(2,274,826)	2,727,591	(7%)
<i>Total Capital Outlay</i>	<u>2,500,296</u>	<u>2,947,308</u>	<u>5,222,134</u>	<u>(2,274,826)</u>	<u>2,727,591</u>	<u>(7%)</u>
Debt Service	<u>14,714,779</u>	<u>22,499,075</u>	<u>19,369,292</u>	<u>3,129,783</u>	<u>23,860,360</u>	<u>6%</u>
Other Uses:						
Transfers	46,722,602	33,545,019	32,762,536	782,483	34,592,204	3%
Balances and Reserves	33,867,333	15,197,878	27,043,467	(11,845,589)	33,367,092	120%
<i>Total Other Uses</i>	<u>80,589,935</u>	<u>48,742,897</u>	<u>59,806,003</u>	<u>(11,063,106)</u>	<u>67,959,296</u>	<u>39%</u>
Total Expenditures	<u>\$ 347,056,914</u>	<u>345,183,381</u>	<u>360,352,879</u>	<u>(15,169,498)</u>	<u>377,218,482</u>	<u>9%</u>

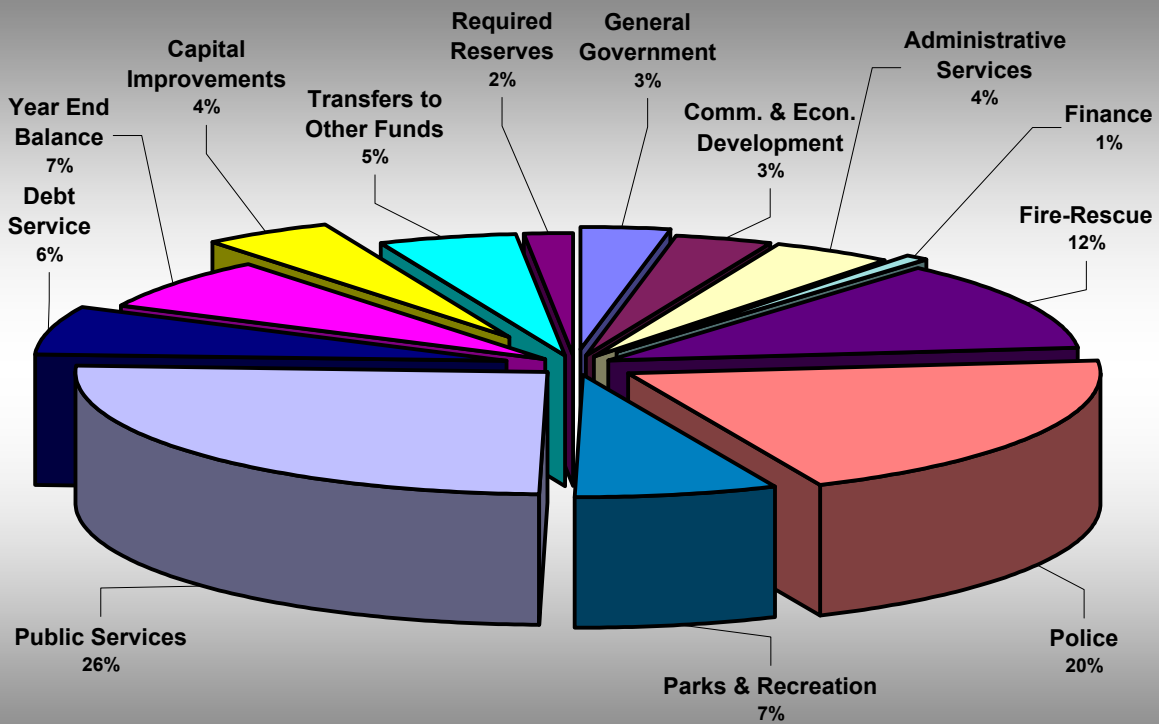
*Includes General, Special Revenue, Debt Service and Enterprise Funds. Internal Service Funds are supported primarily

Resources for All Funds FY 2003/04



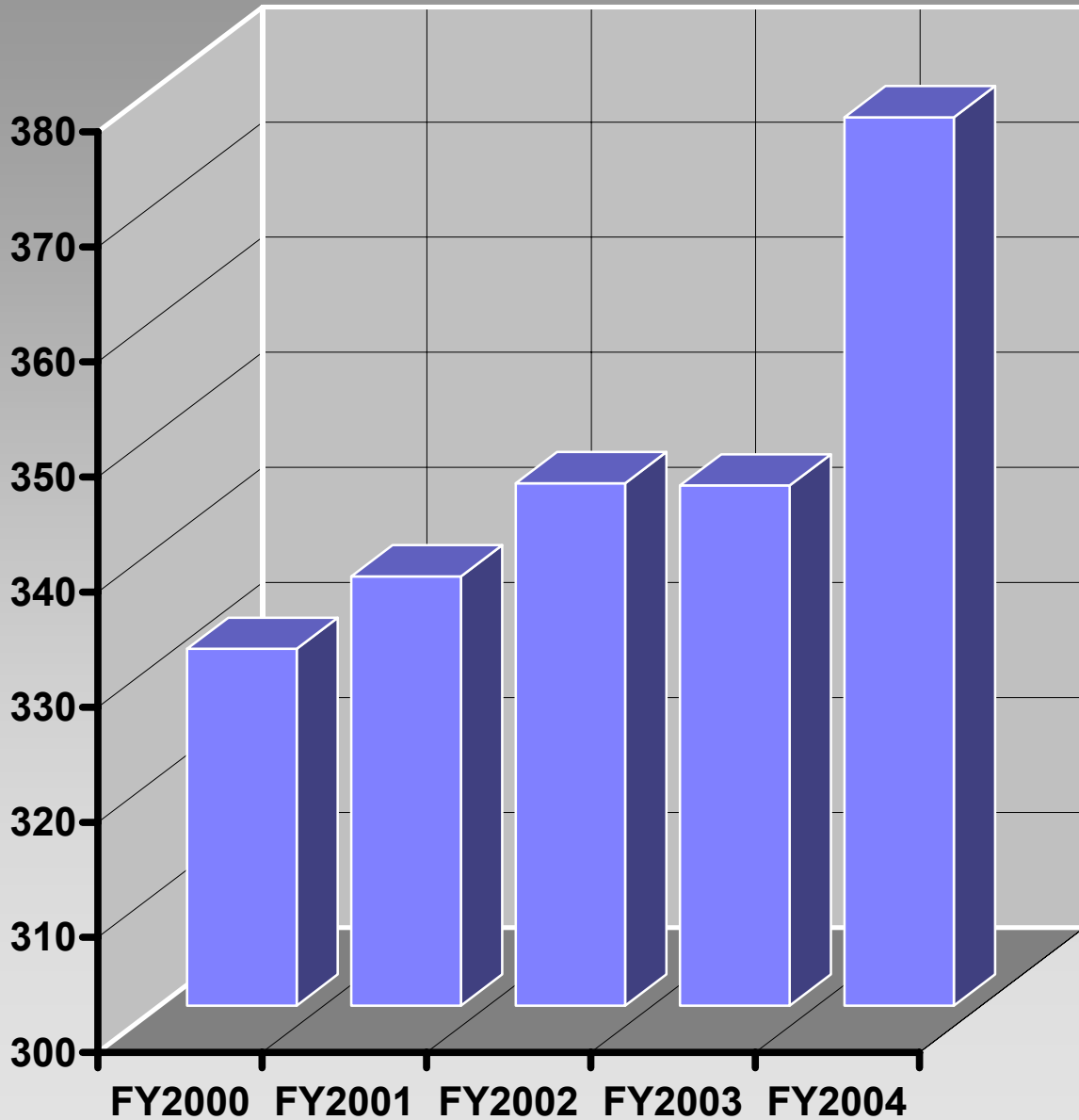
The largest resource is "Charges for Services" followed by "Property Taxes-Operating". The "Other" category increased this year due to the approved 50% increase in the fire special assessment.

Expenditures for All Funds FY 2003/04



"Public Services" is the largest expenditure followed by "Police". The adopted budget anticipates an increase in "Year End Balance".

All Operating Funds Budget Trends (in millions of \$)



From FY 2000 to FY 2004 the budget grew by 14 percent. The FY 2002 and 2003 budgets were virtually the same. The current year's budget has grown by 9 percent due to costs associated with employee pensions, health insurance, and workers' compensation. Additionally, fund balances for Water & Sewer and Airport are project to increase substantially over FY2003.

**ALL FUNDS
APPROVED TRANSFERS
FISCAL YEAR 2003/2004**

TRANSFERS IN	General Fund	Special Revenue	Debt Service Funds	Enterprise Funds	Internal Service Funds
Required:					
From General Fund:					
GOB 1987/92/98 Debt Service	\$ -	-	3,841,686	-	-
GOB 1997/2002 Debt Service	-	-	2,608,282	-	-
FIFC					
From General Fund			1,250,000		
Excise Tax Debt Service:					
From General Fund	-	-	2,773,463	-	-
From Water and Sewer	-	-	407,990	-	-
Tax Increment Debt Service:					
From CRA	-	-	2,306,200	-	-
Sunshine State Debt Service:					
From General Capital Projects	-	-	1,493,680	-	-
From General Fund	-	-	794,038	-	125,277
From Central Services Fund	-	-	140,455	-	-
From Parking Fund (Bond Pledge)	425,000	604,200	-	-	-
From General Fund					
Tax Increment (Beach)	-	606,372	-	-	-
Tax Increment (NWPFH)	-	809,546	-	-	-
Discretionary:					
Beach CRA Loan Repayment	606,372	-	-	-	-
Vehicle Rental	138,000	-	-	-	-
Total Transfers In	\$ 1,169,372	2,020,118	15,615,794	-	125,277

TRANSFERS OUT

Required:					
GOB 1987 Debt Service	\$ 3,841,686	-	-	-	-
GOB 1997 Debt Service	2,608,282	-	-	-	-
Excise Tax Debt Service	2,773,463	-	-	407,990	-
Tax Increment	1,093,114	-	-	-	-
Tax Increment Debt Service	-	2,389,600	-	-	-
Sunshine State Debt Service	2,287,718	-	-	-	140,455
FIFC	1,250,000				
Discretionary:					
Grant Match	-	-	-	-	-
Capital Improvements	806,320	941,595	-	12,640,000	-
General Fund	-	-	-	-	-
Community Redevelopment	613,513	-	-	604,200	-
Repayment to Vehicle Rental Fund	125,277	-	-	-	-
Repayment to General Fund	-	606,372	-	-	-
Transfer to General CIP	-	-	-	1,392,010	-
Transfer to Excise Tax Bonds	-	-	-	-	-
Transfer to Central Services Fund	-	-	-	-	-
Transfer to Parking	-	-	-	-	-
Total Transfers Out	\$ 15,399,373	3,937,567	-	15,044,200	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.

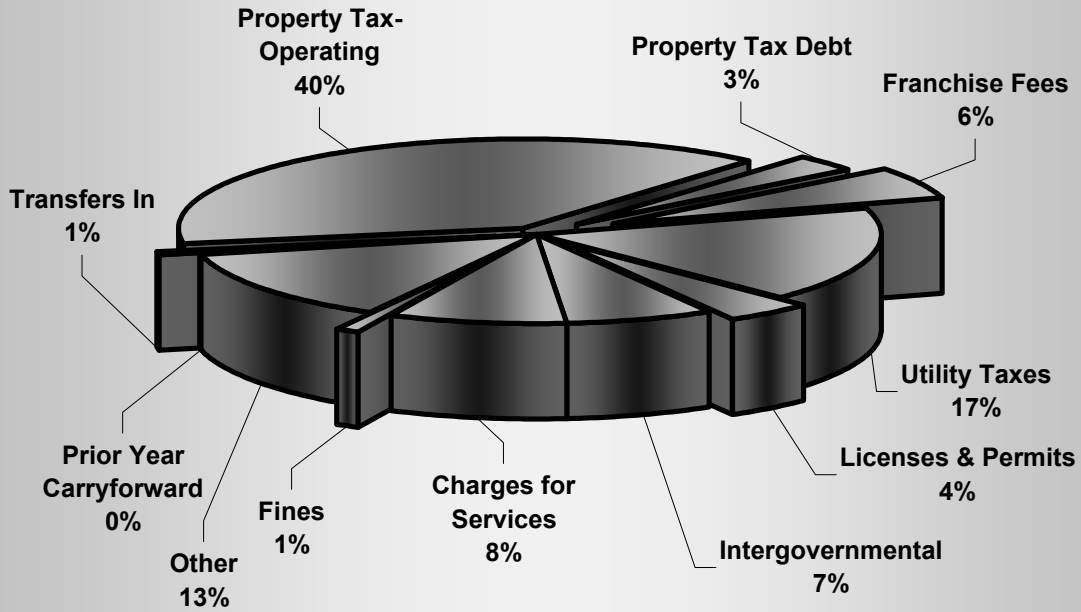
**GENERAL FUND
RESOURCES BY OBJECT**

Character Object:	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Taxes:						
Property Taxes - Operating	\$ 66,926,261	75,686,012	75,180,000	(506,012)	84,447,731	12%
77 General Obligation Debt Taxes	(17)	-	-	-	-	-
87/92/98 General Obligation Debt Taxes	3,938,199	3,730,122	3,711,000	(19,122)	3,841,686	3%
97 General Obligation Debt Taxes	2,881,266	2,852,810	2,834,000	(18,810)	2,608,282	(9%)
Franchise Fees	11,249,732	12,870,175	12,565,045	(305,130)	12,750,000	(1%)
Utility Taxes	35,195,157	34,592,396	35,815,109	1,222,713	37,164,000	7%
<i>Total Taxes</i>	<u>120,190,598</u>	<u>129,731,515</u>	<u>130,105,154</u>	<u>373,639</u>	<u>140,811,699</u>	<u>9%</u>
Licenses & Permits:						
Occupational Licenses	3,032,174	2,576,600	2,601,700	25,100	2,600,000	1%
Building Permits	6,444,183	5,468,377	7,105,809	1,637,432	6,075,438	11%
<i>Total Licenses/Permits</i>	<u>9,476,357</u>	<u>8,044,977</u>	<u>9,707,509</u>	<u>1,662,532</u>	<u>8,675,438</u>	<u>8%</u>
Intergovernmental:						
Federal Grants	-	-	128,304	128,304	-	-
State-Shared Revenues	12,111,458	14,096,152	14,451,581	355,429	13,445,000	(5%)
Other Local Grants	2,146,499	2,515,806	2,139,027	(376,779)	1,905,000	(24%)
<i>Total Services/Materials</i>	<u>14,257,957</u>	<u>16,611,958</u>	<u>16,718,912</u>	<u>106,954</u>	<u>15,350,000</u>	<u>(8%)</u>
Charges for Services:						
Internal Service Charges	26,825	35,000	35,000	-	35,000	0%
General Government	728,429	688,860	772,836	83,976	700,985	2%
Public Safety	6,631,753	7,125,827	7,241,658	115,831	9,149,623	28%
Physical Environment	(22,643)	(16,000)	(18,104)	(2,104)	(15,500)	(3%)
Transportation	780,856	570,912	790,050	219,138	683,200	20%
Parks and Recreation	506,203	533,000	543,626	10,626	557,000	5%
Special Events	474,692	620,000	538,585	(81,415)	620,000	0%
Special Facilities	5,359,262	5,727,115	5,729,426	2,311	5,638,755	(2%)
Pools	362,958	312,900	382,900	70,000	342,900	10%
Miscellaneous	73,559	39,000	99,627	60,627	40,000	3%
<i>Total Charges for Services</i>	<u>14,921,894</u>	<u>15,636,614</u>	<u>16,115,604</u>	<u>478,990</u>	<u>17,751,963</u>	<u>14%</u>
Fines and Forfeits:						
Judgments and Fines	1,449,212	1,507,100	1,543,865	36,765	1,499,200	(1%)
Violations of Local Ordinances	1,040,053	700,000	1,377,000	677,000	1,143,000	63%
<i>Total Fines and Forfeits</i>	<u>2,489,265</u>	<u>2,207,100</u>	<u>2,920,865</u>	<u>713,765</u>	<u>2,642,200</u>	<u>20%</u>
Miscellaneous:						
Interest Earnings	807,029	1,011,900	461,794	(550,106)	455,700	(55%)
Rents and Royalties	2,208,233	2,159,834	2,100,596	(59,238)	2,078,926	(4%)
Special Assessments	6,084,797	6,631,265	6,631,265	-	8,725,000	32%
Disposal of Fixed Assets	-	11,000	69,103	58,103	16,000	45%
Contributions/Donations	-	10,005	317,911	307,906	678,000	6,677%
Other Miscellaneous	15,137,941	16,118,977	16,688,850	569,873	16,688,993	4%
<i>Total Miscellaneous</i>	<u>24,238,000</u>	<u>25,942,981</u>	<u>26,269,519</u>	<u>326,538</u>	<u>28,642,619</u>	<u>10%</u>
Other Sources:						
Loan Proceeds	1,134,617	-	740,681	740,681	-	-
Operating Transfers	102,430	466,110	983,609	517,499	1,169,372	151%
<i>Total Other Sources</i>	<u>1,237,047</u>	<u>466,110</u>	<u>1,724,290</u>	<u>1,258,180</u>	<u>1,169,372</u>	<u>151%</u>
Balances and Reserves:						
Reserves	2,000,000	1,500,000	1,500,000	-	-	(100%)
Beginning Balances	8,215,054	5,956,773	5,718,652	(238,121)	86,330	(99%)
<i>Total Balances and Reserves</i>	<u>10,215,054</u>	<u>7,456,773</u>	<u>7,218,652</u>	<u>(238,121)</u>	<u>86,330</u>	<u>(99%)</u>
Total Resources	\$ <u>197,026,172</u>	<u>206,098,028</u>	<u>210,780,505</u>	<u>4,682,477</u>	<u>215,129,621</u>	<u>4%</u>

**GENERAL FUND
EXPENDITURES BY OBJECT**

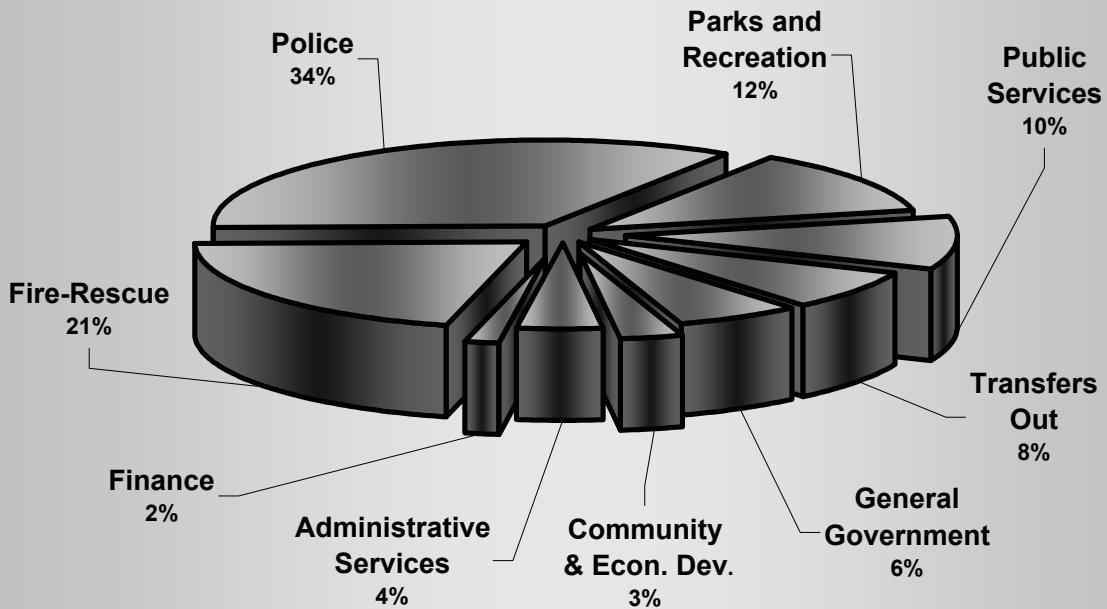
Character Object:	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Salaries and Wages:						
Regular Salaries	\$ 90,852,982	98,180,161	100,534,503	(2,354,342)	95,110,337	(3%)
Longevity	3,635,174	3,482,327	3,722,762	(240,435)	3,865,044	11%
Other Wages	3,724,457	4,719,496	4,338,698	380,798	4,360,868	(8%)
Employee Allowances	646,011	751,866	723,391	28,475	803,511	7%
Overtime	7,878,915	5,059,027	7,487,078	(2,428,051)	5,191,975	3%
Distributive Labor	198,098	(31,999)	(68,503)	36,504	(79,043)	147%
Termination Pay	1,082,362	584,440	834,548	(250,108)	107,481	(82%)
<i>Total Salaries and Wages</i>	<u>108,017,999</u>	<u>112,745,318</u>	<u>117,572,477</u>	<u>(4,827,159)</u>	<u>109,360,173</u>	<u>(3%)</u>
Fringe Benefits:						
Employee Benefits	122,060	110,427	128,454	(18,027)	92,723	(16%)
Pension/Deferred Comp.	9,040,968	12,355,266	12,481,584	(126,318)	20,730,403	68%
FICA Taxes	7,919,615	8,429,353	8,168,599	260,754	8,263,995	(2%)
Insurance Premiums	12,391,739	15,003,569	14,635,184	368,385	17,785,880	19%
<i>Total Fringe Benefits</i>	<u>29,474,382</u>	<u>35,898,615</u>	<u>35,413,821</u>	<u>484,794</u>	<u>46,873,001</u>	<u>31%</u>
Services/Materials:						
Professional Services	1,942,125	1,955,911	2,518,223	(562,312)	2,006,423	3%
Other Services	5,581,650	5,719,209	5,952,815	(233,606)	5,424,023	(5%)
Leases and Rentals	1,269,904	1,347,749	1,682,030	(334,281)	1,285,445	(5%)
Repair and Maintenance	2,218,940	2,486,239	2,526,399	(40,160)	2,543,463	2%
Photo/Printing	277,250	431,677	321,705	109,972	311,964	(28%)
Utilities, Communication	5,658,114	5,595,950	6,528,606	(932,656)	5,683,910	2%
Chemicals	55,620	112,472	91,362	21,110	101,139	(10%)
Fuel & Oil	976,009	1,099,743	1,234,375	(134,632)	926,516	(16%)
Supplies	3,437,130	3,771,233	3,952,325	(181,092)	3,642,799	(3%)
<i>Total Services/Materials</i>	<u>21,416,742</u>	<u>22,520,183</u>	<u>24,807,840</u>	<u>(2,287,657)</u>	<u>21,925,682</u>	<u>(3%)</u>
Other Operating Expenditures:						
Meetings/Schools	942,431	1,083,509	851,002	232,507	538,166	(50%)
Contributions/Subsidies	1,063,938	958,126	1,288,534	(330,408)	1,140,506	19%
Intragovernmental Charges	9,527,399	9,756,277	9,939,683	(183,406)	10,081,045	3%
Insurance Premiums	3,187,479	3,615,834	3,630,151	(14,317)	4,837,516	34%
<i>Total Other Expenditures</i>	<u>14,721,247</u>	<u>15,413,746</u>	<u>15,709,370</u>	<u>(295,624)</u>	<u>16,597,233</u>	<u>8%</u>
Non-operating Expenditures:	9,219	3,000	3,000	-	3,000	0%
Capital Outlay:						
Equipment	1,498,746	1,287,477	3,271,332	(1,983,855)	1,456,376	13%
<i>Total Capital Outlay</i>	<u>1,498,746</u>	<u>1,287,477</u>	<u>3,271,332</u>	<u>(1,983,855)</u>	<u>1,456,376</u>	<u>13%</u>
Debt Service	37,224	373,650	435,463	(61,813)	514,783	38%
Other Uses:						
Transfers	14,496,623	14,521,039	13,480,871	1,040,168	15,399,373	6%
Balances and Reserves	7,353,990	3,335,000	86,331	3,248,669	3,000,000	(10%)
<i>Total Other Uses</i>	<u>21,850,613</u>	<u>17,856,039</u>	<u>13,567,202</u>	<u>4,288,837</u>	<u>18,399,373</u>	<u>3%</u>
<i>Total Expenditures</i>	<u>\$ 197,026,172</u>	<u>206,098,028</u>	<u>210,780,505</u>	<u>(4,682,477)</u>	<u>215,129,621</u>	<u>4%</u>

General Fund Budgeted Resources FY 2003/04

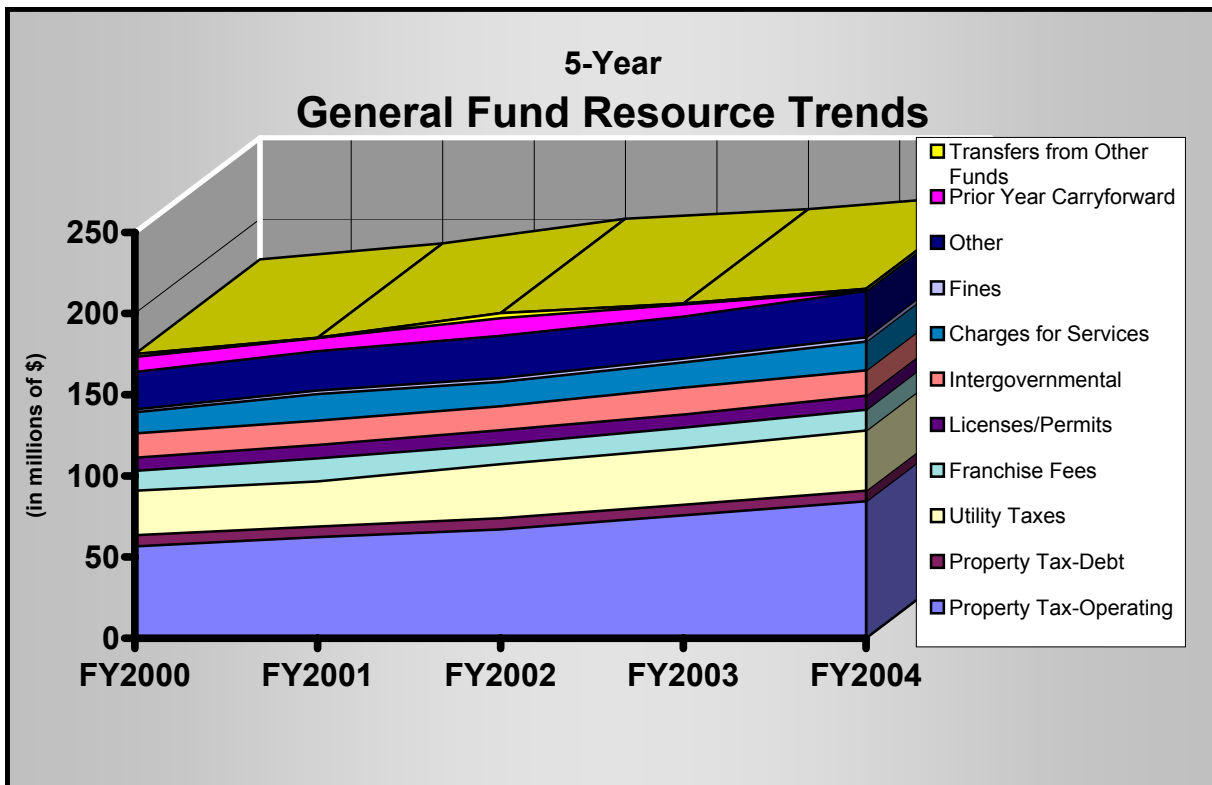


"Property Tax-Operating" is the largest resource and has increased three percentage points over last fiscal year. Prior Year Carryforward is expected to be very little due to financial challenges in FY2003.

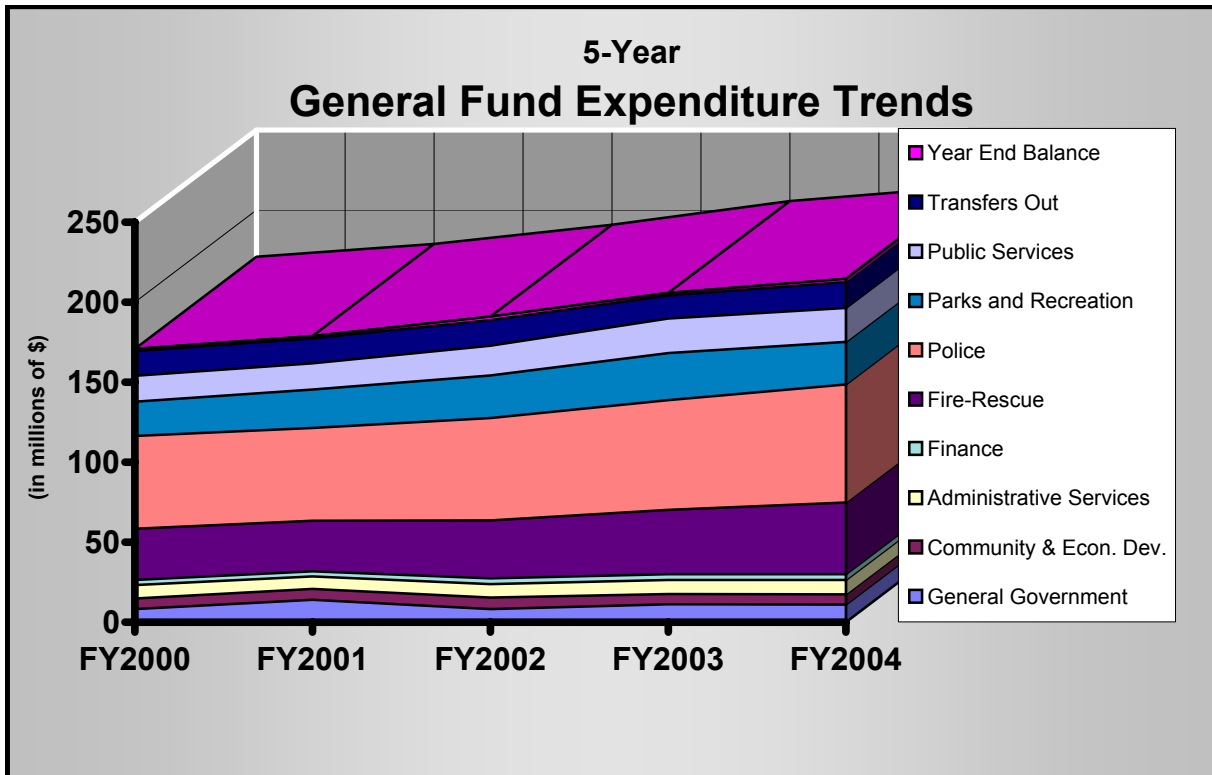
General Fund Budgeted Expenditures FY 2003/04



"Fire Rescue" is up two percentage points from last year and "Parks & Recreation" is down two percentage points partially due to the transfer of beach lifeguards to Fire-Rescue.



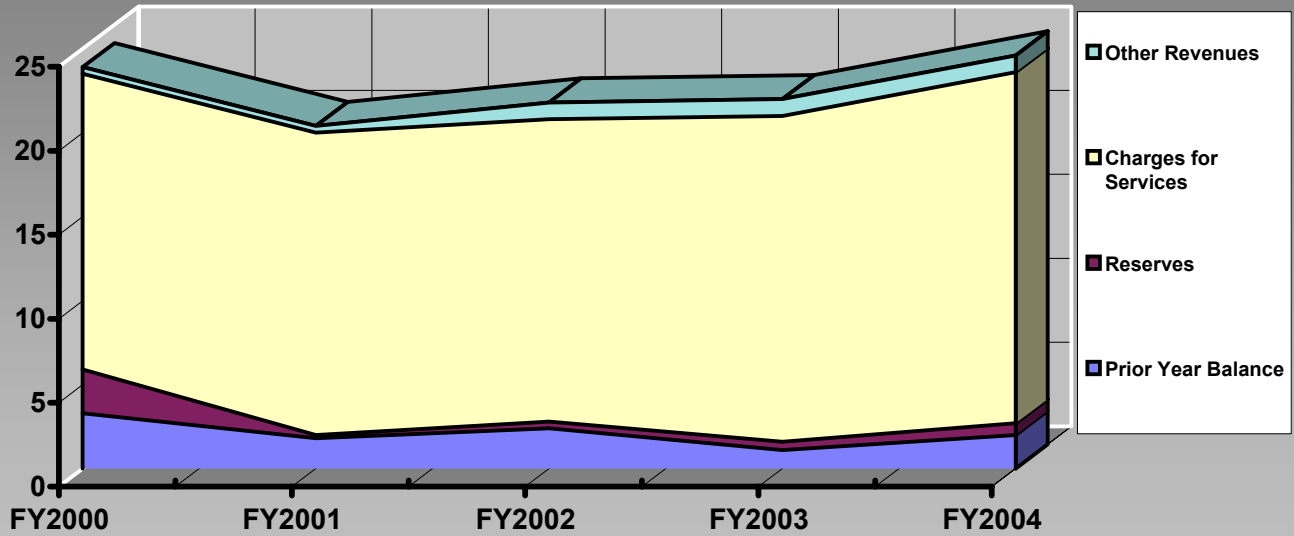
Significant trends include a decline in "Prior Year Carryforward" and increased reliance upon property taxes. The FY2004 budget anticipates a move toward rebuilding the prior year carryforward amount for FY 2005.



SANITATION FUND

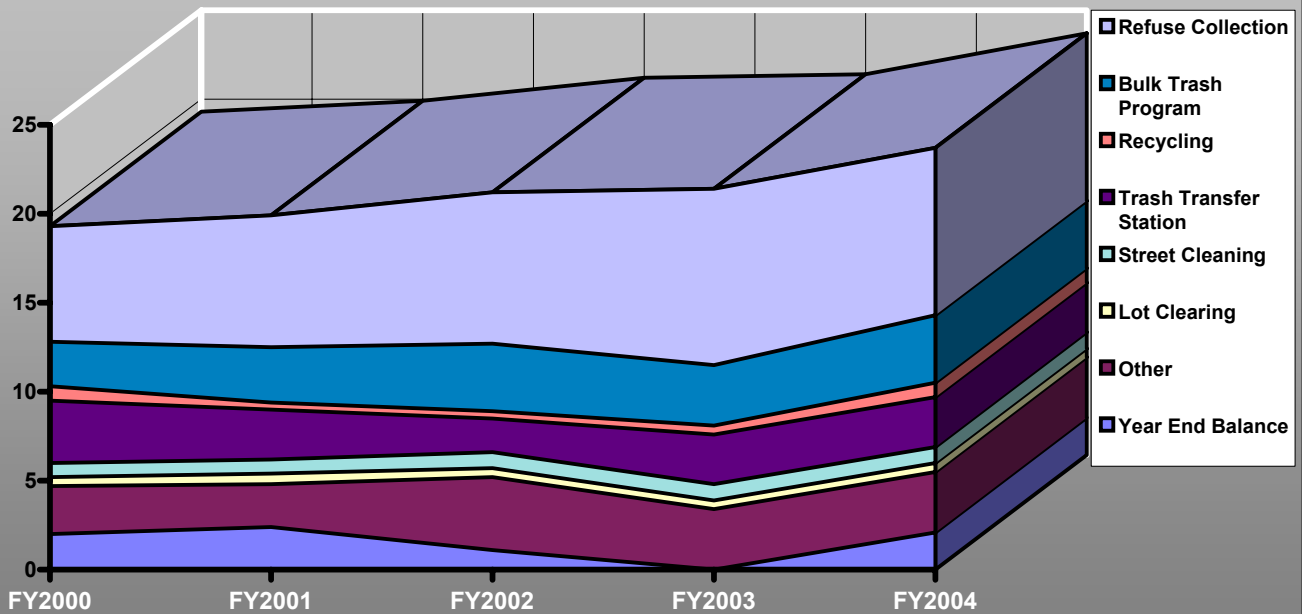
RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 17,896,619	19,463,440	19,371,755	(91,685)	20,940,340	8%
Miscellaneous Revenue	1,375,325	1,008,438	1,010,845	2,407	1,005,000	(0%)
<i>Total Revenues</i>	<u>19,271,944</u>	<u>20,471,878</u>	<u>20,382,600</u>	<u>(89,278)</u>	<u>21,945,340</u>	<u>7%</u>
Other Financial Resources:						
Reserves	363,468	540,004	548,290	8,286	712,190	32%
Prior Year Operating Balance	1,958,385	1,082,898	2,123,229	1,040,331	2,037,605	88%
<i>Total Other Financial Resources</i>	<u>2,321,853</u>	<u>1,622,902</u>	<u>2,671,519</u>	<u>1,048,617</u>	<u>2,749,795</u>	<u>69%</u>
<i>Total Resources Available</i>	<u>\$ 21,593,797</u>	<u>22,094,780</u>	<u>23,054,119</u>	<u>959,339</u>	<u>24,695,135</u>	<u>12%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 3,031,322	3,202,393	3,212,636	10,243	3,227,630	1%
Fringe Benefits	992,323	1,305,287	1,268,976	(36,311)	1,527,982	17%
Services/Materials	10,703,212	12,779,145	11,787,967	(991,178)	12,143,154	(5%)
Other Operating Expenses	3,552,066	3,398,291	3,329,263	(69,028)	4,147,316	22%
Capital Outlay	32,167	-	11,995	11,995	-	-
Debt Service	544,213	545,556	545,537	(19)	546,528	0%
Non-Operating Expenditures	66,975	98,660	97,950	(710)	88,889	(10%)
<i>Total Expenses</i>	<u>18,922,278</u>	<u>21,329,332</u>	<u>20,254,324</u>	<u>(1,075,008)</u>	<u>21,681,499</u>	<u>2%</u>
Other Financial Uses:						
Year End Balance	2,123,229	-	2,037,605	2,037,605	2,137,218	-
Transfer to Vehicle Rental Fund	-	-	-	-	-	-
Transfer to Insurance Fund	-	-	-	-	-	-
Transfer to CIP	-	50,000	50,000	-	-	-
Reserves	548,290	715,448	712,190	(3,258)	876,418	22%
<i>Total Other Financial Uses</i>	<u>2,671,519</u>	<u>765,448</u>	<u>2,799,795</u>	<u>2,034,347</u>	<u>3,013,636</u>	<u>294%</u>
<i>Total Resources Allocated</i>	<u>\$ 21,593,797</u>	<u>22,094,780</u>	<u>23,054,119</u>	<u>959,339</u>	<u>24,695,135</u>	<u>12%</u>

Sanitation Fund Resource Trends (in millions of \$)



The fund relies upon "Charges for Services" for its main revenue source.
"Reserves" are for the Wingate landfill closure project.

Sanitation Fund Expenditure Trends (in millions of \$)

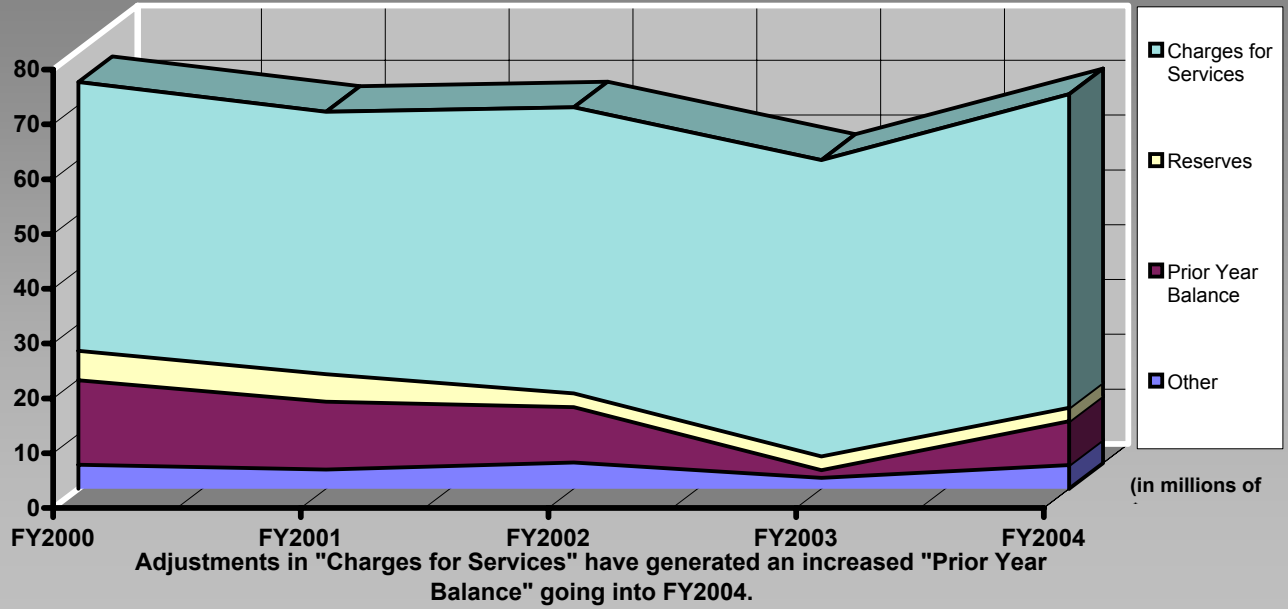


Refuse collection is the main program expenditure. The "Year End Balance" is anticipated to increase by year's end.

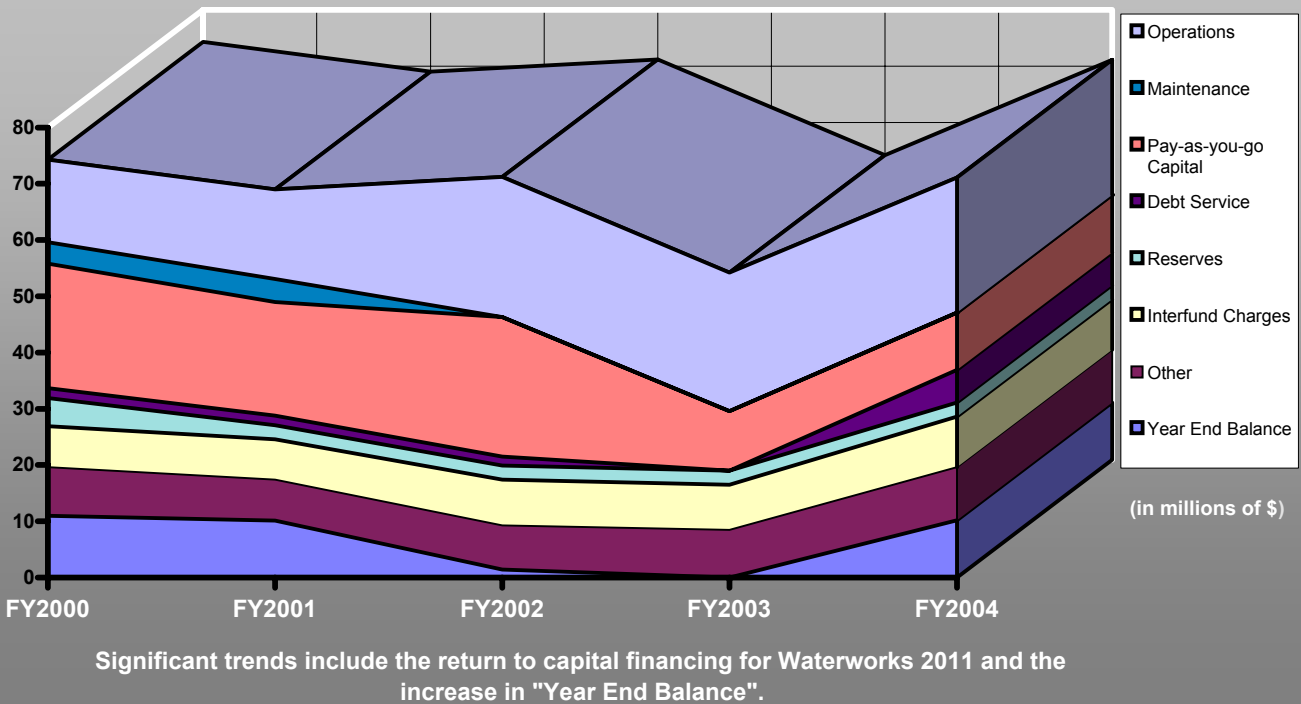
WATER AND SEWER FUND

RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 52,606,669	54,054,822	54,697,446	642,624	57,208,300	6%
Intergovernmental	-	-	-	-	-	-
Miscellaneous Revenues	4,170,507	2,037,839	3,810,688	1,772,849	4,353,402	114%
<i>Total Revenues</i>	<u>56,777,176</u>	<u>56,092,661</u>	<u>58,508,134</u>	<u>2,415,473</u>	<u>61,561,702</u>	<u>10%</u>
Other Financial Resources:						
Prior Year Operating Balance	12,108,412	1,405,850	4,511,845	3,105,995	8,016,524	470%
Transfer In	-	-	-	-	-	-
Reserves	2,500,000	2,500,000	2,500,000	-	2,500,000	0%
<i>Total Other Financial Resources</i>	<u>14,608,412</u>	<u>3,905,850</u>	<u>7,011,845</u>	<u>3,105,995</u>	<u>10,516,524</u>	<u>169%</u>
<i>Total Resources Available</i>	<u>\$ 71,385,588</u>	<u>59,998,511</u>	<u>65,519,979</u>	<u>5,521,468</u>	<u>72,078,226</u>	<u>20%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 13,289,234	14,387,992	13,529,926	(858,066)	14,802,532	3%
Fringe Benefits	4,020,585	5,271,534	4,940,507	(331,027)	6,359,556	21%
Services/Materials	10,520,574	10,253,673	10,307,556	53,883	9,936,891	(3%)
Other Operating Expenses	9,842,932	9,838,097	9,702,061	(136,036)	10,153,872	3%
Non-Operating Expenditures	1,608,198	241,686	823,084	581,398	257,005	6%
Capital Outlay	306,098	1,110,482	1,133,567	23,085	919,945	(17%)
Debt Service	-	5,820,704	2,725,732	(3,094,972)	4,905,629	-
<i>Total Expenses</i>	<u>39,587,621</u>	<u>46,924,168</u>	<u>43,162,433</u>	<u>(3,761,735)</u>	<u>47,335,430</u>	<u>1%</u>
Other Financial Uses:						
Year End Balance	4,511,845	-	8,016,524	8,016,524	10,242,796	-
Required Reserves	2,500,000	2,500,000	2,500,000	-	2,500,000	0%
Transfers Out	24,786,122	10,574,343	11,841,022	1,266,679	12,000,000	13%
<i>Total Other Financial Uses</i>	<u>31,797,967</u>	<u>13,074,343</u>	<u>22,357,546</u>	<u>9,283,203</u>	<u>24,742,796</u>	<u>89%</u>
<i>Total Resources Allocated</i>	<u>\$ 71,385,588</u>	<u>59,998,511</u>	<u>65,519,979</u>	<u>5,521,468</u>	<u>72,078,226</u>	<u>20%</u>

Water and Sewer Resource Trends



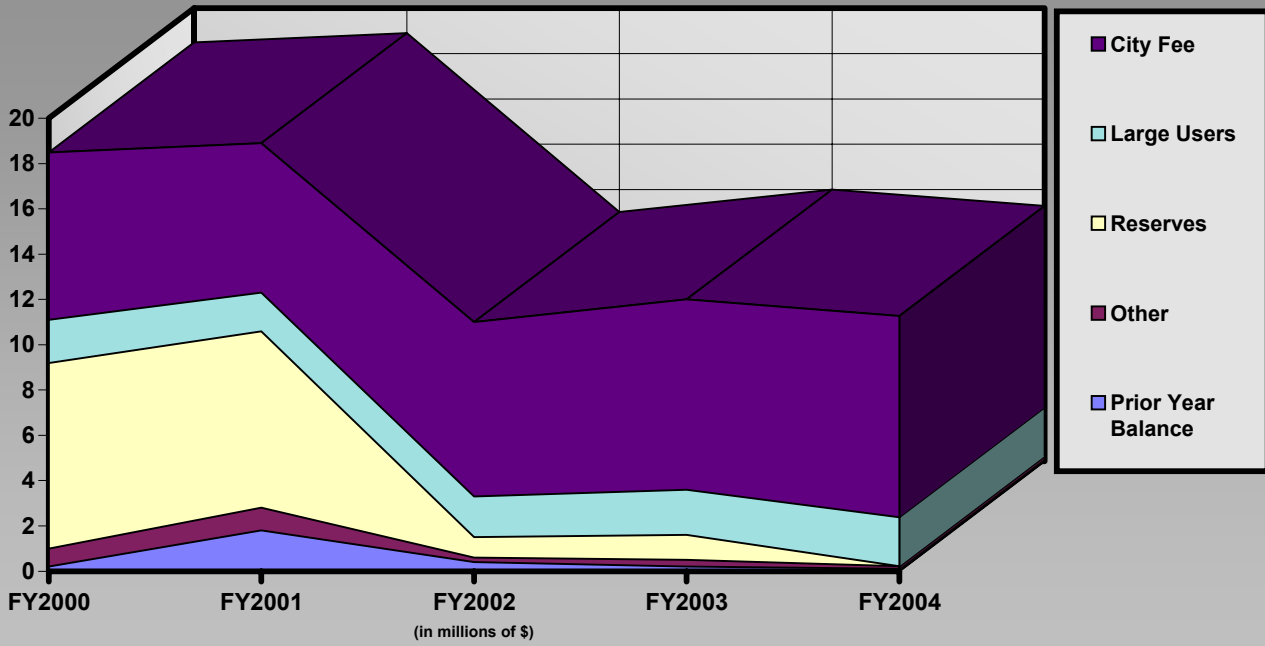
Water and Sewer Expenditure Trends



CENTRAL REGIONAL WASTEWATER SYSTEM FUND

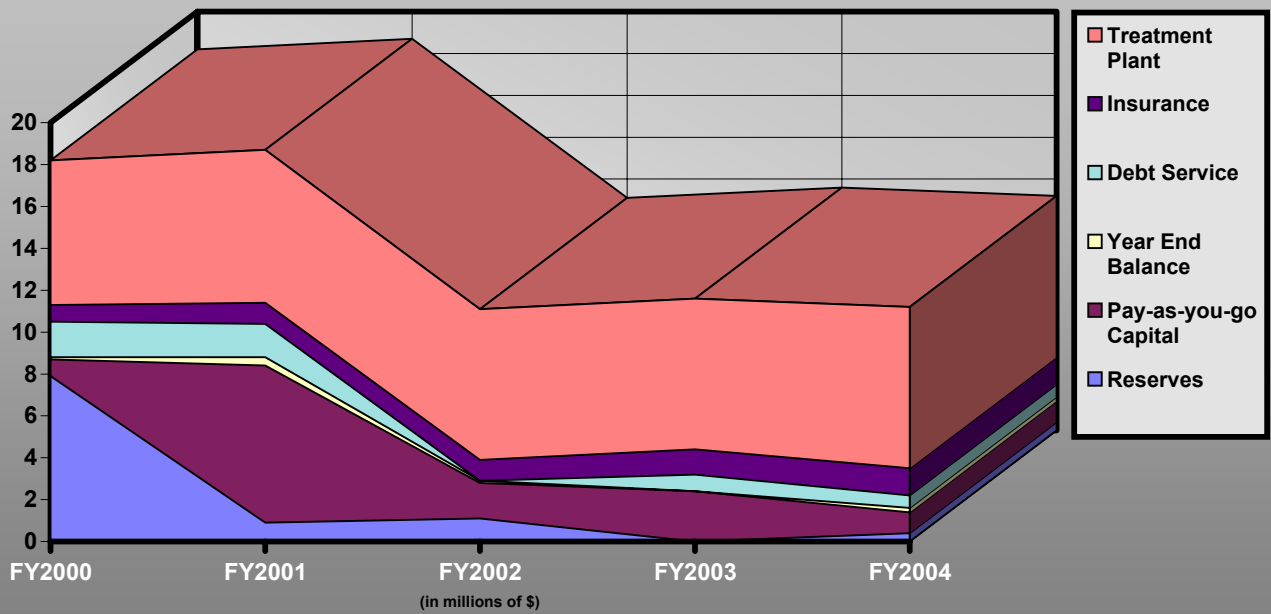
RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 10,400,376	10,418,294	9,537,704	(880,590)	11,137,587	7%
Miscellaneous Revenue	320,045	250,500	151,088	(99,412)	125,500	(50%)
<i>Total Revenues</i>	<u>10,720,421</u>	<u>10,668,794</u>	<u>9,688,792</u>	<u>(980,002)</u>	<u>11,263,087</u>	<u>6%</u>
Other Financial Resources:						
Prior Year Operating Balance	(2,010,976)	(150,726)	(55,511)	95,215	104,402	(169%)
Transfer In	-	-	-	-	-	-
Reserve for Debt Service	-	-	-	-	-	-
Replacement Account	942,296	1,148,568	1,148,568	-	-	(100%)
<i>Total Other Financial Resources</i>	<u>(1,068,680)</u>	<u>997,842</u>	<u>1,093,057</u>	<u>95,215</u>	<u>104,402</u>	<u>(90%)</u>
<i>Total Resources Available</i>	<u>\$ 9,651,741</u>	<u>11,666,636</u>	<u>10,781,849</u>	<u>(884,787)</u>	<u>11,367,489</u>	<u>(3%)</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries & Wages	\$ 1,614,808	1,696,706	1,587,421	(109,285)	1,676,156	(1%)
Fringe Benefits	504,012	639,177	592,592	(46,585)	774,582	21%
Services/Materials	3,690,480	4,741,164	4,409,524	(331,640)	5,187,808	9%
Other Operating Expenditures	1,078,064	1,354,416	1,318,298	(36,118)	1,432,076	6%
Non-Operating Expenditures	-	-	1,053	1,053	2,089	-
Capital Outlay	-	-	8,000	8,000	-	-
Debt Service	6,320	793,733	371,855	(421,878)	669,245	-
<i>Total Expenses</i>	<u>6,893,684</u>	<u>9,225,196</u>	<u>8,288,743</u>	<u>(936,453)</u>	<u>9,741,956</u>	<u>6%</u>
Other Financial Uses:						
Year End Balance	(55,511)	-	104,402	104,402	200,576	-
Reserve for Debt Service	-	-	-	-	-	-
Replacement Capital	1,665,000	2,441,440	2,388,704	(52,736)	1,000,000	(59%)
Other Transfers Out	-	-	-	-	-	-
Replacement Account	1,148,568	-	-	-	424,957	-
<i>Total Other Financial Uses</i>	<u>2,758,057</u>	<u>2,441,440</u>	<u>2,493,106</u>	<u>51,666</u>	<u>1,625,533</u>	<u>(33%)</u>
<i>Total Resources Allocated</i>	<u>\$ 9,651,741</u>	<u>11,666,636</u>	<u>10,781,849</u>	<u>(884,787)</u>	<u>11,367,489</u>	<u>(3%)</u>

Central Regional Wastewater System Fund Resource Trends



Significant trend is elimination of "Reserves" with the use of debt financing for Waterworks 2011.

Central Regional Wastewater System Fund Expenditure Trends



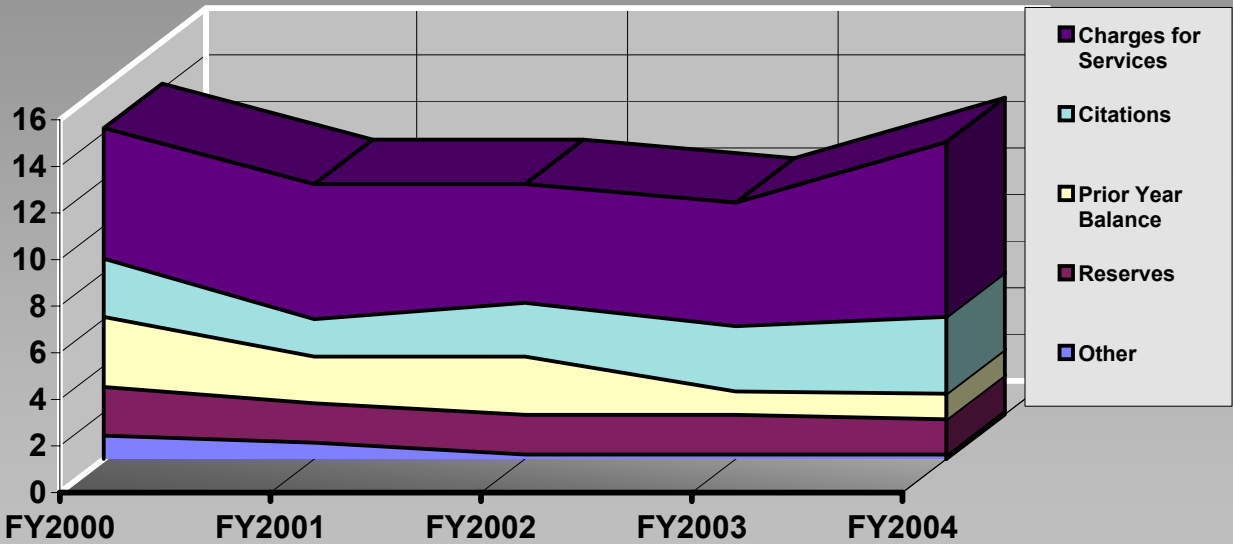
Trends show decline in "Reserves" and "Pay-as-you-go Capital" with the issuing of debt for Waterworks 2011.

PARKING FUND

RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 5,541,204	5,267,650	5,603,250	335,600	7,506,800	43%
Fines	2,036,692	2,810,000	2,908,500	98,500	3,303,000	18%
Miscellaneous	407,051	244,100	213,001	(31,099)	247,500	1%
<i>Total Revenues</i>	<u>7,984,947</u>	<u>8,321,750</u>	<u>8,724,751</u>	<u>403,001</u>	<u>11,057,300</u>	<u>33%</u>
Other Financial Resources:						
Transfers In	127,129	127,129	-	(127,129)	-	(100%)
Reserves	1,697,340	2,666,864	1,697,340	(969,524)	1,497,340	(44%)
Prior Year Operating Balance	900,349	1,997,341	348,287	(1,649,054)	(1,122,031)	(156%)
<i>Total Other Financial Resources</i>	<u>2,724,818</u>	<u>4,791,334</u>	<u>2,045,627</u>	<u>(2,745,707)</u>	<u>375,309</u>	<u>(92%)</u>
<i>Total Resources Available</i>	<u>\$ 10,709,765</u>	<u>13,113,084</u>	<u>10,770,378</u>	<u>(2,342,706)</u>	<u>11,432,609</u>	<u>(13%)</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 2,037,506	2,398,753	2,133,573	(265,180)	2,550,209	6%
Fringe Benefits	629,114	890,690	817,327	(73,363)	1,168,139	31%
Services/Materials	1,016,026	1,402,503	1,601,520	199,017	1,643,902	17%
Other Operating Expenses	1,753,686	2,027,068	2,119,087	92,019	2,353,640	16%
Debt Service	1,291,126	1,268,258	2,223,466	955,208	1,348,900	6%
Capital Outlay	473,671	349,523	596,571	247,048	301,300	(14%)
<i>Total Expenses</i>	<u>7,201,129</u>	<u>8,336,795</u>	<u>9,491,544</u>	<u>1,154,749</u>	<u>9,366,090</u>	<u>12%</u>
Other Financial Uses:						
Year End Balance	348,287	1,875,424	(1,122,031)	(2,997,455)	(335,021)	(118%)
Capital Projects	300,000	300,000	300,000	-	300,000	0%
Reserves	1,697,340	1,697,340	1,497,340	(200,000)	1,497,340	(12%)
Transfers Out	1,163,009	903,525	603,525	(300,000)	604,200	(33%)
<i>Total Other Financial Uses</i>	<u>3,508,636</u>	<u>4,776,289</u>	<u>1,278,834</u>	<u>(3,497,455)</u>	<u>2,066,519</u>	<u>(57%)</u>
<i>Total Resources Allocated</i>	<u>\$ 10,709,765</u>	<u>13,113,084</u>	<u>10,770,378</u>	<u>(2,342,706)</u>	<u>11,432,609</u>	<u>(13%)</u>

Parking Fund Resource Trends

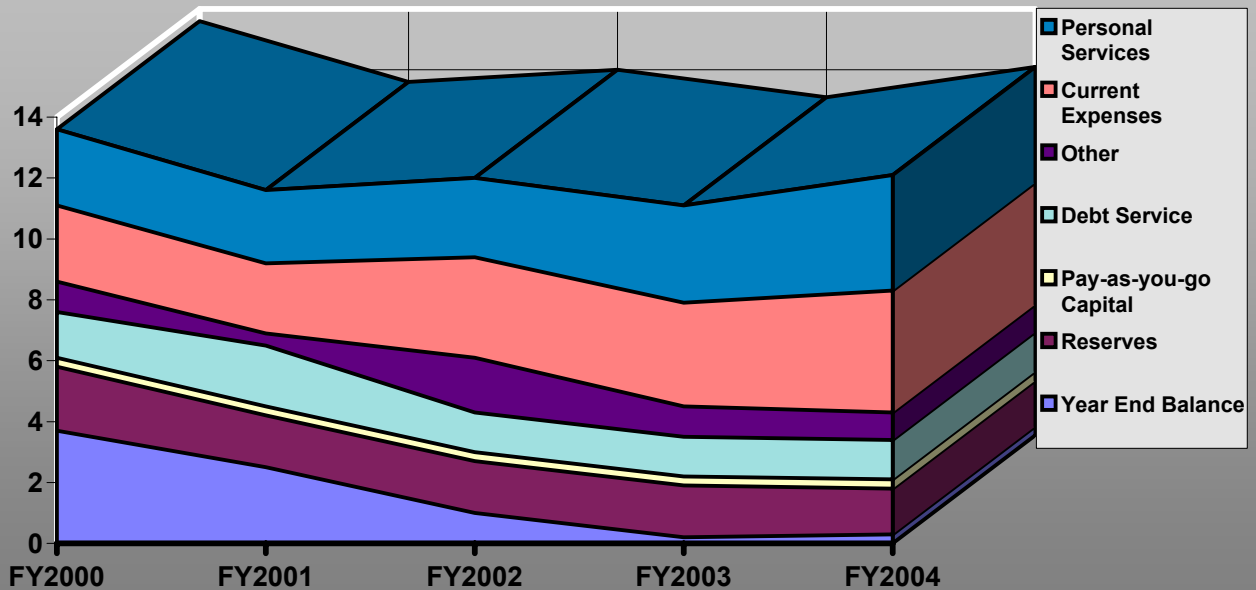
(in millions of \$)



Significant trends include increases in "Charges for Services" and "Citations" with Commission approval of adjustments in rates.

Parking Fund Expenditure Trends

(in millions of \$)

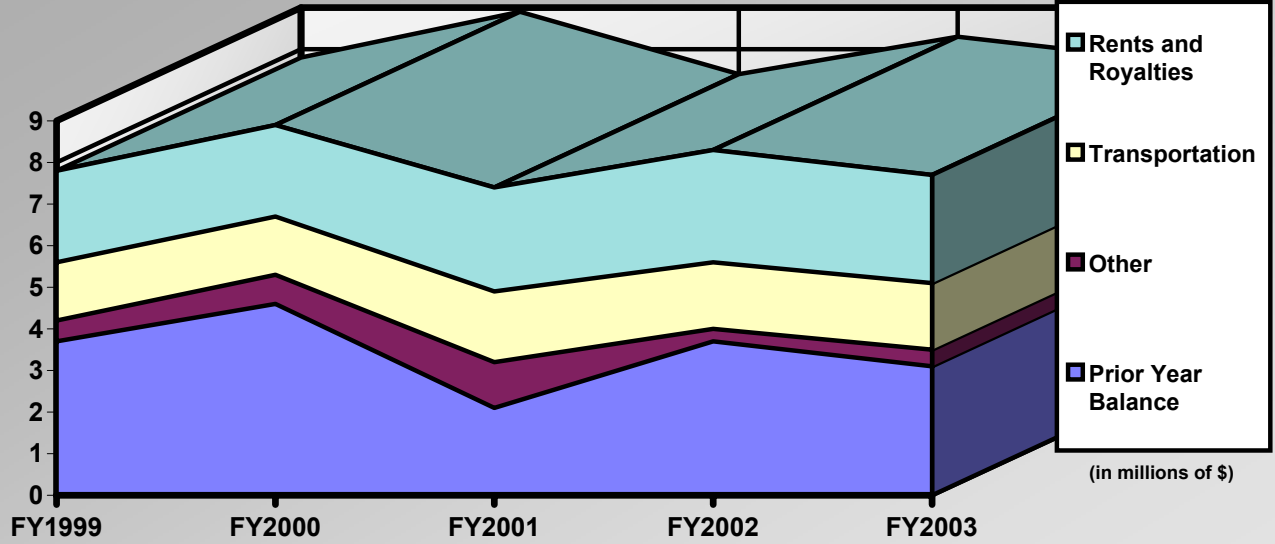


Significant trends include increase in "Current Expenses" due to an expanded parking system and rising insurance costs and a decline in "Year End Balance" to be rectified with rate increase.

AIRPORT FUND

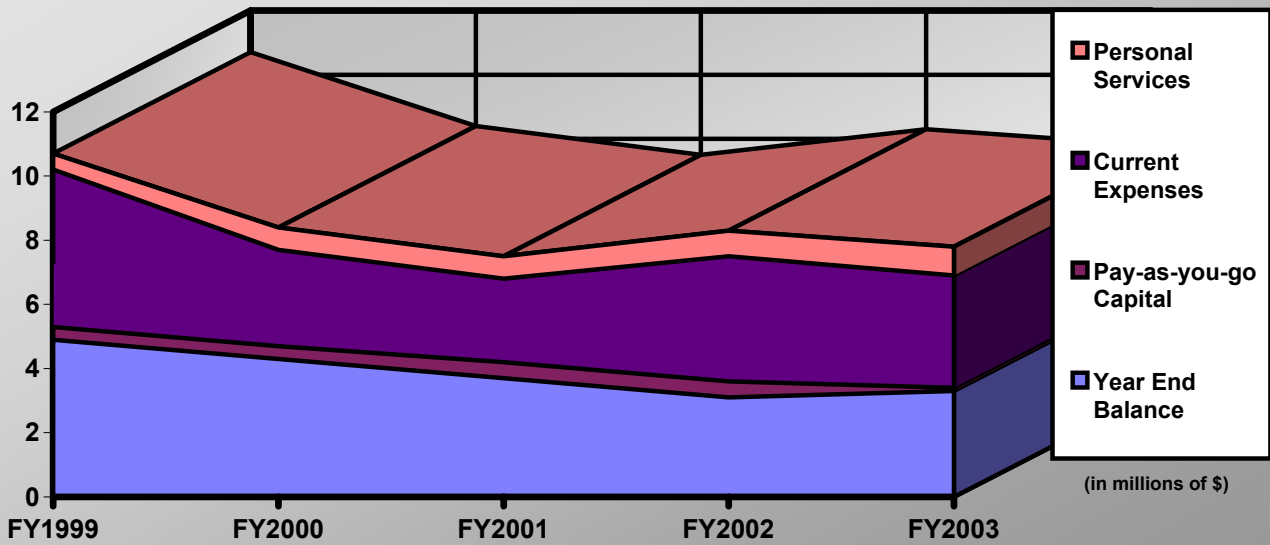
RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 1,698,570	1,645,520	1,657,720	12,200	1,682,524	2%
Miscellaneous Revenue	3,386,928	3,039,469	3,030,518	(8,951)	3,113,078	2%
<i>Total Revenues</i>	<u>5,085,498</u>	<u>4,684,989</u>	<u>4,688,238</u>	<u>3,249</u>	<u>4,795,602</u>	<u>2%</u>
Other Financial Resources:						
Prior Year Operating Balance	8,059,334	3,149,540	8,845,866	5,696,326	8,716,896	177%
<i>Total Other Financial Resources</i>	<u>8,059,334</u>	<u>3,149,540</u>	<u>8,845,866</u>	<u>5,696,326</u>	<u>8,716,896</u>	<u>177%</u>
<i>Total Resources Available</i>	<u>\$ 13,144,832</u>	<u>7,834,529</u>	<u>13,534,104</u>	<u>5,699,575</u>	<u>13,512,498</u>	<u>72%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 662,104	669,083	684,738	15,655	660,460	(1%)
Fringe Benefits	179,271	224,119	211,661	(12,458)	243,965	9%
Services/Materials	1,105,415	1,422,936	1,616,693	193,757	1,407,437	(1%)
Other Operating Expenses	1,776,898	2,118,252	2,155,616	37,364	2,168,995	2%
Capital Outlay	32,626	48,500	48,500	-	4,470	(91%)
<i>Total Expenses</i>	<u>3,756,314</u>	<u>4,482,890</u>	<u>4,717,208</u>	<u>234,318</u>	<u>4,485,327</u>	<u>0%</u>
Other Financial Uses:						
Year End Balance	8,845,866	3,251,640	8,716,896	5,465,256	8,927,171	175%
Transfers Out	542,652	100,000	100,000	-	100,000	0%
<i>Total Other Financial Uses</i>	<u>9,388,518</u>	<u>3,351,640</u>	<u>8,816,896</u>	<u>5,465,256</u>	<u>9,027,171</u>	<u>169%</u>
<i>Total Resources Allocated</i>	<u>\$ 13,144,832</u>	<u>7,834,530</u>	<u>13,534,104</u>	<u>5,699,574</u>	<u>13,512,498</u>	<u>72%</u>

Airport Fund Resource Trends



Most significant trend is increase in "Prior Year Balance" due to conservative projections for FY2003 that came in double the projected amount.

Airport Fund Expenditure Trends



Continued growth in the "Year End Balance" is anticipated with revenues exceeding operating expenditures.

STORMWATER FUND

RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 3,190,163	3,159,000	3,162,000	3,000	3,316,500	5%
Miscellaneous Revenue	357,776	75,000	118,000	43,000	75,000	0%
<i>Total Revenues</i>	<u>3,547,939</u>	<u>3,234,000</u>	<u>3,280,000</u>	<u>46,000</u>	<u>3,391,500</u>	<u>5%</u>
Other Financial Resources:						
Prior Year Operating Balance	4,706,494	3,264,345	4,112,431	848,086	3,544,430	9%
<i>Total Other Financial Resources</i>	<u>4,706,494</u>	<u>3,264,345</u>	<u>4,112,431</u>	<u>848,086</u>	<u>3,544,430</u>	<u>9%</u>
<i>Total Resources Available</i>	<u>\$ 8,254,433</u>	<u>6,498,345</u>	<u>7,392,431</u>	<u>894,086</u>	<u>6,935,930</u>	<u>7%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 912,004	1,081,924	930,350	(151,574)	937,993	(13%)
Fringe Benefits	272,204	334,583	330,295	(4,288)	383,414	15%
Services/Materials	305,970	345,826	347,793	1,967	391,484	13%
Other Operating Expenses	742,534	699,802	699,857	55	702,734	0%
Non-Operating Expenditures	261,721	50,385	50,000	(385)	50,385	0%
Capital Outlay	139,111	145,824	149,706	3,882	43,000	(71%)
<i>Total Expenses</i>	<u>2,633,544</u>	<u>2,658,344</u>	<u>2,508,001</u>	<u>(150,343)</u>	<u>2,509,010</u>	<u>(6%)</u>
Other Financial Uses:						
Year End Balance	4,112,431	2,500,001	3,544,430	1,044,429	3,086,920	23%
Transfers	1,508,458	1,340,000	1,340,000	-	1,340,000	0%
<i>Total Other Financial Uses</i>	<u>5,620,889</u>	<u>3,840,001</u>	<u>4,884,430</u>	<u>1,044,429</u>	<u>4,426,920</u>	<u>15%</u>
<i>Total Resources Allocated</i>	<u>\$ 8,254,433</u>	<u>6,498,345</u>	<u>7,392,431</u>	<u>894,086</u>	<u>6,935,930</u>	<u>7%</u>

INSURANCE FUND

RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 16,961,112	28,881,094	26,661,607	(2,219,487)	35,004,942	21%
Miscellaneous	1,322,022	689,000	1,323,879	634,879	431,250	(37%)
<i>Total Revenues</i>	<u>18,283,134</u>	<u>29,570,094</u>	<u>27,985,486</u>	<u>(1,584,608)</u>	<u>35,436,192</u>	<u>20%</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	-
Prior Year Balance	674,461	(8,728,245)	(14,976,906)	(6,248,661)	(18,420,955)	111%
<i>Total Other Financial Resources</i>	<u>674,461</u>	<u>(8,728,245)</u>	<u>(14,976,906)</u>	<u>(6,248,661)</u>	<u>(18,420,955)</u>	<u>111%</u>
<i>Total Resources Available</i>	<u>\$ 18,957,595</u>	<u>20,841,849</u>	<u>13,008,580</u>	<u>(7,833,269)</u>	<u>17,015,237</u>	<u>(18%)</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 659,168	894,160	674,416	(219,744)	860,628	(4%)
Fringe Benefits	303,020	310,388	313,567	3,179	558,669	80%
Services/Materials	230,204	1,291,396	1,876,179	584,783	2,197,500	70%
Other Operating Expenses	223,476	263,089	264,941	1,852	393,337	50%
Capital Outlay	6,189	14,100	11,136	(2,964)	8,500	(40%)
<i>Total Expenses</i>	<u>1,422,057</u>	<u>2,773,133</u>	<u>3,140,239</u>	<u>367,106</u>	<u>4,018,634</u>	<u>45%</u>
Other Financial Uses:						
Operating Balance Year End	(14,976,906)	(9,836,500)	(18,420,955)	(8,584,455)	(21,800,883)	122%
Claims	32,512,444	27,905,216	28,289,296	384,080	34,797,486	-
<i>Total Other Financial Uses</i>	<u>17,535,538</u>	<u>18,068,716</u>	<u>9,868,341</u>	<u>(8,200,375)</u>	<u>12,996,603</u>	<u>(28%)</u>
<i>Total Resources Allocated</i>	<u>\$ 18,957,595</u>	<u>20,841,849</u>	<u>13,008,580</u>	<u>(7,833,269)</u>	<u>17,015,237</u>	<u>(18%)</u>

CENTRAL SERVICES FUND

RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 2,375,292	2,269,676	2,612,500	342,824	2,161,038	(5%)
Miscellaneous Revenue	168,918	149,223	138,497	(10,726)	132,629	(11%)
<i>Total Revenues</i>	<u>2,544,210</u>	<u>2,418,899</u>	<u>2,750,997</u>	<u>332,098</u>	<u>2,293,667</u>	<u>(5%)</u>
Other Financial Resources:						
Prior Year Operating Balance	-	75,707	344,124	268,417	579,159	665%
<i>Total Other Resources</i>	<u>-</u>	<u>75,707</u>	<u>344,124</u>	<u>268,417</u>	<u>579,159</u>	<u>665%</u>
<i>Total Resources Available</i>	<u>\$ 2,544,210</u>	<u>2,494,606</u>	<u>3,095,121</u>	<u>600,515</u>	<u>2,872,826</u>	<u>15%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 583,766	635,278	544,229	(91,049)	577,745	(9%)
Fringe Benefits	185,910	235,742	234,847	(895)	250,667	6%
Services/Materials	1,084,448	1,203,080	1,240,150	37,070	1,487,372	24%
Other Operating Expenditures	188,197	209,910	222,853	12,943	142,652	(32%)
Capital Outlay	46,625	69,900	133,428	63,528	31,500	(55%)
<i>Total Expenses</i>	<u>2,088,946</u>	<u>2,353,910</u>	<u>2,375,507</u>	<u>21,597</u>	<u>2,489,936</u>	<u>6%</u>
Other Financial Uses:						
Transfers Out	111,140	140,455	140,455	-	140,455	0%
Operating Balance Year End	344,124	-	579,159	579,159	242,435	-
<i>Total Other Uses</i>	<u>455,264</u>	<u>140,455</u>	<u>719,614</u>	<u>579,159</u>	<u>382,890</u>	<u>173%</u>
<i>Total Resources Allocated</i>	<u>\$ 2,544,210</u>	<u>2,494,365</u>	<u>3,095,121</u>	<u>600,756</u>	<u>2,872,826</u>	<u>15%</u>

VEHICLE RENTAL FUND

RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Replacement Reserve:						
Beginning Balance	\$ 7,516,479	10,104,435	12,213,505	2,109,070	11,041,280	9%
Interest 50%	205,855	20,000	75,110	55,110	100,000	400%
Vehicle Sales	927,372	800,000	468,980	(331,020)	800,000	0%
Interfund Charge	6,743,768	6,266,280	6,429,175	162,895	6,638,400	6%
Loan Proceeds	822,500	-	-	-	-	-
Transfers In	1,545,685	125,277	125,277	-	125,277	0%
Operations:						
Beginning Balance	449,887	648,308	1,394,902	746,594	1,555,066	140%
Interest 50%	205,855	20,000	75,110	55,110	100,000	400%
Interfund Charge	6,229,746	6,570,520	6,593,170	22,650	7,843,140	19%
Other Revenue	105,658	129,364	133,533	4,169	134,730	4%
Total Resources Available	\$ 24,752,805	24,684,184	27,508,762	2,824,578	28,337,893	15%
RESOURCES ALLOCATED						
Replacement Reserve:						
Purchases	\$ 6,465,928	6,570,500	6,969,284	398,784	7,864,914	20%
Debt Service	1,065,490	1,140,188	1,301,483	161,295	1,454,016	28%
Ending Balance	10,230,242	9,605,304	11,041,280	1,435,976	9,386,027	(2%)
Operations:						
Salaries and Wages	231,480	226,678	221,397	(5,281)	297,725	31%
Fringe Benefits	60,586	68,331	65,288	(3,043)	118,953	74%
Services/Materials	5,104,670	6,421,673	6,146,037	(275,636)	7,089,155	10%
Other Operating Expenses	199,508	202,167	208,927	6,760	273,474	35%
Transfers Out	-	-	-	-	-	-
Ending Balance	1,394,902	449,343	1,555,066	1,105,723	1,853,629	313%
Total Resources Allocated	\$ 24,752,805	24,684,184	27,508,762	2,824,578	28,337,893	15%

SPECIAL REVENUE FUNDS*

RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Taxes	\$ 74,966	81,486	77,721	(3,765)	42,368	-
Intergovernmental	1,683,795	2,168,433	2,039,357	(129,076)	2,769,325	28%
Charges for Services	74,233	79,323	48,582	(30,741)	79,323	-
Miscellaneous Revenue	319,646	355,481	333,218	(22,263)	273,057	(23%)
<i>Total Revenues</i>	<u>2,152,640</u>	<u>2,684,723</u>	<u>2,498,878</u>	<u>(185,845)</u>	<u>3,164,073</u>	<u>18%</u>
Other Financial Resources:						
Transfer from General Fund	898,072	2,065,114	1,110,307	(954,807)	1,706,627	(17%)
Transfer from Parking Fund	606,445	603,525	603,525	-	604,200	0%
Transfer from CIP Subfund	-	-	-	-	-	-
Debt Service Reserve	102,550	159,798	165,304	5,506	165,304	3%
Prior Year Operating Balance	(446,211)	99,675	296,865	197,190	146,527	47%
<i>Total Other Financial Resources</i>	<u>1,160,856</u>	<u>2,928,112</u>	<u>2,176,001</u>	<u>(752,111)</u>	<u>2,622,658</u>	<u>(10%)</u>
<i>Total Resources Available</i>	<u>\$ 3,313,496</u>	<u>5,612,835</u>	<u>4,674,879</u>	<u>(937,956)</u>	<u>5,786,731</u>	<u>3%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 480,865	659,270	609,286	(49,984)	660,996	0%
Fringe Benefits	111,595	186,007	174,662	(11,345)	231,201	24%
Services/Materials	322,284	576,936	613,805	36,869	544,343	(6%)
Other Operating Expenses	74,115	116,884	217,718	100,834	95,311	(18%)
Debt Service	99,683	103,200	86,700	(16,500)	92,500	(10%)
Capital Outlay	11,557	5,500	2,463	(3,037)	2,500	(55%)
<i>Total Expenses</i>	<u>1,100,099</u>	<u>1,647,797</u>	<u>1,704,634</u>	<u>56,837</u>	<u>1,626,851</u>	<u>(1%)</u>
Other Financial Uses:						
Transfer to Capital Projects	660,720	1,764,537	1,374,595	(389,942)	936,059	(47%)
Transfer to Debt Service	606,379	1,384,025	835,889	(548,136)	2,306,200	67%
Transfer to Grants	-	-	-	-	-	-
Transfer to General Fund	425,000	466,110	447,930	(18,180)	606,372	30%
Transfer to Insurance Fund	59,129	-	-	-	-	-
Contingencies	-	1,200	-	(1,200)	1,200	0%
Debt Service Reserve	165,304	227,005	165,304	(61,701)	165,304	(27%)
Year End Balance	296,865	122,161	146,527	24,366	144,745	18%
<i>Total Other Financial Uses</i>	<u>2,213,397</u>	<u>3,965,038</u>	<u>2,970,245</u>	<u>(994,793)</u>	<u>4,159,880</u>	<u>5%</u>
<i>Total Resources Allocated</i>	<u>\$ 3,313,496</u>	<u>5,612,835</u>	<u>4,674,879</u>	<u>(937,956)</u>	<u>5,786,731</u>	<u>3%</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 rates.

DEBT SERVICE FUNDS

RESOURCES AVAILABLE	FY 2001/2002 ACTUAL	FY 2002/2003 ORIG. BUDGET	FY 2002/2003 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2003/2004 BUDGET	FY 2003/2004 % Change Increase (Decrease)
Revenues:						
Interest Earnings	\$ 96,952	29,500	26,202	(3,298)	26,500	(10%)
<i>Total Revenues</i>	<u>96,952</u>	<u>29,500</u>	<u>26,202</u>	<u>(3,298)</u>	<u>26,500</u>	<u>(10%)</u>
Other Financial Resources:						
Transfer from General Fund	10,115,334	9,522,501	9,685,861	163,360	10,017,469	5%
Transfer from Water and Sewer	407,990	407,990	407,990	-	407,990	0%
Transfer from Central Services	103,142	140,455	140,455	-	140,455	0%
Bond Proceeds	-	150,000	-	(150,000)	-	(100%)
Transfer from CRA	606,234	1,384,025	835,889	(548,136)	2,306,200	67%
Transfer from Parking	-	-	-	-	1,250,000	
Transfer from General CIP	1,439,333	1,493,680	1,493,680	-	1,493,680	0%
Reserves	244,377	1,135,785	1,028,411	(107,374)	637,949	(44%)
<i>Total Other Financial Resources</i>	<u>12,916,410</u>	<u>14,234,436</u>	<u>13,592,286</u>	<u>(642,150)</u>	<u>16,253,743</u>	<u>14%</u>
<i>Total Resources Available</i>	<u>\$ 13,013,362</u>	<u>14,263,936</u>	<u>13,618,488</u>	<u>(645,448)</u>	<u>16,280,243</u>	<u>14%</u>
RESOURCES ALLOCATED						
Expenses:						
Debt Service	\$ 12,742,533	13,593,936	12,980,539	(613,397)	15,782,775	16%
<i>Total Expenses</i>	<u>12,742,533</u>	<u>13,593,936</u>	<u>12,980,539</u>	<u>(613,397)</u>	<u>15,782,775</u>	<u>16%</u>
Other Financial Uses:						
Transfer Out			-	-	-	
Reserves	270,829	670,000	637,949	(32,051)	497,468	(26%)
<i>Total Other Financial Uses</i>	<u>270,829</u>	<u>670,000</u>	<u>637,949</u>	<u>(32,051)</u>	<u>497,468</u>	<u>(26%)</u>
<i>Total Resources Allocated</i>	<u>\$ 13,013,362</u>	<u>14,263,936</u>	<u>13,618,488</u>	<u>(645,448)</u>	<u>16,280,243</u>	<u>14%</u>

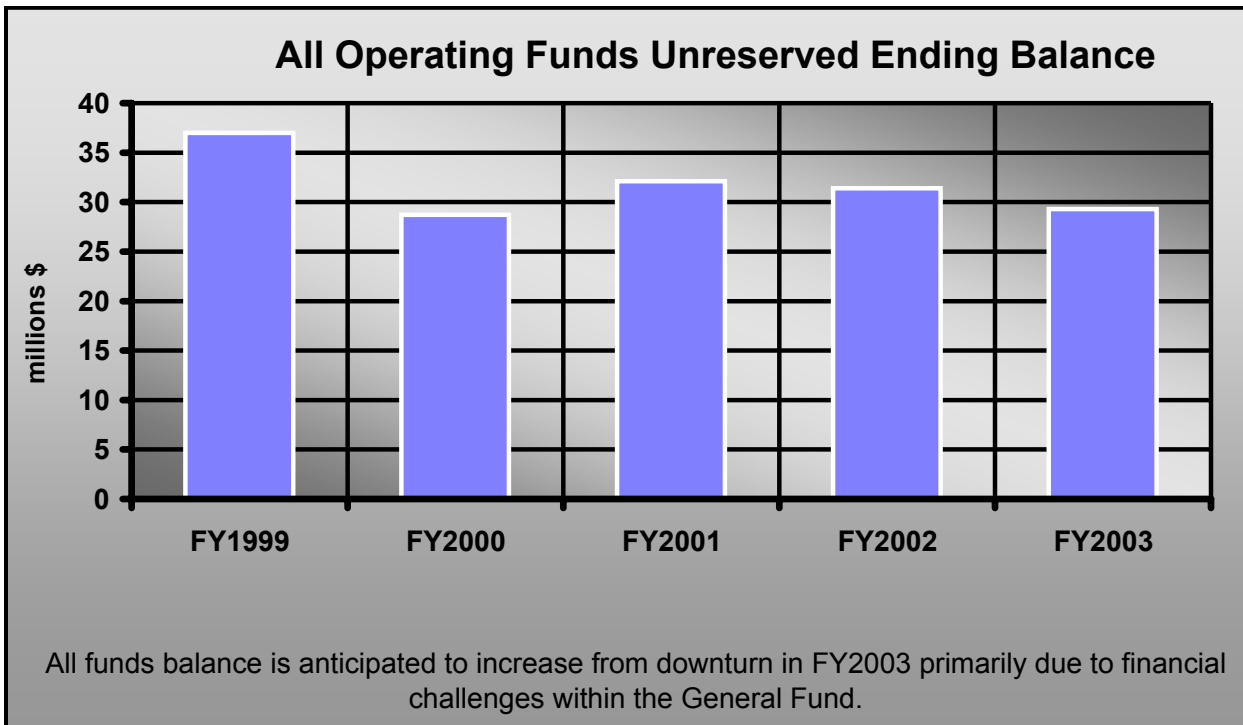
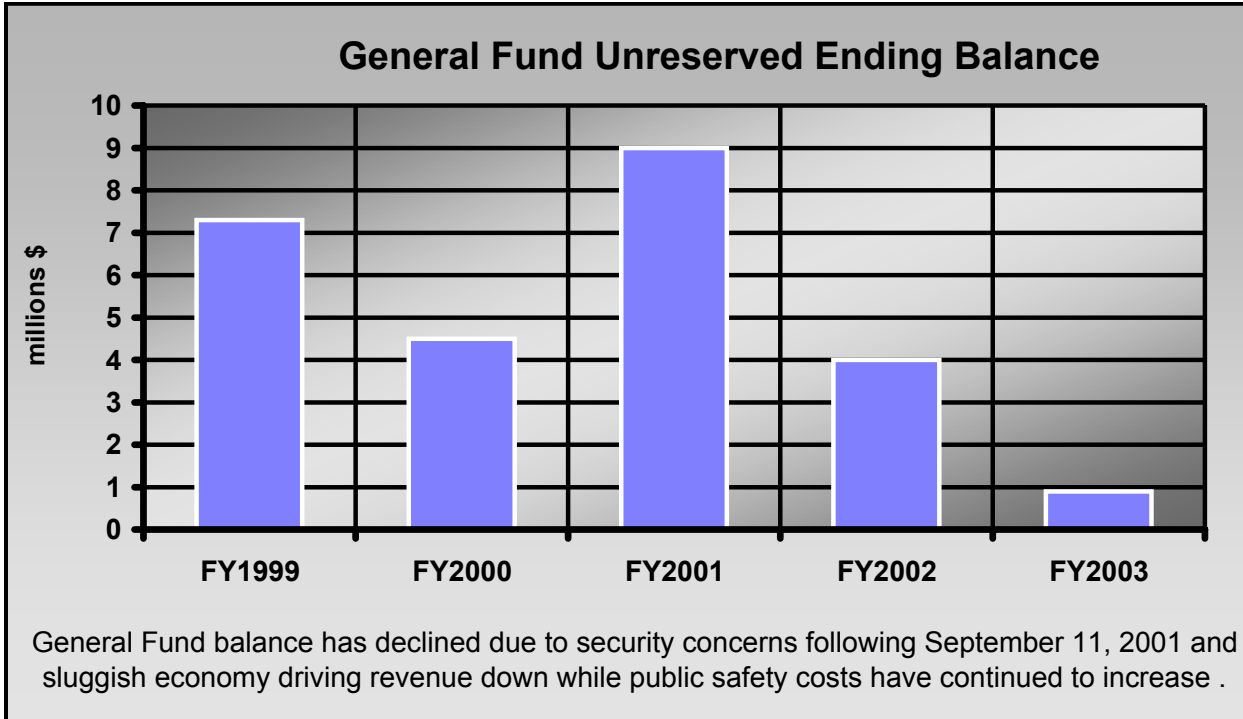
Debt Service Requirements

The City utilizes a variety of debt instruments based upon the type of project involved and the availability of competitive interest rates. There are no debt limitations in the City Charter or State Statute. The following table compares debt service costs over a three-year period.

	FY 2001/2002 Actual	FY 2002/2003 Budget	FY 2002/2003 Estimated	FY 2003/2004 Adopted
Governmental Funds Debt Service				
General Obligation	\$ 6,804,094	6,684,376	6,614,897	6,469,822
Fla Intergovernmental Finance Commission	-	-	185,000	1,250,000
Sunshine State Loans	2,142,276	2,340,492	2,148,100	2,565,300
Excise Tax Bonds	3,189,929	3,185,081	3,196,253	3,191,453
Tax Increment Revenue Bonds	<u>606,234</u>	<u>1,384,025</u>	<u>835,889</u>	<u>2,306,200</u>
Subtotal	<u>\$ 12,742,533</u>	<u>13,593,974</u>	<u>12,980,139</u>	<u>15,782,775</u>
Enterprise Fund Debt Service				
Sanitation Revenue Bonds	\$ 544,213	545,556	545,537	546,528
Water and Sewer Revenue Bonds	-	5,820,704	2,725,732	4,905,629
Central Region Revenue Bonds	-	793,733	371,855	669,245
Parking System Debt	<u>1,291,126</u>	<u>1,268,258</u>	<u>2,223,466</u>	<u>1,348,900</u>
Subtotal	<u>\$ 1,835,339</u>	<u>8,428,251</u>	<u>5,866,590</u>	<u>7,470,302</u>
Internal Service Fund Debt				
Vehicle Rental Fund	<u>\$ 1,065,490</u>	<u>1,140,188</u>	<u>1,301,483</u>	<u>1,454,016</u>
 TOTAL	 <u><u>\$ 15,643,362.00</u></u>	 <u><u>23,162,413</u></u>	 <u><u>20,148,212</u></u>	 <u><u>24,707,093</u></u>

Ending Fund Balances

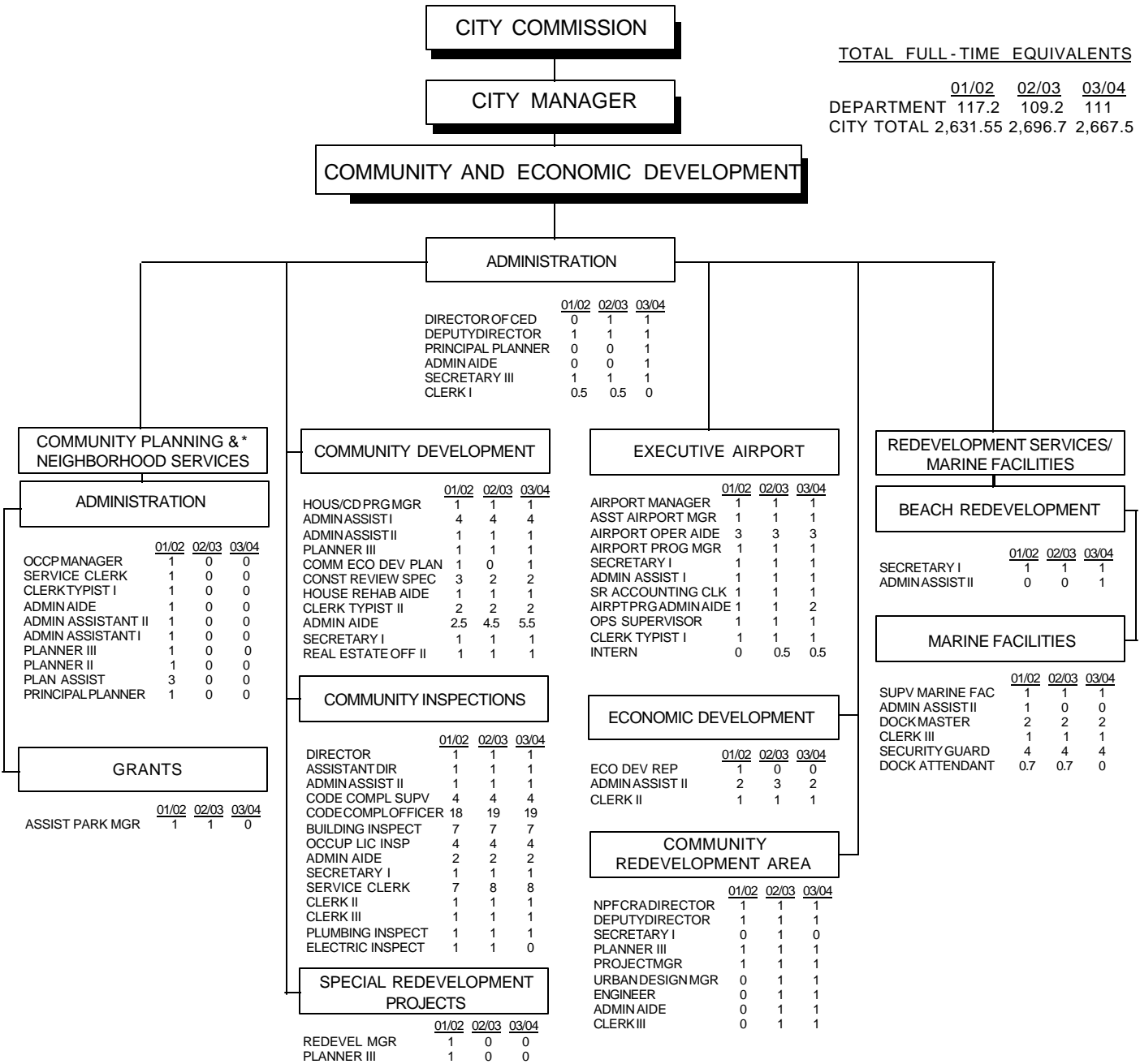
Ending fund balances are shown for General Fund and all funds. Enterprise Fund balance is a calculated amount since accounting is different for proprietary funds versus governmental funds.



ORGANIZATION PLAN COMMUNITY AND ECONOMIC DEVELOPMENT

TOTAL FULL-TIME EQUIVALENTS

01/02 02/03 03/04
 DEPARTMENT 117.2 109.2 111
 CITY TOTAL 2,631.55 2,696.7 2,667.5



*TRANSFERRED TO CONSTRUCTION SERVICES IN THE PUBLIC SERVICES DEPARTMENT.

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 2003/2004 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$538,290	\$591,094	\$950,059
Total FTE's	2.5	2.5	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 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Economic Development	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$384,109	\$736,987	\$465,657
Total FTE's	4	3	3

3. Goal: Enhance the City's economic base and educational opportunities through strategic partnerships.

- Objectives:
- a. Expand the commercial base of the City to increase taxable value.
 - b. Continue to work with economic partners to implement Economic Development Strategic Plan, specifically:
 - i. Focus on Targeted Industries, especially opportunities in Biotechnology to assist investment of \$20 million, employment creation of 250 jobs and occupancy of 100,000 sq. ft. of commercial/industrial space.
 - ii. Focus on Small Business, Minority Business and Entrepreneurial efforts to assist \$10 million of investment, 250 jobs created and occupancy of 100,000 sq. ft. of office/retail/commercial space.
 - iii. Focus on International Business to support the FTAA Secretariat to be based in South Florida.
 - c. Enhance City efforts to retain, expand and attract business opportunities to the City.
 - d. Assure the provision of high standard educational opportunities essential to promote the quality of life and economic development goals of the City.

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Small Business Seminars	14	3	N/A
Incentive Proposals Reviewed	45	50	25
Existing Business Interviews/Meetings	340	24	N/A
Existing Informational Phone Calls	1,585	2,000	1,000
Conducted/Administered EAB Meetings		10	10
EAB Reports/Presentations to City Commission		2	2
Efficiency:			
Businesses Assisted/2 FTE's	275	300	100
Effectiveness:			
Jobs Retained	1,000	500	500
Jobs Created	931	750	500
EZ Loans Closed	4	0	N/A
Business Façade Projects	N/A	12	14
Business Façade Projects Grant Money	N/A	\$88,836	\$120,000
 <u>DIVISION:</u> Community Development (Grants)			
	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$10,640,000	\$12,470,000	\$10,300,000
Total FTE's	18.5	20.5	20.5

4. Goal: Improve the quality of life through the development of integrated programs to facilitate desirable, affordable housing and install infrastructure improvements to create safe, attractive and secure neighborhoods.
- Objectives:
- a. Facilitate the rehabilitation of twelve affordable housing units by September 2004.
 - b. Administer the Housing Opportunities for Persons With Aids (HOPWA) Program to ensure funds are appropriately expended and appropriate services delivered.
 - c. Work in partnership with the CRA (Community Redevelopment Agency) to implement the Dorsey Infill Housing Project anticipated to begin by May 2004.
 - d. Maintain the monitoring strategy to ensure compliance of federal regulations for all sub grantee agencies and direct program clients.
 - e. Facilitate development of five vacant residential lots and strengthen the tax base of target neighborhoods.
 - f. Revise the CDBG (Community Development Block Grant) spend down process within the current fiscal year to effectuate a more timely expenditure of funds.

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

- g. Restructure all housing programs in an effort to streamline the application and approval processes and ensure faster delivery of services.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
HOPWA Unit Renovations	0	0	60
HOPWA Substance Abuse Residents Cases	110	176	135
HOPWA Rental Vouchers/Households	439	750	500
HOPWA Project Based Rent	258	236	175
HOPWA Assisted Living/Residents	98	21	15
HOPWA Direct Emergency Financial Assistance (Transitional & Direct Combined)	560	721	800
Infill Lot Conveyance	2	0	5
Rental Rehabilitation Units	2	34	20
Replacement Housing	8	5	10
Owner-Occupied Rehabilitation Homes	10	25	12
Purchase Assistance/Loans	35	24	30
Neighborhood Beautification Grants	34	35	15
Emergency Rehab/Repairs	8	5	10
Efficiency:			
Homeowners Applications Processed/3 FTE's	N/A	100	100
Homebuyers Applications Processed/2 FTE's	N/A	170	100
HOPWA Invoice Payment Requests/2 FTE's	N/A	779	800
Effectiveness:			
Requested Homeowners Repairs Completed	N/A	70 %	47 %
Homebuyers Closing On Home Purchases	N/A	34 %	30 %
Average Days to Issue HOPWA Payments	N/A	7	7

<u>DIVISION:</u> Executive Airport	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$3,756,315	\$4,717,208	\$4,485,327
Total FTE's	12.5	12.5	13.5

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. The design of the Emergency Operating Center (EOC) and the new Security Perimeter Fencing/Gate Access Program should be completed in the current fiscal year.
- 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>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Leases Administered	47	47	47
Invoices Processed	523	606	650
Financial Transactions Handled	632	1,046	1,056
Aviation Advisory Board (AAB) Transactions Handled	6,856	6,258	7,000
Airfield/Heliport Inspections Conducted	210	706	725
Notices/Alerts/Call Outs	249	147	155
People Trained in Airport Operating Area (AOA) Safety Program Classes	144	159	175
Individuals on Airport Tours	150	111	115
Citizen Responses/Noise Program Interactions	1,751	4,713	4,500
Plans Reviewed/Monitored/Coordinated	68	82	80
AOA Recurrent Training Program	14	86	90
Efficiency:			
Invoices Processed/1 FTE	523	606	625
Financial Transactions Handled/1 FTE	632	1046	1056
AAB Items Distributed/1.5 FTE	4,571	4,172	4,666
Airfield/Heliport Inspections/3 FTEs	70	235	241
Notices/Alerts/Call Outs/3 FTEs	83	49	55
Citizen Responses/Noise Program Interactions/1 FTE	1,751	4,713	4,500
Effectiveness:			
Revenue Generated	\$5,335,528	\$4,872,841	\$4,795,602
Real Estate Taxes Assessed	\$1,771,098	\$2,018,042	\$2,032,460
AOA Badges Awarded	144	159	175
Grant Dollars Received	\$1,962,500	\$1,720,482	\$8,237,725

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> NWPFH/CRA	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$539,825	\$1,164,002	\$1,100,526
Total FTE's	7	9	10

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

- Objectives:
- a. In August 2003, implementation began on the infill development project in Sweeting Estates in the current year.
 - b. Initiate redevelopment by acquisition of properties and rehab of structures in the Midtown Business District.
 - c. Implement the Residential Dorsey Infill Housing Phase II Program with the Housing and Community Development Division anticipated to begin by May 2004.
 - d. Implement infrastructure plans for Flagler Heights by the spring of 2004.
 - e. Continue to implement CRA Strategic Finance Plan.
 - f. Attract new businesses and developments utilizing incentive programs.
 - g. Attract private sector partners.
 - h. Implement streetscape project on Sistrunk Boulevard/NE 6th Street by the summer of 2004.

<u>Selected Performance Measures</u>	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Private Sector Partners Attracted	5	3	2
Rehabilitation Projects	4	4	4
Redevelopment Projects	4	3	3
Public/Private Development	3	2	3
Incentive Program Projects	3	2	2
Issue RFP's	1	2	2
Expand CRA Boundaries	1	1	1
Distribute Leasing Packages	1,000	1,000	1,000
Developer Contacts	50	75	75
Complete Infrastructure Plans	1	2	2
Community Outreach (Meeting/Forums)	20	20	20
Residential Projects Initiated	1	2	1
Implement Infrastructure Plan	N/A	N/A	2
Efficiency:			
Plans Completed on Time	90 %	80 %	100 %
Projects Initiatives Completed by Deadline	100 %	80 %	90 %

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Effectiveness:			
CRA Related Issues Effectively Addressed	100 %	100 %	100 %
Target Acquisition Completed	100 %	100 %	100 %
Private Sector Participation	100 %	100 %	100 %
Incentive Project Completed	90 %	90 %	90 %
Project Objectives Met	100 %	100 %	100 %

<u>DIVISION:</u> Redevelopment Services and Marine Facilities	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Adopted</u>
Total Budget (General Fund)	\$1,083,523	\$1,217,148	\$1,213,554
Total FTE's	8.7	8.7	8
 Total Budget (CRA Fund)	 \$166,721	 \$265,222	 \$296,279
Total FTE's	1	1	3

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. Finalize negotiations and enter into a development and lease agreement upon approval by the City Commission with the Palazzo Las Olas Group LLC for the Las Olas Intracoastal Municipal Parking Lot, fostering quality mixed use development, enhance public parking, and design and operational compatibility to the City's adjacent Las Olas Municipal Marina.
 - b. Assist New River Trading Post LLC in obtaining plan approval by fiscal year end, for its mixed use development of the former New River Branch U.S. Post Office Property, and proceed with the permitting of a floating dock at the seawall adjacent to the property and the New River/Riverwalk for use as exhibition dockage by the maritime museum and general public day-dockage.
 - c. Continue to work with the Beach Redevelopment Advisory Board in implementing recommendations resulting from the Urban Land Institute's Panel Advisory Services Study of the Fort Lauderdale Beach, and prepare and update related implementation strategies, plans and reports.
 - d. Coordinate and work with the City's Finance Department on the preparation of preliminary documents and analysis for issuance of a 2004-2005 tax increment bond to assist in funding major capital improvement initiatives under the 2005-2009 Five Year Capital Funding Plan for the Central Beach.

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

- e. Coordinate with City Engineering in finalizing schematic design plans and proceeding to detailed design plans for the Central Beach Streetscape Plan by fiscal year end.
- f. Coordinate with City Engineering and Parks and Recreation in proceeding to Request for Proposals and entering into contract with an internationally or nationally recognized architectural and design team for the new Fort Lauderdale Aquatics Center by fiscal year end.
- g. Continue to assist City Engineering with plan review and construction monitoring for improvements to seawall and dock amenities planned or underway at South New River Drive between the Federal Highway. Tunnel and S.E. 3rd Avenue, S.E. 3rd Avenue and Andrews Avenue, and between S.W. 4th Avenue and S.W. 7th Avenue.
- h. Continue to work with City Engineering in the development of the next phase of capital improvements planned for the City's Downtown Marine Facilities.
- i. Continue to work with the Marine Industries of South Florida for the deepening of both the New River and the Intracoastal Waterway.
- j. Continue to provide clean and safe City Marine Facilities, and be recognized for offering responsive customer service by providing continuity and stability to the staffing of marine facilities.
- k. Continue to improve City Marine Facilities operational efficiencies by identifying procedural or structural impediments and implementing new approaches to cash and slip management reporting and accountability.
- l. Continue to work with Information Systems in developing a GIS mapping system for Marine Facilities showing the physical layout of all marina locations including seawalls, submerged land data, bridge information, slips, dock facilities, utility service centers, fire suppression, and fender pilings.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
<u>Downtown Facilities:</u>			
Slips Rented/New River Docks	21,764	17,091 *	17,091
Slips Rented/Cooley's Landing Marina	4,642	5,582	5,582
<u>Intracoastal Facilities:</u>			
Slips Rented/Las Olas Marina Fixed Piers	8,563	8,828	9,000
Slips Rented/Las Olas Marina Floating Docks	5,130	3,880	4,000
Slips Rented/Las Olas Marina Anchorage	1,942	2,141	2,141

*Occupancy levels on the New River are down by approximately 16% due to current construction and development impacts requiring closure of 36 of 100 dock slips available for transient or seasonal rental.

FY 2001/2002 FY 2002/2003 FY 2003/2004

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Efficiency:			
Occupancy:			
<u>Downtown Facilities</u>			
New River Docks	67 %	51 %*	51 %
Cooley's Landing Marina	51 %	61 %	61 %
<u>Intracoastal Facilities</u>			
Las Olas Marina Fixed Piers	65 %	67 %	68 %
Las Olas Marina Floating Docks	88 %	66 %	68 %
Las Olas Marina Anchorage	53 %	59 %	59 %
Effectiveness:			
Occupancy Over (Under) Prior Years:			
<u>Downtown Facilities</u>			
New River Docks	0 %	(16) %	(16%) %
Cooley's Landing Marina	0 %	10 %	10% %
<u>Intracoastal Facilities</u>			
Las Olas Marina Fixed Piers	1 %	2 %	1 %
Las Olas Marina Floating Docks	38 %	(22) %	2 %
Las Olas Anchorage	2 %	6 %	1 %
Advisory/Community Meeting Hours Outside 40/Hour Week/2 FTE's	66	66	66
Visitors Satisfaction Rating	Good-Excel.	Good-Excel.	Good-Excel.

*Occupancy levels on the New River are down by approximately 16% due to current construction and development impacts requiring closure of 36 of 100 dock slips available for transient or seasonal rental.

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Community Inspections	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$3,240,175	\$3,493,737	\$3,628,498
Total FTE's	50	52	51

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

- Objectives:
- a. Inspect properties for compliance with Florida Building Code (FBC) 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 Services 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.
- k. Provide support to neighborhood associations through attendance at meetings.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Civic Association Presentations	300	411	360
Phone Calls to Associations	1,224	1,580	1,450
Action Items Addressed	256	254	200
Lots Cleared	558	500	425
Trash Piles Picked Up	743	594	550
Buildings Demolished	13	6	10
Buildings Boarded	83	46	40
Code Enforcement Board (CEB) Cases	736	581	525
Special Master (SM) Cases	2,505	2706	2500
Unsafe Structures Board Cases	59	46	35
Initial Inspections	22,423	21,686	20,000
Re-inspections	35,233	34,190	32,000
Lien Settlements	373	236	200
Special Master Orders	736	811	700
Code Enforcement Board Orders	289	236	200
Unsafe Structures Board Orders	25	11	10
Vehicles Towed	190	162	160
Court Cases	119	61	30
Code Team Inspections	1,981	2,470	1,200
Occupational License Inspections	10,249	10,053	9,500
Efficiency:			
Average Inspections per Inspector	2,265	2,536	2,500
Special Master Cases Processed	81 %	83 %	84 %
CEB Cases Processed	90 %	89 %	90 %
Effectiveness:			
SM Cases Complied Before Hearing	37 %	37 %	38 %
CEB Cases Complied Before Hearing	16 %	18 %	20 %

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

FY 2002/2003 MAJOR ACCOMPLISHMENTS

Community and Economic Development marked last year with several major accomplishments.

- Initiated Runway 8/26 Rehabilitation Design; Submitted Part 150 Noise Study to FAA; & Obtained \$346,667 in grant funding from Florida Department of Transportation.
- Introduced a Bike Program for several code inspectors in their assigned neighborhoods; Demolished 6 unsafe structures; Cleared 500 lots; Removed 594 illegal trash piles; & Boarded 46 open and abandoned structures.
- Approved the development of 11 new single-family homes along the North Fork of the New River in partnership with Lennar Homes and Bob Young Builders; Began construction on Jefferson Place, L.P. for a \$27 million mixed-use residential project in the heart of Flagler Heights; & began construction on Avenue Lofts condominium/retail/office development.
- Provided a financial exposition for small businesses attended by over 200 professionals in conjunction with the Small Business Administration; Worked with economic partners to organize the City's Economic Summit held in October 2002; Coordinated development of the City's Economic Strategic Plan; & Executed incentive agreement to facilitate relocation of BankAtlantic corporate headquarters to Cypress Creek representing 300 future new employees to the City.
- Conducted October Study Circles Orientation(s) Kick-off Event (75 Attendees); Conducted 2 School-Neighborhood Organizer Meetings; & Conducted MLE - Study Circles Facilitators Training (26 Attendees).
- Undertook negotiations of the development and lease agreement for the Las Olas Intracoastal Municipal Parking Lot, which provides a quality mixed use residential and commercial development, along with public improvements; Completed developer selection, lease negotiations and approval for a mixed-use development of the former New River Branch U.S. Post Office Property; Coordinated the five-day Panel Advisory Services Study of the Fort Lauderdale Central Beach performed by the Urban Land Institute (ULI); Worked with the Beach Redevelopment Advisory Board (BRAB) to assess ULI Report Recommendations and presented the BRAB's report and implementation recommendations to the City Commission.
- Paid Emergency Direct Financial Assistance to 611 HIV+ families; Housed 236 HIV+ families at Project-based Rental locations; Cared for 21 AIDS patients at an Assisted Living Facility; Provided Housing for 176 HIV+ substance abusers during their treatment; Subsidized rent for 750 HIV+ families throughout Broward County; Provided down payment and closing costs assistance to seven Habitat for Humanity first time homebuyers; & Assisted the Fort Lauderdale Community Development Corporation in the rehabilitation of thirty-five (35) dilapidated rental units which will be occupied by very low and low-income families.

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 2001/2002	FY 2002/2003	2002/2003	FY 2003/2004
	Actual	Orig. Budget	Est. Actual	Adopted
<u>General Fund</u>				
Revenues				
Licenses and Permits	\$ 3,032,174	2,576,600	2,601,700	2,600,000
Intergovernmental Revenue	109,818	170,000	110,157	105,000
Charges for Service	2,060,758	2,365,084	2,163,582	2,221,405
Fines and Forfeits	464,243	325,000	830,000	550,000
Miscellaneous Revenues	391,170	531,903	639,679	426,396
<i>Total</i>	\$ <u>6,058,163</u>	<u>5,968,587</u>	<u>6,345,118</u>	<u>5,902,801</u>
Expenditures				
Salaries & Wages	\$ 3,534,217	3,119,776	3,063,292	3,021,507
Fringe Benefits	990,805	1,115,799	1,035,113	1,269,467
Services/Materials	1,497,106	1,447,340	1,456,121	1,442,015
Other Operating Expenses	444,994	594,304	475,496	524,779
Capital Outlay	46,534	0	53,720	0
<i>Total</i>	\$ <u>6,513,656</u>	<u>6,277,219</u>	<u>6,083,742</u>	<u>6,257,768</u>
<u>Community Redevelopment Fund</u>				
Revenues				
Intergovernmental Revenue	\$ 1,683,795	2,168,433	2,039,357	2,769,325
Charges for Service	74,234	79,323	48,582	79,323
Miscellaneous Revenues	319,645	354,481	331,173	561,716
<i>Total</i>	\$ <u>2,077,674</u>	<u>2,602,237</u>	<u>2,419,112</u>	<u>3,410,364</u>
Expenditures				
Salaries & Wages	\$ 270,903	561,961	512,899	559,610
Fringe Benefits	61,323	152,942	140,349	190,041
Services/Materials	291,560	522,636	559,505	461,343
Other Operating Expenses	71,203	112,384	214,008	90,811
Capital Outlay	11,557	5,500	2,463	2,500
<i>Total</i>	\$ <u>706,546</u>	<u>1,355,423</u>	<u>1,429,224</u>	<u>1,304,305</u>

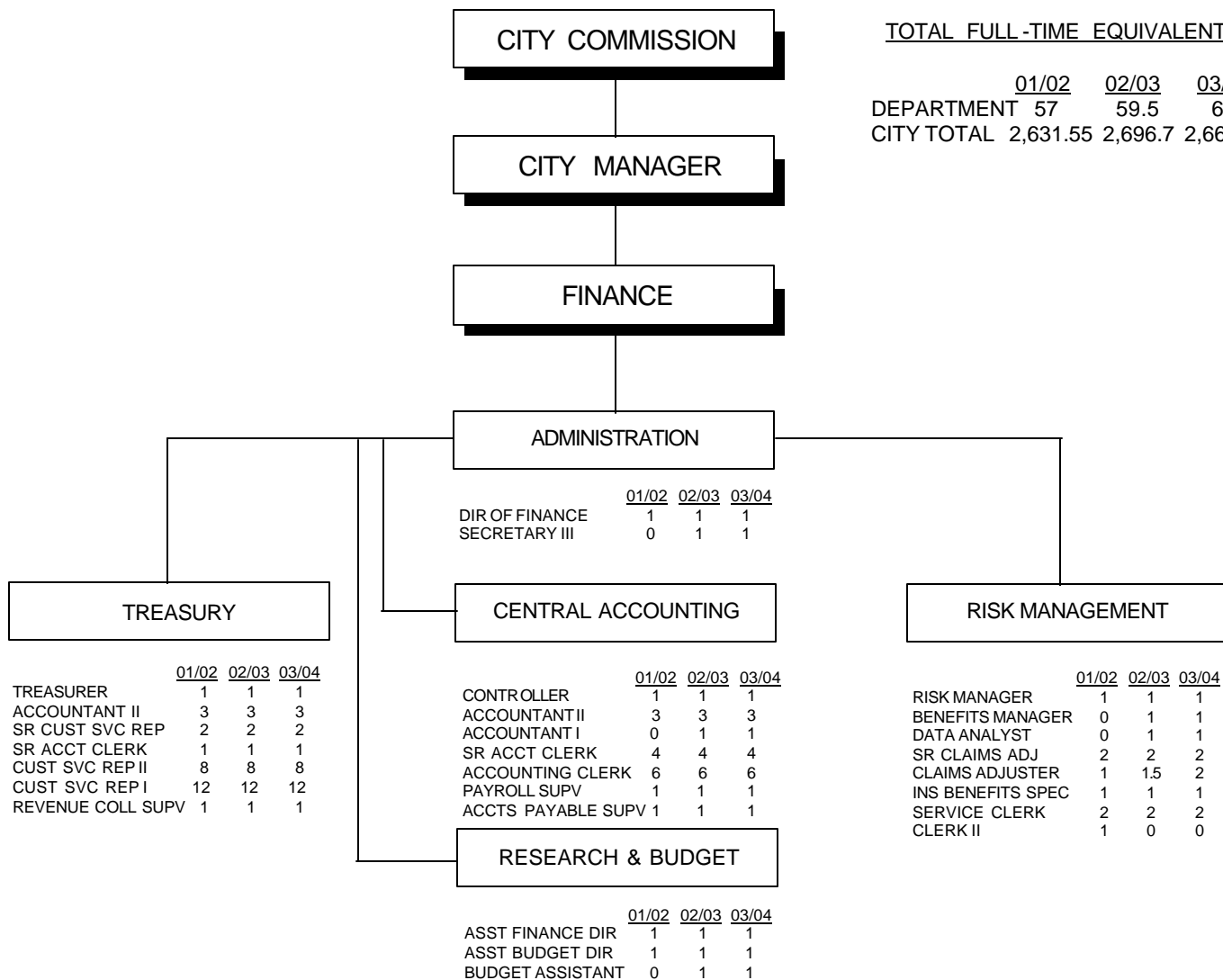
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 2001/2002	FY 2002/2003	2002/2003	FY 2003/2004
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<u>Airport Fund</u>		
Revenues				
Charges for Service	\$ 1,698,510	1,645,520	1,657,720	1,682,5214
Miscellaneous Revenues	3,386,928	3,039,469	3,030,518	3,113,078
<i>Total</i>	\$ <u>5,085,438</u>	<u>4,684,989</u>	<u>4,688,238</u>	<u>4,795,602</u>
Expenditures				
Salaries & Wages	\$ 662,104	669,083	684,738	660,460
Fringe Benefits	179,271	224,119	211,661	243,965
Services/Materials	1,105,415	1,422,935	1,616,693	1,407,437
Other Operating Expenses	1,776,898	2,118,252	2,155,616	2,168,995
Capital Outlay	32,626	48,500	48,500	4,470
<i>Total</i>	\$ <u>3,756,315</u>	<u>4,482,889</u>	<u>4,717,208</u>	<u>4,485,327</u>

ORGANIZATION PLAN FINANCE

TOTAL FULL-TIME EQUIVALENTS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DEPARTMENT 57	57	59.5	60
CITY TOTAL	2,631.55	2,696.7	2,667.5



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 2003/2004 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$294,536	\$443,956	\$309,419
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.

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

b. Prepare a five-year strategic financial plan for the General Fund.

<u>Selected Performance Measures</u>	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<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	N/A *	Aa2	Aa2
Sanitation	A1	A1	A1
Standard & Poor's Rating:			
General Obligation	AA	AA	AA
Excise	A+	A+	A+
Water & Sewer	N/A *	AA	AA
General Fund Balance/Revenues	7 %	1 %	3 %
Fitch's Rating			
Sanitation	A1	A1	A1
General Obligation	N/A	N/A	N/A

*Water & Sewer Bonds Paid Off September 2001

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Central Accounting	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$981,227	\$1,078,623	\$1,088,267
Total FTE's	17	17	17

FINANCE DEPARTMENT

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

- 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 by the end of February 2004.
 - c. Prepare various internal and external financial reports including the State of Florida Annual Report.
 - 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. Test and implement new release of Payroll/Personnel system in the first quarter of FY 2004 mandated by vendor.
 - h. Plan and begin work on the infrastructure phase of Governmental Accounting Standards Board (GASB) Statement 34 with estimated completion at the end of FY 2006.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Vendor Checks Issued	34,426	30,708	29,000
Invoices Processed	35,843	30,000	28,000
Payroll Checks/Direct Deposit	104,787	101,719	97,800
Financial Transactions	475,424	450,000 *	430,000
Efficiency:			
Invoices/3 FTE's	11,948	10,000 **	9,333
Employees on Direct Deposit	71 %	74 %	76 %
Retirees/Beneficiaries on Direct Deposit	85 %	86 %	88 %
Financial Transactions Interfaced	77 %	78 %	N/A
Journal Entries Automated	58 %	62 %	N/A
Effectiveness:			
Received GFOA Financial Reporting Award	Yes	Yes	Yes

*Estimated, posting not complete.

**Due to vacancies/freeze, 3 FTE's not present continuously throughout the year.

FINANCE DEPARTMENT

<u>DIVISION:</u> Risk Management	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$1,023,273	\$1,197,810	\$1,985,836
Total FTE's	7.0	9.5	10

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. Utilize an improved information management system to increase efficiency, and more accurately allocate costs.
 - b. Further eliminate reserve liability through efficient disposition of claims.
 - c. Manage employee health benefits program to reduce per member per month average costs and improve year-over-year loss ratio. Provide additional health coverage choices during November 2003 open enrollment period.
 - d. Provide seamless transition of Wellness Program to a new vendor in 1st quarter of FY04. Determine program effectiveness by achieving health plan cost avoidance through a reduction in risk factors over a 2 year period.
 - e. Develop risk management reporting for use in loss/cost control efforts.
 - f. Reduce total cost of risk by realigning insurance policies and retention levels.
 - g. Reduce the budget for outside resources in brokerage and consulting.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Open Auto Claims Files	468	638	500
Open General Liability Claims Files	161	305	240
Open Employee Practices Files	38	63	58
Open Police Professional Liability Files	75	107	95
Workers' Compensation Claims	335	350	350
Closed Auto Claims Files	102	104	225
Closed Auto Claims Without Litigation	99	95	215
General Liability Claims Closed	121	125	180
General Liability Claims Closed With Litigation	111	110	170
Employee Practices Claims Closed	5	1	5
Employee Practices Claims Closed Without Litigation			
Police Professional Liability Files	30	22	27
Police Professional Liability Files Closed Without Litigation	21	14	20

FINANCE DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Effectiveness:			
Claims Settlement Rate (No Litigation)	90.3 %	86.9 %	88.6 %

<u>DIVISION:</u> Treasury	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$1,691,697	\$1,797,876	\$1,959,046
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.
 - 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. Work with Information Systems to:
 - i. Provide customers internet access to the City's utility billing accounts for inquiry and payments.
 - ii. E-mail automated billing customers their monthly bills.
 - iii. Upgrade the utility billing system.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Utility Bills*	660,700	624,000	610,000
Utility Billing Work Orders	74,000	70,000	70,000
Automatic Utility Billing Payments	3,700	5,000	7,000

*Number of bills reduced by combining accounts.

FINANCE DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Efficiency:			
Utility Bills/22 FTE's	30,032	28,400	27,700
Reconciliations Performed Timely	100 %	100 %	100 %
Effectiveness:			
Difference in General Fund Revenue Estimates vs. Actuals	1.63 %	0.75 %	0.75 %

<u>DIVISION:</u> Research and Budget	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Adopted</u>
Total Budget	\$317,852	\$277,955	\$299,529
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 the end of November 2003.
 - 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 as approved by the City Commission.
 - f. Go live with a new payroll projection system to project salaries and benefits for the budget process by the end of the 2nd quarter of FY 2004.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Special Projects & Research Studies	31	34	35
Advisory Board Staff Hours	68	73	75
Efficiency:			
Research Studies/2 FTE's	15	17	17
Effectiveness:			
Received GFOA Budget Presentation Award	Yes	Yes	Yes
Difference in General Fund Budget Estimates vs. Actuals	(1.8) %	0.7 %	1.0 %

FINANCE DEPARTMENT

FY 2002/2003 MAJOR ACCOMPLISHMENTS

Last year, the Finance Department completed major work on the implementation of a new payroll/personnel/pension management system, which went into production in November 2002; introduced a self-insured HMO option which reduced per member per month claim costs; implemented more aggressive action to reduce repetitive Workers' Compensation injuries; based on the success of our Safe Driver Program, the Mayor and City Commission presented a Proclamation for "Drive Safely to Work Week"; received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada; and also received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada.

The Department also facilitated the adoption of the FY 2004 operating budget with a reduction in the operating millage rate from the FY 2003 adopted rate; facilitated the implementation of significant amendments to the City's pension plans; continued the use of a master lease for the financing of public safety equipment; and facilitated the seventh annual satisfaction survey of City residents.

In addition, the Department closed over 95% of casualty claims filed against the City through settlement prior to litigation during the year; developed and presented two budget forecast reports (one in June and one in November) for the City Commission and City Manager; consolidated items on utility service bills to reduce the number of bills going to the same address.

FINANCE DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	Actual	Orig. Budget	Est. Actual	Adopted
<u>General Fund</u>				
Revenues				
Taxes	\$ 120,123,229	129,731,515	130,105,274	140,811,699
Intergovernmental Revenue	13,927,308	16,211,336	16,400,981	15,245,000
Charges for Services	89,644	77,560	96,210	91,210
Fines and Forfeitures	625	100	100	0
Miscellaneous Revenues	11,318,139	11,760,860	11,153,722	11,581,111
<i>Total</i>	<u>\$ 145,458,945</u>	<u>157,781,371</u>	<u>157,756,287</u>	<u>167,729,020</u>
Expenditures				
Salaries & Wages	\$ 2,129,656	2,295,435	2,202,181	2,109,394
Fringe Benefits	675,219	868,960	803,288	976,232
Services/Materials	367,423	449,364	452,541	448,040
Other Operating Expenses	88,133	114,578	118,249	120,285
Capital Outlay	24,881	5,600	22,152	2,310
<i>Total</i>	<u>\$ 3,285,312</u>	<u>3,733,937</u>	<u>3,598,411</u>	<u>3,656,261</u>
<u>Insurance Fund</u>				
Revenues				
Charges for Service	\$ 22,770,471	28,881,094	26,661,607	35,004,942
Miscellaneous Revenues	1,082,861	439,000	308,879	431,250
<i>Total</i>	<u>\$ 23,853,332</u>	<u>29,320,094</u>	<u>26,970,486</u>	<u>35,436,192</u>
Expenditures				
Salaries & Wages	\$ 402,224	494,160	378,790	548,517
Fringe Benefits	236,266	310,388	261,454	494,982
Services/Materials	155,118	207,396	281,490	540,500
Other Operating Expenses	223,476	263,089	264,941	393,337
Capital Outlay	6,189	14,100	11,136	8,500
<i>Total</i>	<u>\$ 1,023,273</u>	<u>1,289,133</u>	<u>1,197,811</u>	<u>1,985,836</u>

ORGANIZATION PLAN FIRE-RESCUE

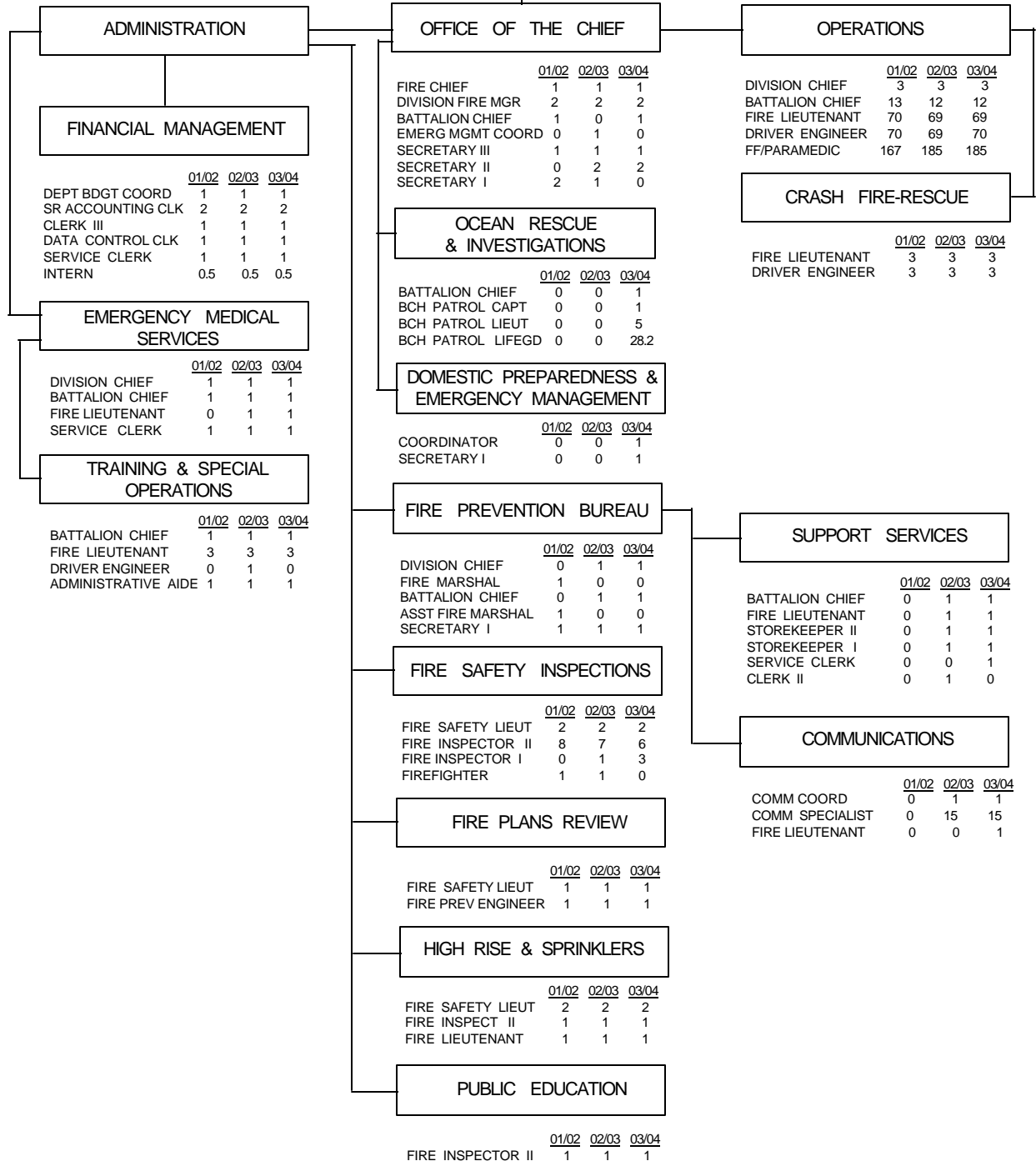
CITY COMMISSION

CITY MANAGER

FIRE-RESCUE

TOTAL FULL - TIME EQUIVALENTS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DEPARTMENT	392.5	412.5	445.7
CITY TOTAL	2,631.55	2,696.7	2,667.5



FIRE-RESCUE DEPARTMENT

MISSION STATEMENT

“Dedicated to Excellence Since 1912...”

Excellence Through Service:

Shaping the future

Excellence in training

Reducing risk

Valuing technology

Initiating community partnerships

Customer focus & quality service 24/7

Enhancing community services

Fort Lauderdale Fire-Rescue... Striving to be recognized as the nation’s best provider of fire, rescue and medical and community services.

FY 2003/2004 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$7,337,399	\$9,733,058	\$11,438,404 *
Total FTE’s	60.5	68.5	100.7 *

*Assumed responsibility for Ocean Rescue effective October 1, 2003, including 28 full-time and 32.2 part-time employees with an operating budget of \$1,831,533.

1. **Goal:** Overhaul and re-structure all employee personnel files in conjunction with the use of the City’s new document imaging system by the 2nd quarter of FY 03/04.
Objectives:
 - a. Reduce the need for storage space for personnel files.
 - b. Purge duplicate or unneeded documents.
 - c. Make available for research and examination personnel files in remote locations.

2. **Goal:** Administer the planning, design and funding of future fire station locations, construction and remodeling of current fire stations by the first quarter of FY 03/04.
Objectives:
 - a. Design and plan a new Executive Airport Fire Station.
 - b. Design and plan a new Fire Station 47.
 - c. Prepare a defined plan for evaluation of all current fire station needs and locations to comply with mandates imposed by various regulatory agencies.

3. **Goal:** Continue the development of the new Emergency Management and Domestic Preparedness Office within the Fire-Rescue Administrative system and the City of Fort Lauderdale.
Objectives:
 - a. Provide coordination for citywide emergency management operations.

FIRE-RESCUE DEPARTMENT

- b. Act as liaison between City and other local, state and federal emergency management systems.
 - c. Develop and implement a comprehensive city wide emergency management system and plan.
 - d. Improve emergency response system for incidents involving acts of terrorism.
 - e. Provide Weapons of Mass Destruction training.
4. Goal: Provide the highest quality pre-hospital emergency medical services to the citizens and visitors of the City of Fort Lauderdale.
- Objectives:
- a. Provide all Fire-Rescue paramedics and E.M.T.'s with the most advanced training and techniques available in emergency medicine today.
 - b. Provide the highest quality standards for EMS services for sporting and special City events.
5. Goal: Implement a vehicle-based medical reporting system, with full electronic entry and download capabilities, mandated by the State of Florida by the fourth quarter of FY 03/04.
- Objectives:
- a. Provide medical units with field entry capability on EMS incidents.
 - b. Improve transport billing capabilities.
 - c. Provide more accurate and reliable medical records.
 - d. Improve information process with hospitals regarding patient information.
6. Goal: Evaluate and implement the provisions of the newly adopted Florida Fire Prevention Code.
- Objectives:
- a. Increase public safety.
 - b. Enhance fire inspector training.
 - c. Improve public knowledge of codes and statutes.
7. Goal: Apply and enforce a total automatic fire sprinkler protection, or an engineered life-safety design system for all residential high-rise buildings.
- Objectives:
- a. Increase public life safety.
 - b. Reduce fire loss.
 - c. Reduce insurance premium costs to residents.
8. Goal: Continue to deliver quality and comprehensive Community Fire Safety Education Programs in the City of Fort Lauderdale and surrounding communities in partnership with other public and private organizations.
- Objectives:
- a. Improve public awareness of fire safety issues and information.
 - b. Increase public life safety.

FIRE-RESCUE DEPARTMENT

9. Goal: Develop and implement a total equipment and supply inventory system to adequately track and account for all items purchased and maintained under Fire-Rescue responsibility.

- Objectives:
- a. Forecast more accurately future supply and equipment needs.
 - b. Explore possible cost savings through inventory control.
 - c. Provide a more efficient replacement program for out-dated equipment and supplies.

10. Goal: Develop a comprehensive Ocean Rescue Program.

- Objective:
- a. Provide adequate staffing, equipment, tools and training to achieve timely response to Ocean Rescue emergencies.

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Fire-Rescue Operations	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$29,982,863	\$34,153,652	\$33,376,033
Total FTE's	332	344	345

11. 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.

- Objectives:
- a. Provide adequate staffing, equipment, tools and training to 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 programs.
 - d. Apply the awarded grant with matching funds for the purchase of a new fireboat before January 2004.

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Workloads/Outputs:			
Total Incidents	37,877	38,247	39,000
Total Medical Call Incidents	21,921	23,372	25,000
Total Unit Responses	76,287	75,251	80,000
Unit Responses to Medical Calls	41,119	43,103	45,000
Medical Transports	16,605	17,872	20,000

FIRE-RESCUE DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Efficiency:			
Response Time Compliance:			
Medical Incidents			
6 Min./0 Sec First Engine Time At 90%	82 %	85 %	90 %
8 Min./0 Sec First Paramedic Time At 95%	96 %	95 %	95 %
10 Min./0 Sec First Transport At 95%	94 %	95 %	95 %
Response Time Compliance Average:	4:18	4:27	4:18
Dispatch To Arrival Time (Min., Sec.)			
Effectiveness:			
Response Time Objectives Met			
Medical Incidents			
6 Min./0 Sec First Engine Time at 90%	No	No	Yes
8 Min./0 Sec First Paramedic Time at 95%	Yes	Yes	Yes
10 Min./0 Sec First Transport at 95%	No	Yes	Yes

FY 2002/2003 MAJOR ACCOMPLISHMENTS

Fort Lauderdale Fire-Rescue has implemented an immediate and long-term capital plan for the replacement of our fire apparatus and fire stations. In accordance with our mission statement of valuing technology, we have purchased new state of the art Scott Self Contained Breathing Apparatus (SCBA) and Medtronic Physio-Control Lifepak 12 Cardiac Monitor/Defibrillators.

Fort Lauderdale Fire-Rescue is a very young department and has experienced tremendous growth over the past six (6) years. However, our employees are performing excellently in all areas, demonstrated by the 2002 Citizen Survey satisfaction rate of 97.5% for fire protection services and 96% for EMS services.

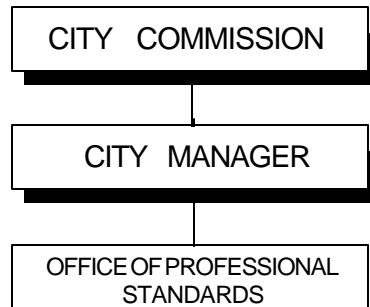
The City of Fort Lauderdale was a recipient of two federally supported domestic preparedness programs. The emergency management function is a responsibility of Fire-Rescue. A Domestic Preparedness and Emergency Management Coordinator and Secretary was hired to manage these functions and federal grants.

Fort Lauderdale Fire-Rescue is currently integrating an Automatic Vehicle Locator (AVL) into the Computer Aided Dispatch System (CAD). These technological updates, along with automatic aid agreements and an enhanced 911-telephone system, greatly improved the delivery of dispatch services for more than 38,000 calls annually.

FIRE-RESCUE DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
	<u>General Fund</u>			
Revenues				
Intergovt Revenue	\$		128,304	
Charges for Service	5,079,864	5,621,677	5,655,283	5,476,173
Miscellaneous Revenues	6,645,480	7,219,769	7,224,769	9,995,421
<i>Total</i>	<u>\$ 11,725,344</u>	<u>12,841,446</u>	<u>13,008,356</u>	<u>15,471,594</u>
Expenditures				
Salaries & Wages	\$ 25,462,542	27,145,374	29,386,563	28,008,474
Fringe Benefits	6,808,610	7,645,358	7,853,876	10,713,438
Services/Materials	1,709,799	1,614,347	1,721,788	1,759,326
Other Operating Expenses	3,051,980	3,152,752	3,141,137	3,429,070
Capital Outlay	287,330	618,945	1,783,346	904,129
<i>Total</i>	<u>\$ 37,320,261</u>	<u>40,176,776</u>	<u>43,886,710</u>	<u>44,814,437</u>

ORGANIZATION PLAN OFFICE OF PROFESSIONAL STANDARDS



TOTAL FULL - TIME EQUIVALENTS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DEPARTMENT	0	0	4
CITY TOTAL	2,631.55	2,696.7	2,667.5

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DIR OF OPS	0	0	1
EQUAL OPPORT SPEC	0	0	1
EQUAL OPPORT ASST	0	0	0
ADMIN AIDE	0	0	1
OPS COORDINATOR	0	0	1

OFFICE OF PROFESSIONAL STANDARDS

MISSION

To promote equal employment opportunity, cultural diversity and sensitivity, and foster an environment in which all employees will feel valued and appreciated. Establish and implement standards of professionalism and fairness in the workplace. Assist the City Manager's Office and individual departments in their efforts to respond to the Employee Climate Survey and improve employee morale.

FY 2003/2004 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 2001/2002	FY 2002/2003	FY 2003/2004
Office of Professional Standards (OPS)	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	N/A	N/A	\$488,669
Total FTE's	N/A	N/A	4

1. Goal: Promote equal employment opportunity, cultural diversity and sensitivity, and foster an environment in which all employees will feel valued and appreciated.
Objectives:
 - a. Develop and implement policies and procedures to supplement or replace those currently in effect, that will promote a workplace free from discrimination, harassment or other illegal or inappropriate conduct.
 - b. Monitor compliance with the City's equal opportunity employment guidelines and policies.
 - c. Consult and investigate on specific incidents or issues, as brought to the attention of OPS by employees.
 - d. Assist departments in developing and implementing programs and strategies to respond to issues raised in the 2002 Organizational Climate Survey.
2. Goal: Establish and implement standards of professionalism and fairness in the workplace.
Objectives:
 - a. Implement an internal Code of Professional Conduct by February 2004.
 - b. Educate and train employees regarding state ethics laws and the City's Code of Professional Conduct once implemented.
3. Goal: Assist the City Manager's Office and individual departments in their efforts to respond to the Employee Climate Survey and improve employee morale.
Objectives:
 - a. Serve as facilitator to resolve workplace conflicts as brought to the attention of OPS by supervisors and employees throughout the City.
 - b. Formalize a conflict resolution policy and program.
 - c. Inform employees and officials of the ongoing status of climate survey responses by the City and individual departments.

OFFICE OF PROFESSIONAL STANDARDS

<u>Selected Performance Measures*</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Code of Professional Conduct Development	N/A	1	N/A
Conduct Employee Workshops/Conflict Resolution Sessions	N/A	5	5
Inquiries/Consultations/Interventions	N/A	129	120
Develop Conflict Resolution Policy and Program	N/A	N/A	1
Conduct Ethics Training	N/A	N/A	10
Facilitate EEO Training and Education	N/A	N/A	10
Effectiveness:			
Development of Code of Professional Conduct/1 FTE	N/A	1	1
Employee Workshops/1 FTE	N/A	5	5
Inquiries/Consultations/Interventions/2 FTE's	N/A	64	60

*The City Commission authorized the Office of Professional Standards during FY 2001-2002.

FY 2002/2003 MAJOR ACCOMPLISHMENTS

The Office of Professional Standards officially began functioning in its new and expanded capacity during the 2002/2003 fiscal year. An effective and clear system of record-keeping and file maintenance was implemented to enable staff to track the progress of individual cases, as well as complaint trends in the workplace. Staffing was successfully completed in April after thorough recruitments. OPS moved its offices to its current location in April, increasing privacy and enabling OPS to better serve its expanded functions.

OPS worked on over 120 case files, which ranged in nature from simple inquiries, to complex investigations of complaints or requests for intervention. OPS developed a Code of Professional Conduct, which should be finalized for implementation during the first half of the 2003/2004 fiscal year. An Equal Employment Opportunity Plan was developed, and received approval from the Department of Justice for the purpose of receiving federal grants. OPS publicized its new, expanded mission through its appearance in City publications, the development of a brochure distributed to all City employees, speaking to new employees, and holding an Open House. The result of these efforts was employee utilization of OPS' services that steadily increased as the fiscal year progressed.

OFFICE OF PROFESSIONAL STANDARDS

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	Actual	Orig. Budget	Est. Actual	Adopted
	<u>General Fund</u>			
Expenditures				
Salaries & Wages	\$ -	-	-	\$275,168
Fringe Benefits	-	-	-	101,355
Services/Materials	-	-	-	108,728
Other Operating Expenses	-	-	-	3,418
Capital Outlay	-	-	-	-
<i>Total</i>	\$ -	-	-	\$488,669

ORGANIZATION PLAN PARKS AND RECREATION

TOTAL FULL - TIME EQUIVALENTS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DEPARTMENT	420	429	394.8
CITY TOTAL	2,631.55	2,696.7	2,667.5

CITY COMMISSION

CITY MANAGER

PARKS AND RECREATION

ADMINISTRATION

RECREATION

ADMINISTRATION

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
REC SUPT	1	1	1
SECRETARY I	1	1	1

RECREATION FACILITIES**

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
COMM PROG SUPV	1	0	0
REC PROG II	1	0	0
PARKS FOREMAN	1	0	0
MM WORKER II	5	0	0
MM WORKER I	2	0	0
BALLFLD GRDSKPR	1	0	0
APPRENT MM WKR	1	0	0

TENNIS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
MM WORKER III	0	1	1
MMWI	0	1	1

WAR MEMORIAL AUDITORIUM

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
AUDITORIUM MGR	1	1	1
STAGE MANAGER	1	1	1
MM WORKER II	1	1	1
MM WORKER I	1	1	1
CLERK III	1	1	1

SNYDER PARK

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
PARK MANAGER	1	1	1
ASST PARK MGR	1	1	1
MMW II	1	0	0
MM WORKER III	0	1	1

FACILITIES SUPPORT & **
MAINTENANCE - AREA 2

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
APPRENTICE MW	0	2	1
MM WORKER II	0	2	2
PARKS FOREMAN	0	1	1
REC LEADER II	0	1	1
REC PROG I	0	4	4
COM PROG SUPV	0	1	1
REC PROG COOR	0	3	3
REC PROG II	0	2	2

COMMUNITY PROGRAMS & AQUATICS**

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
COMM PROG SUPV	2	0	0
REC PROG COORD	5	0	0
REC PROG II	6	0	0
REC PROG I	8	0	0
CLERK II	2	0	0
POOL EQUIP MECH	1	0	0
REC LEADER II	1	0	0

MILLS POND PARK

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
REC PROG II	2	1	1
REC PROG I	0	1	1
HEAD GROUNDSKPR	1	1	0
BALLFIELD GRDKPR	5	3	0
MMW III	1	0	0

TEENS & ATHLETICS**

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
REC PROG COOR	2	0	0
REC PROG II	3	0	0
REC PROG I	3	0	0
MM WORKER I	1	0	0
MM WORKER III	1	0	0

FACILITIES SUPPORT & **
MAINTENANCE - AREAS 1 & 3

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
MM WORKER I	0	1	1
MM WORKER II	0	2	2
REC PROG I	0	5	5
COM PROG SUPV	0	1	1
REC PROG COOR	0	4	4
REC PROG II	0	8	8

FINANCE & RECREATION

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
CLERK II	0	4	4

*TRANSFERRED TO FIRE-RESCUE
**AREAS REORGANIZED

132FINANCE &
RECREATIONFINANCE &
RECREATION

SPECIAL FACILITIES & ADMINISTRATION

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
PARKS & REC DIR	1	1	1
RECREATION SUPT	1	1	1
P&R BUDGET COOR	1	1	1
ADMIN ASSISTANT	3	3	3
SECRETARY III	1	1	1
CLERK III	1	1	1
CLERK II	1	1	1
SERVICE CLERK	0	2	2
RECEPTIONIST	1	1	1

PARK RANGER PROGRAM

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
PARK RANGER SUPV	1	1	1
PARK RANGER III	1	1	1
PARK RANGER II	3	3	3
PARK RANGER I	11	12	12

HALL OF FAME POOL

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
HALL OF FAME MGR	1	1	0
AQUATIC COMP MGR	0	0	1
ASST HOF MGR	2	2	2
POOL EQUIP MECH	1	1	1
CLERK II	1	1	1
POOL MAINT WKR	1	1	1
POOL LIFE GUARD II	1	1	1
POOL LIFEGUARD I	1	1	1

FORT LAUDERDALE STADIUM COMPLEX

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
STADIUM OPER SUPV	1	1	1
HEAD STAD GRDSKPR	1	1	1
BALLFIELD GRDSKPR	4	4	4
ADMIN ASSISTANT I	1	1	1

FESTIVALS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
REC PROG COORD	1	1	1
ADMIN AIDE	1	1	1
REC PROG I	0	1	1

BEACH OPERATIONS*

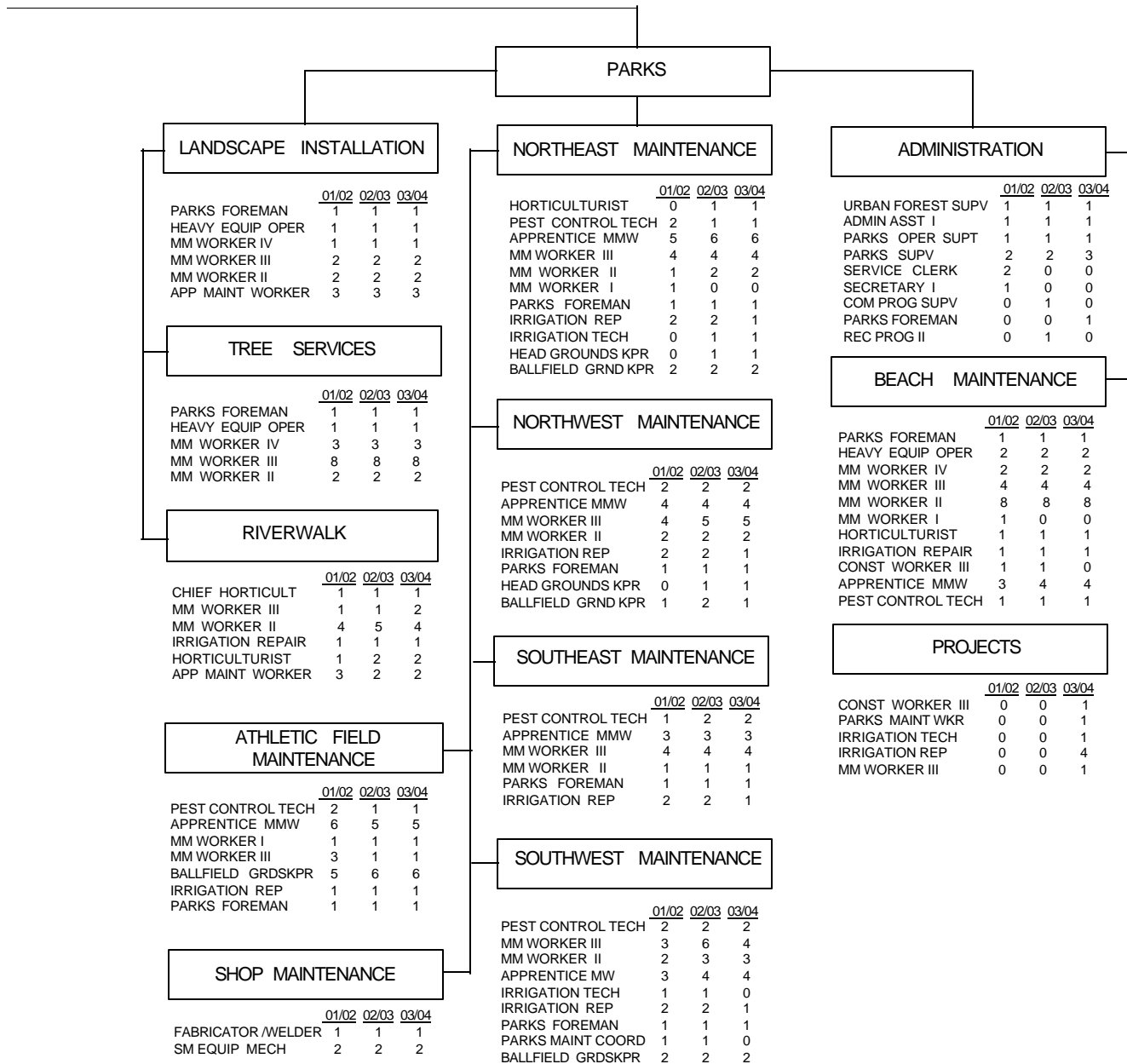
	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
BEACH PATROL CAPT	1	1	0
BEACH PATROL LIEUT	5	5	0
BEACH LIFEGUARD I	22	22	0

POOL OPERATIONS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
POOL EQUIP MECH	0	1	1

MILLS POND OPERATIONS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
BALLFIELD GRDSKPR	0	0	4
HEAD GRDSKPR	0	0	1
MMW III	0	0	1
APPRENTICE MW	0	0	1



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.

FY2003/2004 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

<u>DIVISION:</u> Administration & Special Facilities	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$8,731,298	\$10,278,996	\$7,530,103
Total FTE's	115.5	128.1	101.4

1. Goal: Successfully manage and operate a world class aquatic facility at the Fort Lauderdale 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 2001/2002 <u>Actuals</u>	FY2002/2003 <u>Estimated</u>	FY2003/2004 <u>Target</u>
Workloads/Outputs:			
Days of Operation Per Year	365	365	365
Hours of Operation Per Year	3,815	3,900	3,900
Total Event Days	93	95	98
Recreational Swim Attendance	50,018	50,000	51,000
Swimming/Diving Program Attendance	52,132	51,000	55,000
Efficiency:			
Cost Per Participant (net)	\$9.49	\$10.41	\$9.59
Effectiveness:			
Revenue	\$326,370	\$339,900	\$321,900
Economic Impact (Millions)	\$8.0	\$7.1	\$7.0

PARKS AND RECREATION DEPARTMENT

2. 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 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Pavilion Rental	592	598	693
Programs Offered	28	30	32
Corporate Picnic Reusers	58	59	63
Dogs Using the Park	54,130	52,971	53,118
Effectiveness:			
Savings to City Using Volunteers	\$21,382	\$23,118	\$25,004
Efficiency:			
Park Attendance	128,572	118,250	128,119
Volunteer Hours	2,812	2,938	3,211
Rate of Recovery	60 %	51 %	54 %

3. 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.

PARKS AND RECREATION DEPARTMENT

- f. Continue to promote the Stadium for rental to outside organizations to help offset the deficit.
- g. Retain services from qualified firms to privately manage the Fort Lauderdale Stadium to totally offset the deficit.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Facility Events	79	70	46
Activities	256	230	120
Spring Training Workout Games	43	43	43
Attendance Spring Training	71,539	75,000	75,000
Total Attendance	164,700	150,000	110,000
Prepare Fields/Facilities Spring Training	43	43	43
Efficiency:			
Rate of Recovery	48 %	50 %	55 %

4. Goal: Present a variety of events to the residents of Fort Lauderdale and Broward County. The Auditorium operation should also supplement the Parks & Recreation Budget up to \$100,000.

- Objectives:
- a. Book and present as many events as possible.
 - b. Increase revenue despite decisions beyond our control.
 - c. Lower expenses.
 - d. Start the much anticipated enhanced CIP project to upgrade and improve the Auditorium's appearance.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Contracts	65	70	65
Event Days	204	203	215
Efficiency:			
Events Booked to Dates Available	56 %	56 %	56 %
Event Days/Set Up Tear Down	204	203	205
Effectiveness:			
Attendance	212,665	189,716 *	200,000
Rate of Recovery	112 %	109 %**	109 %

*Attendance reduced due to a weak economy.

**109% rate of recovery achieved despite a \$15,000 retirement package and \$8,000 in Fire Department unanticipated expenses.

PARKS AND RECREATION DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Recreation	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$7,290,653	\$7,419,254	\$6,473,843
Total FTE's	151	137.4	132.4

5. Goal: Increase recreation session (1-multiple weeks) 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.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Adult Athletics Registrants	6,219	6,500	6,800
Youth Athletic Registrants	5,578	5,900	6,200
Teen Programming Registrants	2,040	2,150	2,300
Community Programming Registrants	3,427	2,550	2,700

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

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

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Daily Registrants	43,146	44,300	46,500
Efficiency:			
Adult Athletics Supervised Hours	4,355	4,450	4,000
Teen Programming Supervised Hours	5,770	6,100	6,300
Community Programming Supervised Hrs	15,253	12,500	13,100
Youth Athletics Supervised Hours	2,931	3,200	3,400

PARKS AND RECREATION DEPARTMENT

7. Goal: Increase daily attendance.

- Objectives: a. Increase daily attendance in swimming pools.
 b. Increase daily attendance at tennis facilities.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Daily Attendance-Pools	43,014	45,200	47,500
Daily Attendance-Tennis	48,819	50,500	53,000
Efficiency:			
Program Hours for Daily Attendance Pools	3,765	3,900	4,100
Program Hours for Daily Attendance Tennis	7,382	7,750	8,000

8. 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 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Learn to Swim Registrants	3,550	3,700	3,800

<u>DIVISION:</u> Parks	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$11,654,844	\$13,406,100	\$12,561,253
Total FTE's	142.48	151	161

9. 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.

PARKS AND RECREATION DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Trees Planted (Bond, Parks, NCIP)	1,200	500	400
Trees Planted (Adopt A Tree)	490	600	750
Trees Removed Due to Damage/Health	375	390	400
Civic Association Meetings Attended	12	12	12
Effectiveness:			
Received Tree City USA Award	Yes	Yes	Yes

FY2002/2003 MAJOR ACCOMPLISHMENTS

The City of Fort Lauderdale hosted three Replant Broward programs where over 4,000 trees were given away. Over 3,600 children attended Learn to Swim programs. Over 1,600 seniors participated in the Senior Games this year which was hosted by seven Broward County agencies. The Jimmy Evert Tennis Center co-sponsored the USTA National Open Clay Court Championships for the fourth year and this year had 150 entrants. The USTA Boy's 14 Super National Clay Court Championships celebrated its fourth anniversary where over 192 young men participated in the eight-day tournament. This was the inaugural year of the youth sports program in Southwest Fort Lauderdale. The fall soccer program had 285 participants, the winter basketball program had 121 participants and the spring micro soccer program had 222 participants. Snyder Park's Pedal Power Program was awarded the Community Foundation of Broward Grant again in 2003. Snyder Park and the Friends of Bark Park, Inc. received a \$20,000 sponsorship donation from Purina designated for restroom/gatehouse facilities in 2003. The Fort Lauderdale Aquatic Complex hosted 40 competitive events over 98 days. In April of 2003 the Fort Lauderdale Aquatic Complex celebrated 25 years as the host of the YMCA National Swimming and Diving Championships. Eleven national YMCA records were set this year bringing in 3920 out-of-town visitors. Approximately 200 children participated in diving lessons and team training with the Fort Lauderdale Diving Team over the past year. The Fort Lauderdale Swim Team/Jack Nelson Swim School has conducted 450 private lessons over the past year. 43 people were certified as Water Safety Instructors at the Fort Lauderdale Aquatic Complex. The Baltimore Orioles returned for their 8th spring training, drawing more than 70,000 fans to the 14-game home schedule.

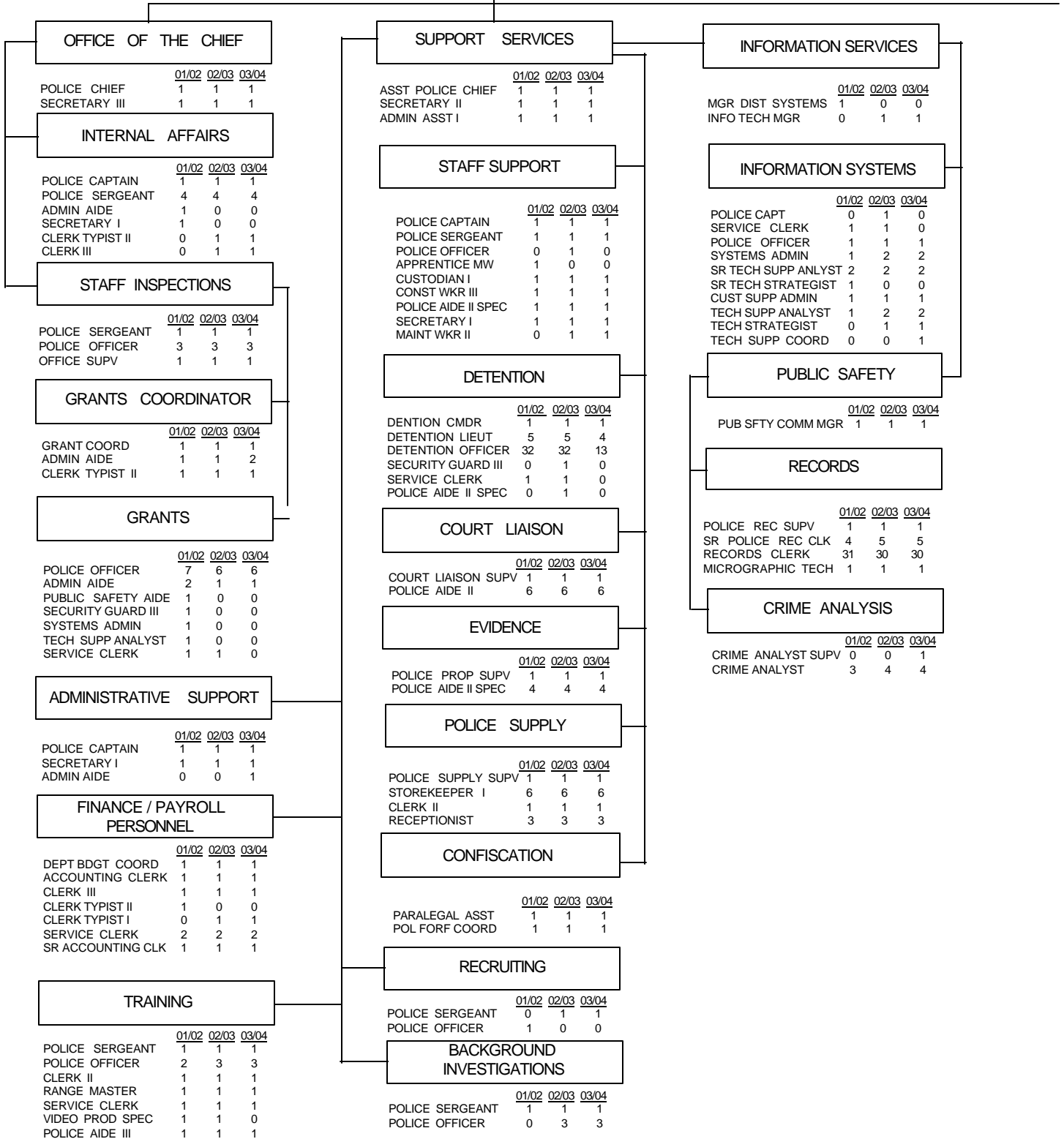
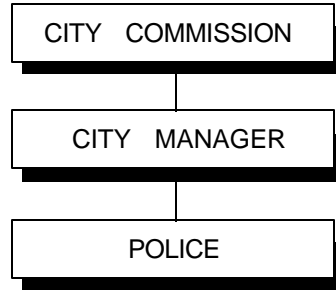
PARKS AND RECREATION DEPARTMENT

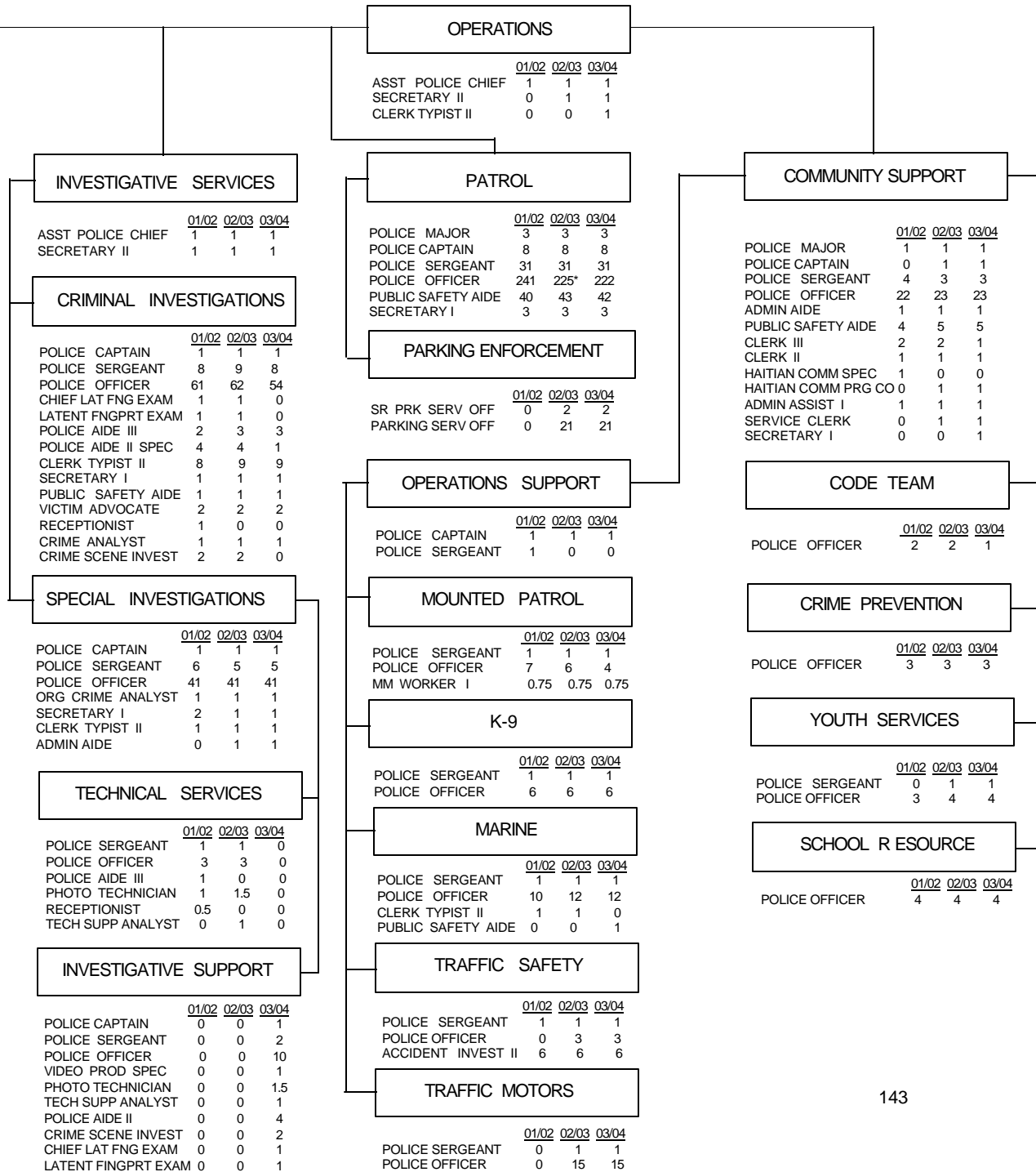
	FY01/02 Actual	FY02/03 Orig. Budget	FY02/03 Est. Actual	FY03/04 Adopted
	<u>General Fund</u>			
Revenues				
Intergovernmental Revenue	\$ 70,000	70,000	5,311,578	5,155,600
Charges for Service	4,894,014	5,039,493	0	0
Miscellaneous Revenues	1,055,716	1,025,456	790,839	733,859
<i>Total</i>	\$ 6,019,730	6,134,949	6,102,417	5,889,459
Expenditures				
Salaries & Wages	\$ 14,235,194	14,911,050	15,499,486	12,379,508
Fringe Benefits	3,799,940	5,025,317	4,878,118	5,094,446
Services/Materials	7,314,993	7,079,429	8,316,124	6,903,448
Other Operating Expenses	2,251,925	2,247,544	2,265,509	2,187,797
Capital Outlay	74,743	115,000	145,114	0
<i>Total</i>	\$ 27,676,795	29,378,340	31,104,351	26,565,199

ORGANIZATION PLAN POLICE

TOTAL FULL - TIME EQUIVALENTS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DEPARTMENT	735.5	745.25	784.25
CITY TOTAL	2,631.55	2,696.7	2,667.5





POLICE DEPARTMENT

MISSION

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

FY 2003/2004 GOALS, OBJECTIVES, AND SELECTED PERFORMANCE MEASURES

<u>DIVISION</u> : Office of the Chief	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$1,801,867	\$1,674,820	\$1,765,432
Total FTE's	18	18	19 *

*An Administrative Aide was transferred from the Fire Department to Police Department to assist the Grants Coordinator.

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 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Staff Inspections for Accreditation	13	3	7
Policy Revisions	70	46	50
Grants Researched	110	122	150
Grants Processed	34	47	60
Grant Reports Processed	685	768	900
Effectiveness:			
Grants Awarded	31	35	40

POLICE DEPARTMENT

<u>DIVISION</u> : Support Services	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$18,028,827	\$20,065,048	\$18,215,743
Total FTE's	145	155	129 *

*22 Detention positions eliminated due to Budget Constraints. 1 Police Captain position transferred to Patrol. 1 Police Officer, 1 Police Aide II Spec, and 1 Video Production Specialist transferred to newly formed Investigative Support activity.

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 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Subpoenas Processed	71,500	72,444	73,500
Evidence Items Received	14,963	14,537	15,000
Coordinate FDLE/Job Related Training	2,027	2,160	2,500
911 & Non Emergency Calls Received	625,000	578,809	577,000
Police Calls for Service Dispatched	170,000	170,722	170,000
Arrests Processed (Records)	14,377	14,760	15,143
Citations Processed (Records)	63,412	65,840	68,268

POLICE DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Operations	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (General Fund)	\$33,122,210	\$36,263,341	\$39,378,267
Total FTE's	425.75	454.75	447.75 *
Total Budget (Parking Fund)	N/A	\$1,042,777	\$1,273,405
Total FTE's	N/A	23	23

*Six police officer positions were eliminated due to budget constraints; one Service Clerk position previously funded by a Grant was eliminated; one Police Captain was transferred in from Information Systems activity; and one Police Captain position was transferred out to the newly formed Investigative Support activity.

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 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Calls For Service (CFS)/Arrests (Hours)	48,500	48,000	48,000
Citations (Hours)	11,500	17,000	17,000
Community Policing CFS & Arrests	4,200	4,200	4,200
K-9 Searches	1,548	1,400	1,500
Crime Prevention & Action Plans (Hours)	150,000	150,000	150,000
Public Safety Aide Calls/Accidents (Hrs)	18,815	18,000	18,000
Community Policing Initiative Problem Solving (Hours)	32,000	35,500	35,500
Security Surveys & Educational Activities	950	950	950
Action Plans Tracked	30	20	20
Efficiency: Hours/Day/FTE			
Calls for Service/Arrests	1.24	1.24	1.24
Citations	.24	.33	.33
Crime Prevention (Patrol)	2.47	2.47	2.47
Public Safety Aide CFS/Accidents/Citations	2.17	2.20	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 2001/2002	FY 2002/2003	FY 2003/2004
DIVISION: Investigations Bureau	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$12,723,500	\$13,690,601	\$14,538,478
Total FTE's	156.50,	156.50	158.50 *

*Four positions were transferred in from Support and Operations Divisions to the newly formed Investigative Support activity and two police officer positions were eliminated due to budget constraints.

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

<u>Selected Performance Measures</u>	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Investigations Assigned (CID)	17,130	16,471	16,500
Assigned Cases with Arrests (CID)	3,191	2,785	2,800
Investigations Presented to State Attorney (CID)	3,124	2,809	2,750
OCDETF* Investigations Initiated (SID)	25	10	10
Search Warrants Executed (SID)	85	118	95
Efficiency:			
Investigations Assigned/Detective	428	411	350
Effectiveness:			
Investigations Filed (CID)**	81 %	82 %	99 %
Investigations Filed (SID)**	97 %	99 %	99 %
Search Warrants Resulting in Arrests & Seizures (SID)	90 %	90 %	90 %

*Organized Crime Drug Enforcement Task Force (OCDETF)

**% of Cases State Attorney Accepted.

POLICE DEPARTMENT

FY 2002/2003 MAJOR ACCOMPLISHMENTS

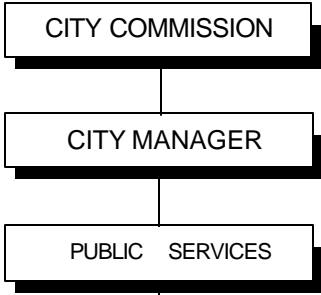
In Support Division, Training Unit instituted 40-hour block of in-house training saving thousands of dollars; Backgrounds & Recruiting accomplished zero vacancies, as per City Commission's request; a recruiting video was completed; PAVE marked fleet increased by 113 vehicles to 241 or 88%; Weapons of Mass Destruction uniforms and training were funded by a Grant; we are working towards achieving parity towards our Consent Decree goals with regards to ethnic diversity in hiring. The Operations Bureau reports that part one crimes are down 7% compared to the previous fiscal year. In addition, revenue from parking tickets has increased by 24%. In Investigative Services Division major accomplishments include the establishment of the Investigative Support Division which will provide advanced technical and forensic support to all investigative functions; development of "John-E", a counter prostitution program by the Special Investigations Division; secured additional state-wide grant funding for major counter-narcotics investigations in the city; successful utilization of the Nuisance Abatement process to provide administrative control over several problem properties throughout the city; continued dramatic success with the Pawn Shop, Fugitive and latent Fingerprint programs. In addition, Investigative Services was selected to profile our investigative success at several major conferences including the National DOJ Community Policing Conference and the International Association of Chiefs of Police Conference.

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	Actual	Orig. Budget	Est. Actual	Adopted
	<u>General Fund</u>			
Revenues				
Intergovernmental Revenue	\$ 150,830	160,622	79,470	0
Charges for Service	1,227,701	1,189,300	1,272,060	3,358,900
Fines & Forfeitures	1,448,587	1,507,000	1,543,765	1,499,200
Miscellaneous Revenues	1,264,745	227,050	643,674	430,500
<i>Total</i>	\$ 4,091,863	3,083,972	3,538,969	5,288,600
 Expenditures				
Salaries & Wages	\$ 43,830,278	44,446,736	46,602,691	45,895,244
Fringe Benefits	11,981,534	13,820,533	13,853,651	18,447,012
Services/Materials	4,225,570	4,638,308	4,899,879	4,354,752
Other Operating Expenses	5,166,464	5,498,868	5,510,041	5,200,912
Capital Outlay	472,558	235,032	827,548	0
<i>Total</i>	\$ 65,676,404	68,639,477	71,693,810	73,897,920

POLICE DEPARTMENT

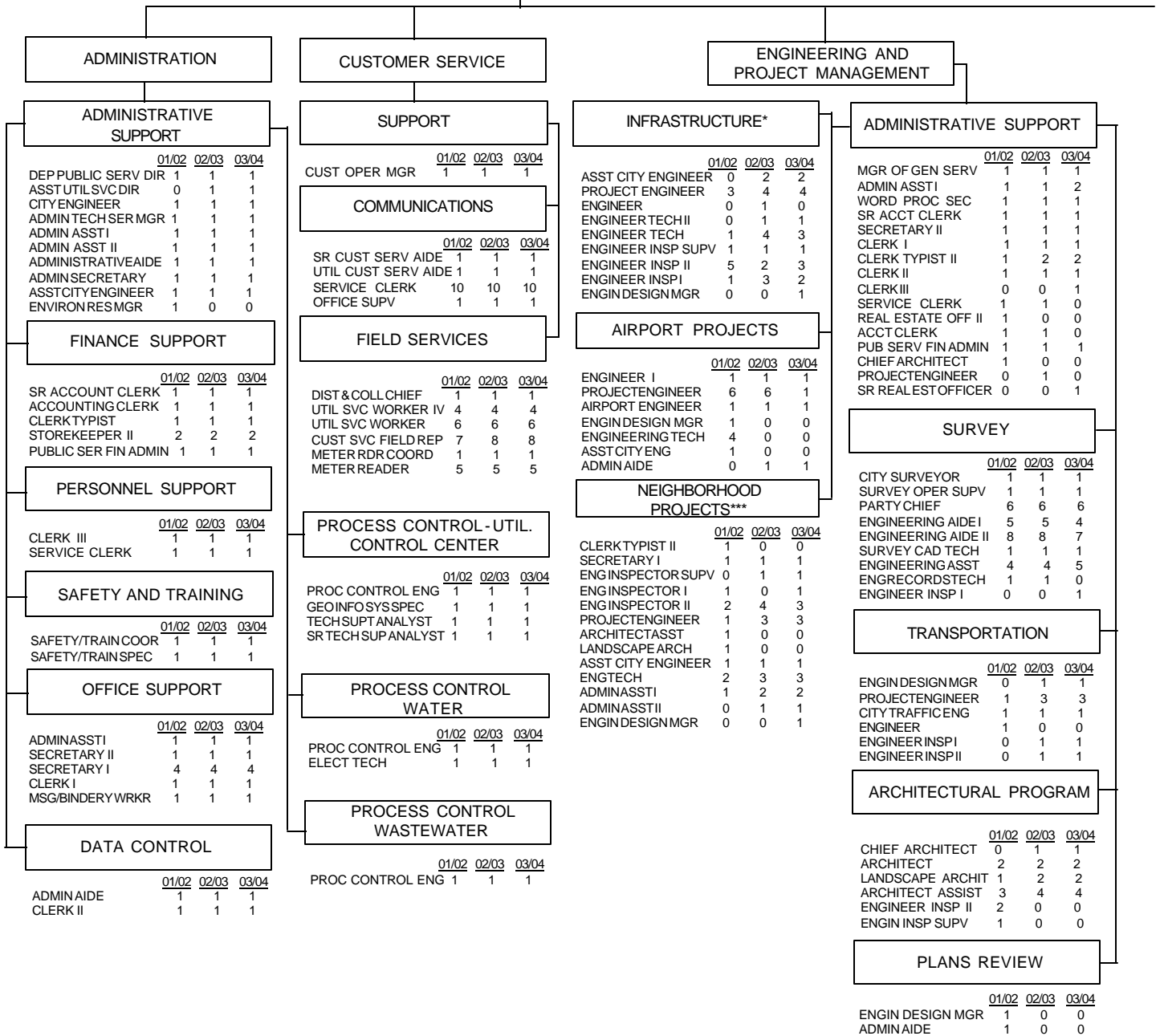
	FY 2001/2002 Actual	FY 2002/2003 Orig. Budget	FY 2002/2003 Est. Actual	FY 2003/2004 Adopted
<u>Parking System Fund</u>				
Revenues				
Intergovernmental Revenue	\$ 0	0	0	0
Charges for Service	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenues	0	0	0	75,000
<i>Total</i>	\$ 0	0	0	75,000
Expenditures				
Salaries & Wages	\$ 0	757,658	649,501	720,645
Fringe Benefits	0	273,481	237,523	307,480
Services/Materials	0	57,833	48,203	64,130
Other Operating Expenses	0	106,348	101,950	181,150
Capital Outlay	0	0	5,600	0
<i>Total</i>	\$ 0	1,195,320	1,042,777	1,273,405

ORGANIZATION PLAN PUBLIC SERVICES

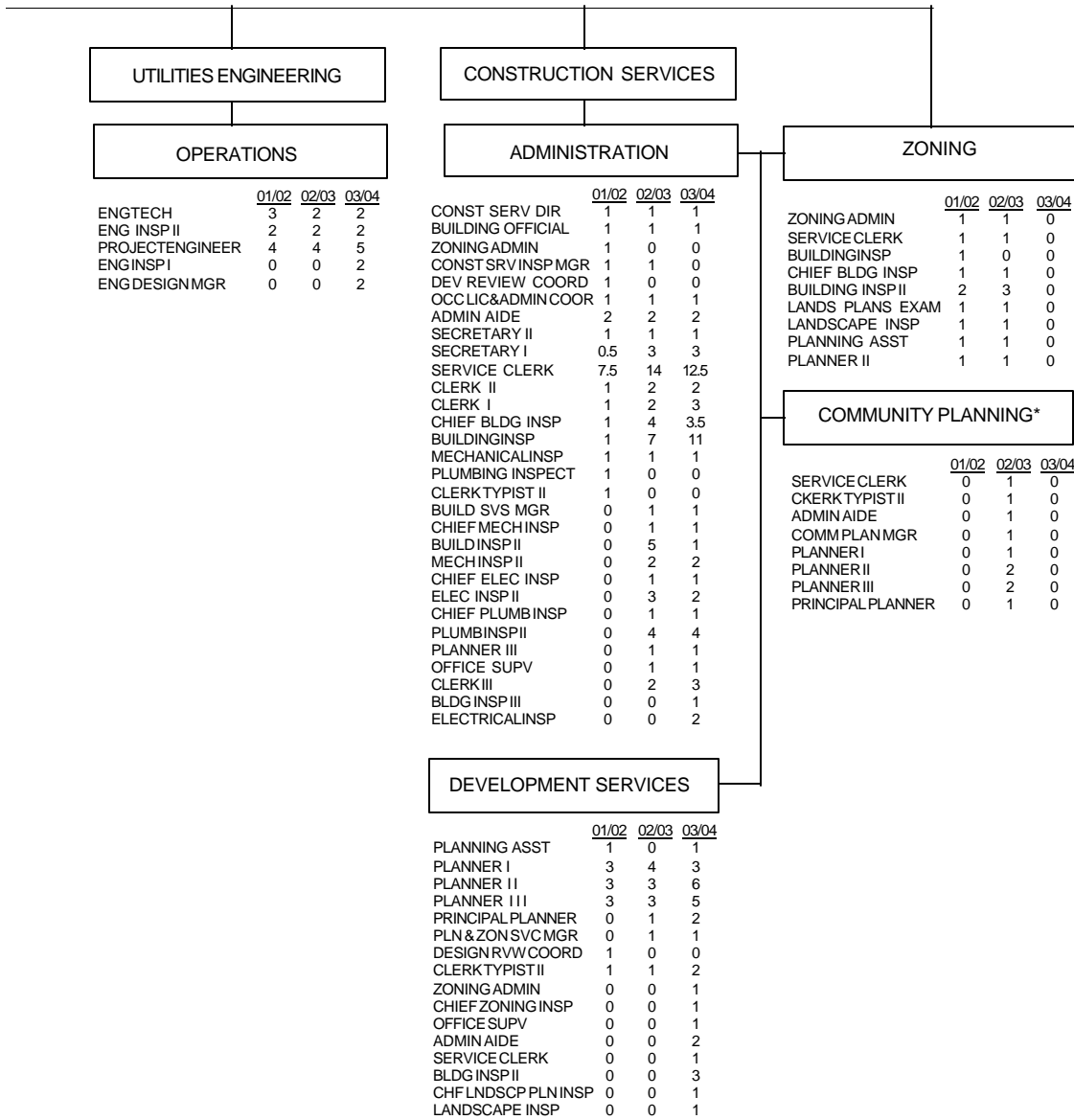


TOTAL FULL - TIME EQUIVALENTS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DEPARTMENT	666.5	679.5	684.5
CITY TOTAL	2,570.7	2,696.7	2,667.5



DISTRIBUTION AND COLLECTION				TREATMENT				MAINTENANCE				SOLID WASTE			
SUPPORT				SUPPORT				SUPPORT				ADMINISTRATION			
DIST & COLL MGR 01/02 02/03 03/04 1 1 1				W & WW TREAT MGR 01/02 02/03 03/04 1 1 1				PUBSERMAINTMGR 01/02 02/03 03/04 1 1 1				SOLID WASTE SUPT 01/02 02/03 03/04 1 1 1			
ENGINEERING ASSIST 01/02 02/03 03/04 1 1 1				SLUDGE COMPOSTING				SPECIAL PROJECTS				RECYCLE PROG COOR 01/02 02/03 03/04 0 1 1			
CONSTRUCTION				FIVEASH WATER PLANT				PUB WKS FOREMAN 01/02 02/03 03/04 1 1 1				ADMIN AIDE 01/02 02/03 03/04 1 1 1			
DIST & COLL SUPV 01/02 02/03 03/04 1 1 1				REG CHIEF WW OPER 01/02 02/03 03/04 1 1 1				MUNIC OPER SUPV 01/02 02/03 03/04 1 1 1				CLERK TYPIST II 01/02 02/03 03/04 1 1 0.5			
DIST & COLL CHIEF 01/02 02/03 03/04 3 3 3				LOHMEYER REGIONAL PLANT				MM WORKER IV 01/02 02/03 03/04 1 1 1				COLLECTIONS			
UTIL SVCWKR IV (WTR) 01/02 02/03 03/04 9 9 9				REG FACILITY MGR 01/02 02/03 03/04 1 1 1				MM WORKER III 01/02 02/03 03/04 3 3 3				SOLID WASTE FORMN 01/02 02/03 03/04 1 1 1			
UTIL SVCWKR III (WTR) 01/02 02/03 03/04 14 14 14				REG CHIEF WTR OPER 01/02 02/03 03/04 1 1 1				SECURITY GUARD I 01/02 02/03 03/04 1 1 1				SOLID WASTE COLL 01/02 02/03 03/04 9 9 9			
HEAVY EQUIP OPER 01/02 02/03 03/04 4 4 4				REG WTR TRT OPER II 01/02 02/03 03/04 5 5 5				FACILITIES MAINTENANCE				MM WORKER II 01/02 02/03 03/04 0 2 2			
UTILSVCWORKER 01/02 02/03 03/04 35 35 35				WTR TRT PLT OPER I 01/02 02/03 03/04 2 5 5				FACILITIES SUPT 01/02 02/03 03/04 1 1 1				MM WORKER III 01/02 02/03 03/04 8 7 7			
WASTEWATER SYSTEMS				WTR PLT OPER TRAIN 01/02 02/03 03/04 4 1 1				ELECTRICIAN 01/02 02/03 03/04 7 7 7				MM WORKER IV 01/02 02/03 03/04 1 1 1			
CLERK I 01/02 02/03 03/04 1 1 1				PUBSER MAINT CHIEF 01/02 02/03 03/04 1 1 1				A/C TECHNICIAN 01/02 02/03 03/04 3 3 3				HEAVY EQUIP OPER 01/02 02/03 03/04 1 1 1			
MM WORKER I 01/02 02/03 03/04 1 1 1				ELECTRO TECH 01/02 02/03 03/04 1 1 1				MAINT FOREMAN 01/02 02/03 03/04 1 1 1				CUSTODIAN I 01/02 02/03 03/04 1 1 1			
DIST & COLL SUPV 01/02 02/03 03/04 1 1 1				INDUSTRIALELEC 01/02 02/03 03/04 1 1 1				PAINTER 01/02 02/03 03/04 8 8 8				STREET CLEANING			
UTIL SVCWKR IV 01/02 02/03 03/04 8 8 8				DIESEL TECH 01/02 02/03 03/04 1 1 1				PLUMBER 01/02 02/03 03/04 2 2 2				PUB WKS FOREMAN 01/02 02/03 03/04 1 1 1			
UTIL SVCWKR III 01/02 02/03 03/04 14 14 14				UTIL MECH II 01/02 02/03 03/04 3 3 3				MM WORKER II 01/02 02/03 03/04 1 1 1				MM WORKER III 01/02 02/03 03/04 6 6 6			
DIST & COLL CHIEF 01/02 02/03 03/04 2 2 2				UTIL MECH I 01/02 02/03 03/04 2 2 2				CONST WORKER III 01/02 02/03 03/04 2 2 2				MM WORKER II 01/02 02/03 03/04 6 7 8			
UTILSVCWORKER 01/02 02/03 03/04 21 21 21				MM WORKER III 01/02 02/03 03/04 5 5 5				CONST WORKER II 01/02 02/03 03/04 9 9 9				MM WORKER I 01/02 02/03 03/04 1 1 1			
STORMWATER				MM WORKER II 01/02 02/03 03/04 1 1 1				CARPENTER I 01/02 02/03 03/04 5 4 4				MM WORKER III 01/02 02/03 03/04 3 3 3			
DIST & COLL CHIEF 01/02 02/03 03/04 1 1 1				PEELE/DIXIE WATER PLANT				PUB WKS FOREMAN 01/02 02/03 03/04 1 1 1				MM WORKER II 01/02 02/03 03/04 7 7 7			
UTIL SVCWKR IV 01/02 02/03 03/04 1 1 1				WATER TRT OPER II 01/02 02/03 03/04 5 5 5				ELECTRIC ASST 01/02 02/03 03/04 2 2 2				BULK PROGRAM			
UTIL SVCWKR III 01/02 02/03 03/04 4 4 4				UTIL MECH II 01/02 02/03 03/04 1 1 1				MM WORKER III 01/02 02/03 03/04 3 3 3				MM WORKER II 01/02 02/03 03/04 14 14 14			
UTILSVCWKR 01/02 02/03 03/04 5 5 5				UTIL MECH I 01/02 02/03 03/04 1 1 1				SOLID WASTE FORMN 01/02 02/03 03/04 1 1 1				HEAVY EQUIP OPER 01/02 02/03 03/04 4 4 4			
ROAD MAINTENANCE AND REPAIR				MM WORKER III 01/02 02/03 03/04 2 2 2				MM WORKER IV 01/02 02/03 03/04 0 1 1				LOT CLEANING			
UTIL SVCWKR IV 01/02 02/03 03/04 2 2 2				WW TRT OP TRAINEE 01/02 02/03 03/04 4 3 3				MM WORKER II 01/02 02/03 03/04 1 1 1				MM WORKER III 01/02 02/03 03/04 9 8 7			
UTILSVCWKR 01/02 02/03 03/04 3 3 3				ELECTRO INSTR TECH 01/02 02/03 03/04 0 1 1				RECYCLING PROGRAM				RECYC PROG COORD 01/02 02/03 03/04 1 0 1			
INSTALLATION/REPAIR				LABS				STORMWATER & WASTEWATER				RECYCLING PROGRAM			
PUBSER MAINT CHIEF 01/02 02/03 03/04 2 2 2				ENVIRON LAB SUPV 01/02 02/03 03/04 1 1 1				ENVIRON PROG COOR 01/02 02/03 03/04 2 2 2				RECYC PROG COORD 01/02 02/03 03/04 1 0 1			
UTIL MAINT SUPV 01/02 02/03 03/04 1 1 1				ENVIRON CHEMIST 01/02 02/03 03/04 1 1 1				ENVIRON INSPECTOR 01/02 02/03 03/04 6 6 6				RECYC PROG COORD 01/02 02/03 03/04 1 0 1			
UTIL MECH II 01/02 02/03 03/04 10 10 10				ENVIRON LAB TECH 01/02 02/03 03/04 8 8 8				ENGINEERING INSP 01/02 02/03 03/04 1 1 1							
UTIL MECH I 01/02 02/03 03/04 14 14 14				STORMWATER & WASTEWATER											
INDUSTRIALELEC 01/02 02/03 03/04 3 3 3				ENVIRON PROG COOR 01/02 02/03 03/04 2 2 2											
ELEC/INSTRU TECH 01/02 02/03 03/04 1 2 2				ENVIRON INSPECTOR 01/02 02/03 03/04 6 6 6											
ELECTRICAL HEALPER 01/02 02/03 03/04 1 0 0				ENGINEERING INSP 01/02 02/03 03/04 1 1 1											
ELECTRO TECH 01/02 02/03 03/04 1 1 1															
ELECTRICASST 01/02 02/03 03/04 1 1 1															
SPECIAL PROJECTS															
PUBSERV MAINT CHIEF 01/02 02/03 03/04 1 1 1															
WELDER/FABRICATOR 01/02 02/03 03/04 3 3 3															
DIESEL TECH 01/02 02/03 03/04 2 2 2															
UTIL MECH II 01/02 02/03 03/04 1 1 1															
MACHINIST 01/02 02/03 03/04 2 2 2															



*PREVIOUSLY LOCATED IN THE COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

PUBLIC SERVICES DEPARTMENT

MISSION

Achieve total customer satisfaction by providing quality public services.

FY 2003/2004 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Distribution & Collection	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (Water and Sewer Fund)	\$15,221,124	\$15,363,498	\$14,919,607
Total FTE's	159	159	159
Total Budget (Stormwater Fund)	\$1,764,828	\$1,743,384	\$1,687,485
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 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Water Main Failures	65	91	90
Force Main Failures	19	13	15
Service Line Failures	999	859	800
Construct New Water Mains (Ft)	38,762	30,590	40,000
Water Meters Replaced	18,461	14,106	100
Fire Hydrants P.M.	2,822	1,959	3,000
Sewer Main Line Stoppages	14	22	10
Video Inspections of Gravity Mains (Ft)	558,302	500,639	500,000
Clean Gravity Sewers (Ft)	1,938,940	1,576,998	2,000,000
Storm Drain Pipe Video Inspection (Ft)	33,158	29,608	35,000
Clean Storm Drain Pipe (Ft)	145,603	134,820	160,000
Well Renovation PM	154	37	100
WW Pump Station Renovation PM	138	103	100

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Efficiency:			
Well Renovation PM/8 FTE's	19.2	4.6	12.5
WW Pump Station Renovation PM/11 FTE's	12.5	9.4	9.1
Effectiveness:			
Pipe Replaced In-House vs. Goal of 10 Miles per Year	73.0 %	58.0 %	76.0 %
Frequency of Fire Hydrant Maint. (Years/PM)	1.8	2.6	1.7
Storm Drains Inspected vs. Total System	5.2	4.7	5.5 %
Sanitary Sewer Inspected vs. Total System	31.3	28.1	28.0 %

<u>DIVISION</u> : Treatment	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget (Water and Sewer Fund)	\$6,991,717	\$7,869,185	\$8,479,839
Total FTE's	40	40	41
Total Budget (Central Regional Fund)	\$6,893,683	\$7,915,834	\$9,070,622
Total FTE's	35	35	34

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

- Objectives:
- a. Control offensive odors at the George T. Lohmeyer (GTL) Regional Wastewater Treatment Plant.
 - b. Increase permit capacity of GTL from 43 MGD to 54 MGD.
 - c. 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.
 - d. Replace all obsolete or failed equipment to meet future demand of increased plant flows.
 - e. Maintain compliance with all schedules according to the 20 year Water and Wastewater Master Plan established in December 2000.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Biosolids Removed From GTL (Dry Tons)	6,330	6,200	6,500
Customer Complaints – Process Odors	1	2	4
Raw Wastewater Treated (Billions of Gallons)	14.2	13.0	13.5
Work Requests Submitted	480	440	440
Major Replacement/Overhaul Projects	4	3	5

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Adopted</u>
Efficiency:			
Process Control Odor Complaints/FTE	0.03	0.06	0.11
Wastewater Treated/FTE (Billions of Gallons)	0.41	0.37	0.39
Days Effluent in Total Compliance	365	365	365
Work Requests Completed Timely	80 %	85 %	85 %
Equipment PM'd on Time	80 %	85 %	85 %
Effectiveness:			
Biosolids Treated That Meet All Federal, State & Local Land Application Regulations	100 %	100 %	100 %
Facility Meets All Federal, State & County Inspection Regulations	98 %	98 %	100 %
Equipment Not Requiring Major Repair/Overhaul	95 %	98 %	98 %

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

- Objectives:
- a. Begin construction of the new membrane treatment facility and storage tanks at the Peele Dixie site by April 2004.
 - b. Construct new water storage tanks at Poinciana Park and at NW 2 Street by the end of FY 03/04.
 - c. Begin construction of the Phase I improvements at the Fiveash Regional Water Treatment Plant by January 2004.
 - d. Complete rebuilding 8 dual media filters at the water plants during FY 2004.
 - e. Finish rebuilding all designated filter valves at Peele Dixie by FY03/04.
 - f. 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.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Raw Water Treated (Billions of Gallons)	17.6	17.9	18.0
Efficiency:			
Raw Water Treated/36 FTE's (BG)	0.49	0.50	0.50

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Effectiveness:			
Raw Water Treated vs. Finished Water Available for Customers	98.5 %	98 %	98.5 %
Time All High Service Pumps in Service	83 %	87 %	89 %

<u>DIVISION: Customer Service</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Adopted</u>
Total Budget (Water and Sewer Fund)	\$2,707,286	\$2,961,987	\$3,093,470
Total FTE's	38	39	39

<u>DIVISION: Administration</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Adopted</u>
Total Budget (Water and Sewer Fund)*	\$3,644,583	\$3,930,369	\$4,467,049
Total FTE's	35	36	36

*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.
 - f. Fullfill agreement between the City and Broward County to begin meter reading and billing services to approximately 100 accounts located within Port Everglades.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Clean City Service Information Requests	13,170	14,284	14,000
Other Dept. Service Information Requests	18,181	18,465	18,000
Customer Telephone Calls	67,552	74,189	70,000
Field Service Responses	12,846	13,644	12,600

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs: continued			
Meter Reading Service Requests	42,334	38,123	40,000
Correspondence/Documents Processed	12,000	12,000	12,000
Personnel/Timekeeping Records Maintained	16,000	15,756	15,800
Training Units of Service	3,500	3,500	3,500
Safety Investigation/Inspections	540	540	540
Financial Documents Processed	15,330	15,500	15,500
Efficiency:			
Customer Phone Calls Processed/11 FTE	6,141	6,744	6,363
Serv Req/Work Orders Processed/11 FTE	2,850	2,935	2,909
Field & Meter Service Responses/24 FTE	2,299	2,157	2,191
Personnel/Timekeeping Records/2 FTE	8,250	9,000	9,000
Financial Documents Processed/3 FTE	5,110	5,167	5,167
Effectiveness:			
Serv. Req/Work Orders Processed on Time	95 %	95 %	99 %
Reasonable Field Response Time	95 %	95 %	99 %
Accuracy of Paycheck Processing	96 %	95 %	85 %

	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
<u>DIVISION:</u> Treatment – Environmental			
Total Budget (Water and Sewer Fund)	\$586,273	\$546,181	\$651,252
Total FTE's	16	16	16
Total Budget (Stormwater Fund)*	\$2,633,544	\$2,508,001	\$2,509,010
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.
 - 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.

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Industrial and Environmental Samples	800	820	800
Industrial Pretreatment & Ordinance Enforcement Inspection	840	880	840
Treatment Process Samples Collected	28,000	28,100	28,000
Treatment Process Analyses Performed	120,500	121,000	110,000
Efficiency:			
Environmental Monitors & Samples/3 FTE's	267	280	280
Industrial Inspections/1 FTE	840	850	840
Treatment Process Samples/8 FTE's	3,500	3,512	3,500
Effectiveness:			
Industrial Inspections Completed	100 %	100 %	100 %
Environmental Samples Collected Per Ordinance	100 %	100 %	100 %
Treatment Samples Required by Regulatory Agencies	100 %	100 %	100 %

<u>DIVISION</u> : Maintenance	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget (General Fund)	\$6,093,308	\$7,030,094	\$6,957,336
Total FTE's	56	56	56

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

- Objective:
- 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.
 - b. Supervise the facility maintenance operation and the Community Service Program and administer multiple contracts including bridge and janitorial services.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
A/C Preventative Maintenance Performed	N/A	159	230
Graffiti Tag Removal	N/A	615	665
Efficiency			
A/C PM Performed/4 FTE's	N/A	39.1	57.5
Graffiti Tag Removals/4 FTE's	N/A	153.75	166.2

PUBLIC SERVICES DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Sanitation	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$18,311,090	\$19,610,837	\$21,046,083
Total FTE's	82.5	82.5	82.5

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 Collection Operations 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. Provide efficient curbside bulk trash collection and disposal services for 48,000 residential accounts.
 - d. Provide for refuse collections at all occupied locations in the City.

	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Bulk Trash Collected & Disposed (Tons)	25,199	25,000	28,000
Refuse Collected by City (Tons)	19,572	23,000	22,000
Refuse Collected by Contractor (Tons)	23,182	23,000	22,000
Efficiency:			
Clean Yard Waste Separation (Tons/Carts)	13,671	13,500	14,000
Savings Through Yard Waste Separation (Yardwaste Carts)	\$859,085	\$810,000	\$888,580
Effectiveness:			
Separate Yard Waste to Reduce Disposal Costs on Collection Routes (Tons/Year)	13,671	13,500	14,000
On-Time Collections by City	100 %	100 %	100 %
On-Time Collections by Contractor	100 %	100 %	100 %

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Engineering and Project Management	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$5,694,515	\$6,699,251	\$7,193,469
Total FTE's	76.5	93	93

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.

PUBLIC SERVICES DEPARTMENT

- 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. Manage and facilitate the permitting and plans review section.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Actual</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Commission Agenda Items Processed	222	262	250
Lease Contracts Managed	52	49	49
NCIP/BCIP* Meetings Attended	263	104	156
NCIP/BCIP Applications Approved	29	18	16
NCIP/BCIP Projects Managed	29	29	22
Traffic Plans Prepared	10	8	8
Traffic Plans Implemented	6	6	6
Engineering Surveys Completed	183	183	183
Community Meetings Attended for Assessment Projects	144	136	140

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

Efficiency:			
Construction Value of Airport Projects Managed/FTE	\$3,750,000	\$7,600,000	\$5,700,000
Construction Value of Assessment Projects Managed/FTE	\$8,700,000	\$7,000,000	\$8,500,000

Effectiveness:			
Surveys Completed as Scheduled	95 %	95 %	95 %

<u>DIVISION:</u> Construction Services	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$5,935,379	\$7,808,982	\$7,080,078
Total FTE's	73.5	96	89

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.

PUBLIC SERVICES DEPARTMENT

- 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 updated website, 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 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Citizen Services Resulting From Complaints (Weekly)	2.5	1.84	1.50
Customer Complaints (Weekly)	2.5	1.84	1.50
Efficiency:			
Improved Response Time On Citizen Services (Days)	2	1	1
Improved Response Time On Customer Complaints (Days)	4	1	1
Improved Response Time On Customer Follow-ups Days)	1	1	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.
 - g. Participate with the Information Technology Division and Pentamation on developing on-line permitting.

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Plans Reviewed	48,000	50,121	55,000
Inspections Performed	91,000	102,104	110,000
Fax Permits	307	2,121	2,700
Efficiency:			
Average Plans Reviewed per Plan Check	4,000	3,866	3,900
Average Inspections per Inspector	4,333	4,435	4,300
Average Fax Permits Issued Monthly	307	176	225
Effectiveness:			
Inspections Performed on Schedule	94 %	96 %	100 %
Plan Reviews Meeting 10-Day Target	80 %	85 %	100 %
Building Code Effectiveness Grading Schedule/ISO	3	3	2
Plan Review Turnaround Time (Days)	18	15	12
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 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Intake/Process Meeting Applications	750	925	950
Customer Contact/Phone Calls/Visits	49,000	50,100	50,250
Zoning Inspection/Plan Review	8,000	8,650	8,725

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Efficiency:			
Intake/Process Applications/FTE	750	925	950
Customer Contact/Phone Calls/Visits/FTE	49,000	50,100	50,250
Zoning Inspection/Plan Review/FTE	2,666	2,965	3,100
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 %

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 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Actual</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
DRC Cases Submitted	300	158	165
P&Z Board Cases Submitted	130	126	135
City Commission Agenda Items	250	219	285
BOA Cases Submitted	45	89	75
HPB Cases Submitted	15	83	108
ADMIN Cases Submitted	91	65	75
Efficiency:			
DRC Cases/FTE	60	36	50
P&Z Board Cases/FTE	20	9	15
Agenda Items/FTE	50	7	10
BOA Cases/FTE	45	95	100
HPB Cases/FTE	15	93	100
ADMIN Cases/FTE	23	28	35
Effectiveness:			
Target Efficiencies Met in Case Mgmt./ Coordination Between Departments	75 %	100 %	100 %

PUBLIC SERVICES DEPARTMENT

Customer Satisfaction 85 % 97 % 100 %

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

- Objectives:
- a. Implement and manage a Neighborhood Organization Recognition Policy that's been approved by the Council of Fort Lauderdale Civic Associations and the City Commission.
 - b. Implement the remaining 8 community goals within the Central Cap Area (CAP Area 1) and to substantially complete them by 2011 (the City of Fort Lauderdale's 100 anniversary).
 - c. Extend the City's municipal boundaries by annexing adjacent unincorporated neighborhoods by 2005 that meet the City Commission's policy of revenue neutral to encourage more efficient and effective service delivery.
 - d. Reach community consensus and Commission approval for Area 2 and Area 3 in the Community Area Planning Program (CAP).
 - e. Provide project management on a broad range of land use programs including neighborhood preservation, small area plans, community development, targeted redevelopment, etc.

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u> *	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Neighborhoods With Small Area Plans	N/A	18	18
Workshops Conducted	N/A	8	10
Plotting Neighborhood GIS Data	N/A	18	20
Annexation Bills	N/A	1	1
CAP Consensus Hours	N/A	300	350
Hours Worked on Annexation	N/A	1,260	1,200
Effectiveness:			
CAP Workshop Participation	N/A	95 %	95 %
Departments Using GIS Data	N/A	85 %	85 %
Implement Community Area Plans	N/A	60 %	75 %

*Division was previously located in the Community & Economic Development Department.

	FY 2001/2002 <u>Actuals</u> *	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
<u>DIVISION</u> : Utilities Engineering			
Total Budget (Water and Sewer Fund)	\$589,518	\$764,198	\$1,737,877
Total FTE's	N/A	9	13

*Note: The Utilities Engineering Division was begun in FY 01/02 to manage the 10+ years Water and Sewer CIP.

PUBLIC SERVICES DEPARTMENT

14. Goal: Provide engineering and project management services towards the implementation of the Water and Sewer CIP.

- 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 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Sanitary Sewer Areas Designed	3	N/A	N/A
Community Outreach Meetings	19	N/A	N/A
Design Projects Scheduled to Start	N/A	30	21
Design Projects Scheduled to be Completed	N/A	21	40
Construction Projects Scheduled to Start	N/A	17	37
Construction Projects Scheduled to be Completed	N/A	11	18
Value of Design Projects Scheduled to Start	N/A	\$7,219,814	\$2,773,600
Value of Design Projects Scheduled to be Completed	N/A	\$9,888,183	\$9,189,870
Value of Construction Projects Scheduled to be Completed	N/A	\$57,305,060	\$39,473,311
Value of Construction Projects Scheduled to Start	N/A	\$35,073,020	\$99,994,017
Efficiency:			
Response to Customer Inquiries within One (1) Business Day	N/A	89%	90 %
Process Invoices within Twenty-Five (25) Business Days	N/A	90%	90 %
Effectiveness:			
Project Delivery Plan Developed By April 2002			
Water & Wastewater Projects Constructed	N/A	45%	90 %
Construction Bids Within 10% of Engineer's Estimate	N/A	80%	90 %
Change Order Costs as a % of Construction Value	N/A	2.61%	6 %
New Sanitary Sewer Connections	N/A	0	1,375

PUBLIC SERVICES DEPARTMENT

FY 2002/2003 MAJOR ACCOMPLISHMENTS

In Construction Services Bureau Building Department, over 50,000 plans were reviewed and over 102,000 inspections were performed for FY 02/03.

Our Website has been improved, making it easier to navigate with more comprehensive information, including access to MuniCode, staff phone numbers and email addresses, inspectors' identification numbers, etc.

The Certificate of Occupancy (CO) process and filing system were revised, resulting in a more cost and time-efficient process.

The review sign-off process for inspectors has been improved, making it easier for inspectors and less time consuming, resulting in a quicker issuance of Certificate of Occupancies to our customers.

In Planning Services 3 Community Leadership Committee meetings, 1 Executive Management Team Presentation and 1 Implementation Team presentation to the City Commission were held for South Community Area Planning (CAP). For East Community Area Planning, 2 pre Community Leadership Committee meetings, 3 Community Leadership Meetings, 2 Forums and 1 Community Leadership Committee Presentation to the City Commission were held. In addition, the Downtown Master Plan/Urban Design Core Steering Committee held 6 public meetings and 3 public workshops. In the Utilities Services Bureau, implemented an agreement between Broward County Port Everglades and the City to directly serve the customers in the Port.

Completed the \$6 million effluent pump expansion project at G. T. Lohmeyer Wastewater Treatment Plant to provide increased plant capacity up to 55.8 million gallons per day.

WaterWorks 2011 substantially completed over 30 projects during the year valued at \$67.7 million. Change orders for the year totaled 2.6%.

In the Engineering Services Bureau, various streets under City jurisdiction were resurfaced, including NE 18th/NE 15th Avenues at a cost of \$900,000.

Substantial progress was made in the construction of special assessment projects in Bridgeside Square, the Harbour Inlet Neighborhood and Harbour Isles Inlet Beach improvements.

The Engineering One-Stop (EOS) reviewed, issued and inspected 3,385 miscellaneous building, site paving, dock and marine related facilities and driveway permits, and reviewed, issued and inspected 71 engineering (right-of-way improvements) bonded permits.

Completed NCIP projects in 16 neighborhoods.

Recycled over 6,000 tons of material.

PUBLIC SERVICES DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<u>General Fund</u>		
Revenues				
Licenses and Permits	\$ 6,444,183	5,468,377	7,105,809	6,075,438
Charges for Service	584,683	562,000	626,500	562,000
Miscellaneous Revenues	1,903,440	3,789,954	4,416,419	4,012,677
<i>Total</i>	\$ <u>8,932,306</u>	<u>9,820,331</u>	<u>12,148,728</u>	<u>10,650,115</u>
Expenditures				
Salaries & Wages	\$ 10,646,385	12,383,744	11,982,360	11,673,448
Fringe Benefits	3,015,510	4,323,123	4,094,295	4,849,411
Services/Materials	2,981,974	3,531,576	4,298,073	3,618,940
Other Operating Expenses	1,011,716	1,080,546	1,037,963	1,011,085
Capital Outlay	67,619	192,500	125,637	78,000
<i>Total</i>	\$ <u>17,723,203</u>	<u>21,511,489</u>	<u>21,538,328</u>	<u>21,230,884</u>
		<u>Sanitation Fund</u>		
Revenues				
Charges for Service	\$ 17,896,615	19,463,440	19,371,755	20,940,340
Miscellaneous Revenues	1,375,326	1,008,438	1,010,845	1,005,000
<i>Total</i>	\$ <u>19,271,941</u>	<u>20,471,878</u>	<u>20,382,600</u>	<u>21,945,340</u>
Expenditures				
Salaries & Wages	\$ 3,031,322	3,202,393	3,212,636	3,227,630
Fringe Benefits	992,323	1,305,287	1,268,976	1,527,982
Services/Materials	10,703,213	12,779,145	11,787,967	12,143,154
Other Operating Expenses	3,552,066	3,398,291	3,329,263	4,147,316
No Operating Expenses	54,819	87,116	86,406	77,889
Capital Outlay	32,167	0	11,995	0
<i>Total</i>	\$ <u>18,365,910</u>	<u>20,772,232</u>	<u>19,697,243</u>	<u>21,134,971</u>

PUBLIC SERVICES DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	Actual	Orig. Budget	Est. Actual	Adopted
<u>Water and Sewer Fund</u>				
Revenues				
Charges for Service	\$ 52,606,669	54,054,822	54,697,446	57,208,300
Miscellaneous Revenues	4,170,507	2,037,839	3,810,688	4,353,402
<i>Total</i>	<u>\$ 56,777,176</u>	<u>56,092,661</u>	<u>58,508,134</u>	<u>61,561,702</u>
Expenditures				
Salaries & Wages	\$ 13,289,234	14,387,992	13,529,926	14,802,532
Fringe Benefits	4,020,585	5,271,534	4,490,507	6,359,556
Services/Materials	10,520,574	10,253,673	10,533,934	9,936,891
Other Operating Expenses	9,842,932	9,838,097	9,702,061	10,153,872
Non-Operating Expenses	292,092	241,686	150,000	257,005
Capital Outlay	306,098	1,110,482	1,133,567	919,945
<i>Total</i>	<u>\$ 38,271,516</u>	<u>41,103,464</u>	<u>39,989,994</u>	<u>42,429,801</u>
<u>Central Region Wastewater Fund</u>				
Revenues				
Charges for Service	\$ 10,400,376	10,418,294	9,537,704	11,137,587
Miscellaneous Revenues	320,045	250,500	151,088	125,500
<i>Total</i>	<u>\$ 10,720,421</u>	<u>10,668,794</u>	<u>9,688,792</u>	<u>11,263,087</u>
Expenditures				
Salaries & Wages	\$ 1,614,808	1,696,706	1,587,421	1,676,156
Fringe Benefits	504,012	639,177	592,592	774,582
Services/Materials	3,690,480	4,741,164	4,409,524	5,187,808
Other Operating Expenses	1,078,064	1,354,416	1,318,298	1,432,076
Non-Operating Expenses	0	0	0	2,089
Capital Outlay	6,320	0	8,000	0
<i>Total</i>	<u>\$ 6,893,683</u>	<u>8,431,463</u>	<u>7,915,835</u>	<u>9,072,711</u>

PUBLIC SERVICES DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
	<u>Stormwater Fund</u>			
Revenues				
Charges for Service	\$ 3,190,163	3,159,000	3,162,000	3,316,500
Miscellaneous Revenues	357,776	75,000	118,000	75,000
<i>Total</i>	<u>\$ 3,547,939</u>	<u>3,234,000</u>	<u>3,280,000</u>	<u>3,391,500</u>
 Expenditures				
Salaries & Wages	\$ 912,004	1,081,924	930,350	937,993
Fringe Benefits	272,204	334,583	330,295	383,414
Services/Materials	305,970	345,826	347,793	391,484
Other Operating Expenses	742,534	699,802	699,857	702,734
Non-Operating Expenses	261,721	50,385	50,000	50,385
Capital Outlay	139,111	145,824	149,706	43,000
<i>Total</i>	<u>\$ 2,633,544</u>	<u>2,658,344</u>	<u>2,508,001</u>	<u>2,509,010</u>

DEPARTMENT BUDGETS

INTRODUCTION

The City government is organized into departments along functional lines. The City's organization chart on page 92 reflects its operation under the "Commission-Manager" plan and identifies its ten departments.

The table on page 72 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 15 to 17 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:

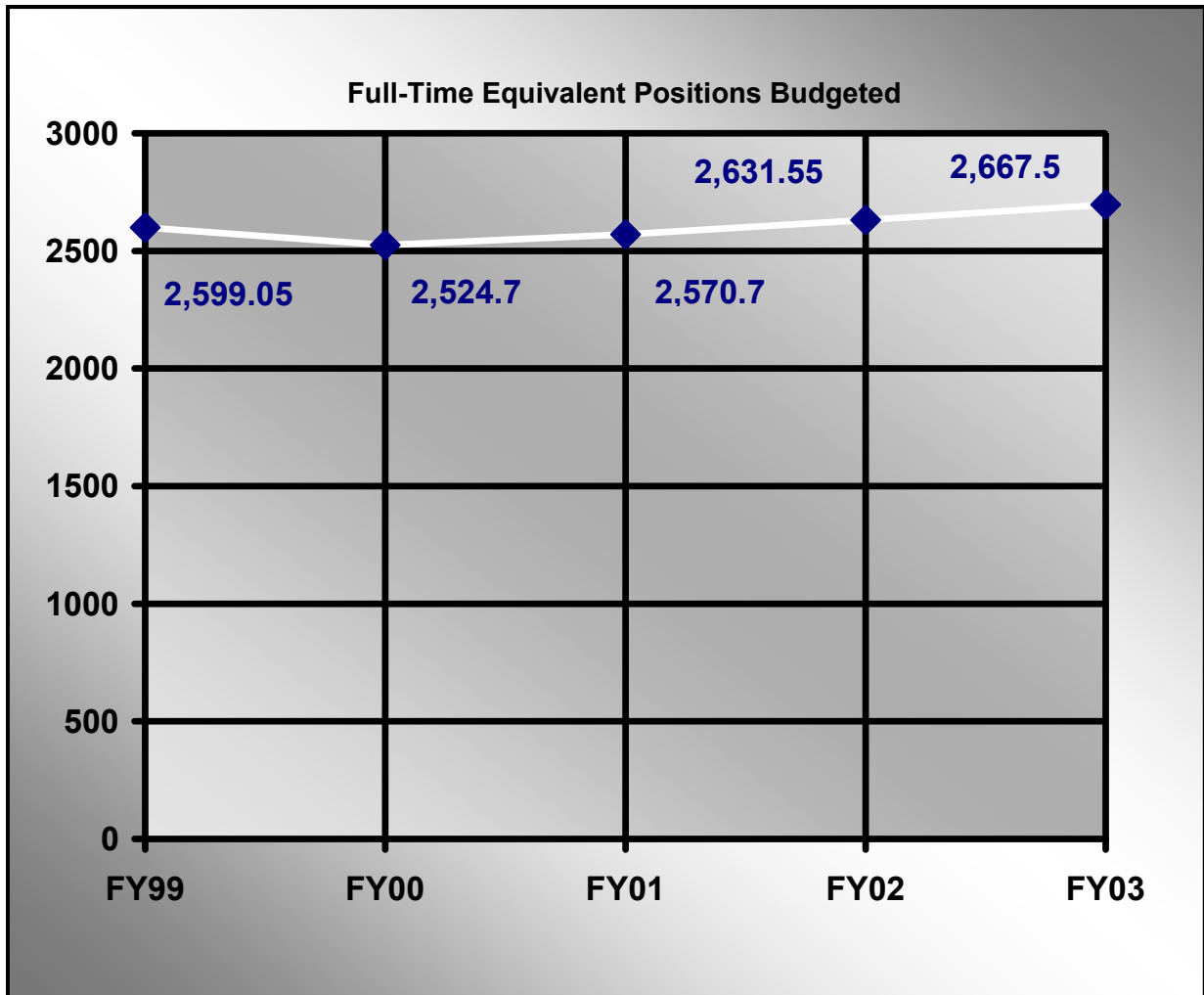
1. Clarify and define organizational responsibilities and activities;
2. Place priorities on activities and the use of resources required by those activities;
3. Identify, evaluate, and select alternative courses of action;
4. Provide a basis for measuring, evaluating, and reporting performance;
5. Assure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

Changes in Authorized City Positions as Full-Time Equivaler

	FY 2001/2002	FY 2002/2003
	Adopted	Adopted
GENERAL FUND:		
Administrative Services	68.10	71.25
City Attorney	23.00	24.00
City Clerk	11.50	12.50
City Commission	5.00	5.00
City Manager	31.50	31.50
Community & Economic Development	81.70	70.70
Finance	50.00	50.00
Fire-Rescue	392.50	410.50
Office of Professional Standards	0.00	0.00
Parks & Recreation	420.00	429.00
Police	731.25	747.25
Public Services	230.00	242.00
General Fund Total	2,044.55	2,093.70
COMMUNITY REDEVELOPMENT FUND:		
City Manager	2.00	1.00
Community & Economic Development	7.00	9.00
Community Redevelopment Fund Total	9.00	10.00
ENTERPRISE FUNDS:		
Sanitation	82.50	82.50
Water & Sewer	298.00	299.00
Central Region	35.00	35.00
Stormwater	21.00	21.00
Parking System - Administrative Services	65.00	47.00
Parking System - Police	0.00	23.00
Executive Airport	12.00	12.50
Enterprise Funds Total	513.50	520.00
INTERNAL SERVICE FUNDS:		
Insurance	7.00	9.50
Central Services	14.00	14.00
Vehicle Rental	4.00	4.00
Internal Service Funds Total	25.00	27.50
LIGHT DUTY POSITIONS (Insurance Fund):*		
Fire-Rescue	0.00	1.00
Parks & Recreation	2.00	2.00
Police	4.00	4.00
Public Services	3.00	2.00
Light Duty Positions Total	9.00	9.00
GRANTS AND CONFISCATION FUNDS:		
Fire-Rescue	0.00	2.00
Community & Economic Development	16.50	20.50
Police	14.00	14.00
Grants and Confiscation Funds Total	30.50	36.50
ALL FUNDS TOTAL	2,631.55	2,696.70

*These positions are not reflected on the department's

Full-Time Equivalent Positions Budgeted



The trend in authorized full-time equivalent positions shows a 2.5 percent increase from FY02 and a 3.8 percent increase since FY99. Please note that the position counts above include grant and confiscation fund positions.

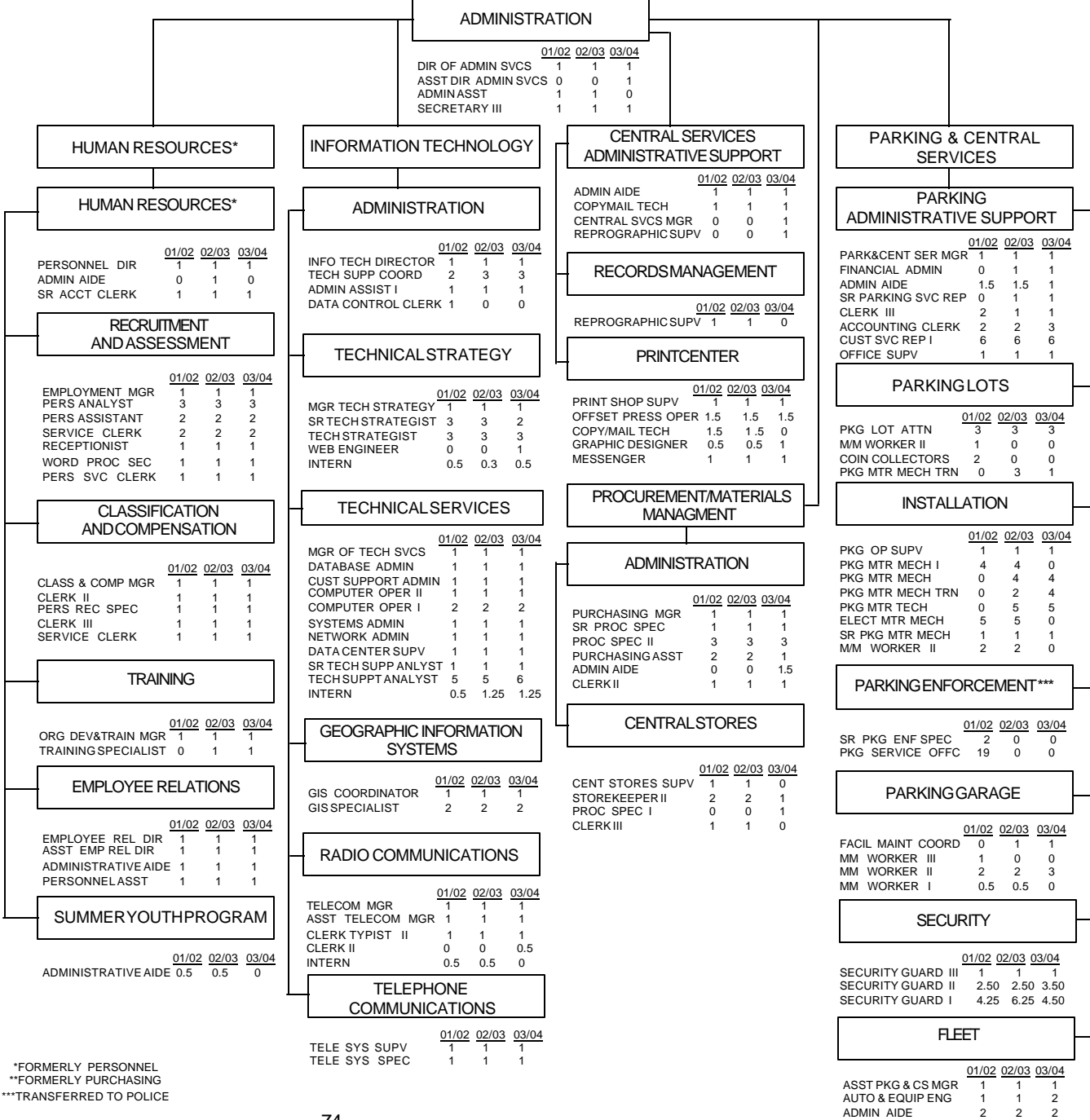
CITY COMMISSION

CITY MANAGER

ADMINISTRATIVE SERVICES

TOTAL FULL-TIME EQUIVALENTS

01/02 02/03 03/04
 DEPARTMENT 150.1 136.25 136.25
 CITY TOTAL 2,622.55 2,696.7 2,667.5



*FORMERLY PERSONNEL
 **FORMERLY PURCHASING
 ***TRANSFERRED TO POLICE

ADMINISTRATIVE SERVICES DEPARTMENT

MISSION

Be the Best, Serving the Best.

FY 2003/2004 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Office of the Director	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (General Fund)	\$643,605	\$673,094	\$1,797,447
Total FTE's	3	4	7
Total Budget (Parking Fund)	N/A	N/A	\$238,810
Total FTE's	-	-	4.5
Total Budget (Central Services Fund)	N/A	N/A	\$477,404
Total FTE's	-	-	4.5

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.

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

2. **Goal:** Provide City departments with the highest quality printing and graphic products possible at a competitive rate.

Objective: 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.

<u>Selected Performance Measures</u>	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Sheets Thru Press (Impressions)	7,709,000	8,600,000	9,000,000
<u>Efficiency:</u>			
Impressions per Operator	3,860,000	4,300,000	4,500,000
Cost per 1,000 Impressions	\$53.71	\$49.00	\$48.00
<u>Effectiveness:</u>			
Lower Than Outside Printing Companies	29%	30%	30%

ADMINISTRATIVE SERVICES DEPARTMENT

3. 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.

4. Goal: Provide reliable City Hall and adjacent parking garage security.

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

<u>DIVISION</u> : Information Technology	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (General Fund)	\$4,036,826	\$3,948,990	\$4,100,577
Total FTE's	30.6	31.25	32.75
Total Budget (Central Services Fund)	\$1,360,958	\$1,653,820	\$1,830,629
Total FTE's	5.5	5.5	5.5

5. Goal: Provide, support, and maintain quality information technology products and services to City employees for the purpose of creating performance efficiency and effectiveness using innovative implementation of new technologies. Additionally, provide for e-government capability to the citizens of Fort Lauderdale in order to increase their convenience of transacting business with the City.

- 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. Complete the implementation of the document management imaging and workflow system for the Human Resources Division and research the expanded use of this technology in other areas throughout the City.
 - d. Implement new Fire-Rescue records management system including mobile computing units by the end of FY 03/04.
 - e. Continue to improve the reliability and availability of applications and systems by implementing fault-tolerant technologies such as server clustering and network redundancy providing automatic failover.

ADMINISTRATIVE SERVICES DEPARTMENT

- f. Implement an Institutional Network (I-Net) drastically increasing data communication speeds, improving reliability, and saving thousands of dollars each year. This infrastructure will lay down the groundwork for the interoperability between voice, video, and data services creating a rich computing environment that will streamline and enhance the City's service to the public.
- g. 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.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Network Users	1,000	1,150	1,190
Helpline Calls	10,332	9,424	9,500
Efficiency:			
Average ISD Personnel Cost/Call*	\$19.21	\$19.09	\$19.09
Effectiveness:			
Helpline Calls Resolved Within 4 Hrs	86 %	86 %	N/A
Helpline Calls Resolved At First Contact	32 %	36 %	41%

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

- 6. 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 for improved electrical grounding at the Utilities' radio communications site.
 - b. Continue developing plans for expanded coverage for the City radio system.
 - c. Continue to work towards linking City radio system with County radio system.
 - d. Select new long distance telephone service provider and contract better pricing structure.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Radios in Service	1,803	1,850	1,880
Radios Repaired Monthly (Average)	57	55	55
Telephones in Service	1,765	1,805	1,855
Telephone Service Requests (Avg/Day)	15	15	15

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Efficiency:			
Turnaround Time for Radio Repairs (Days)	6.7	6	6
Telephone Work Tickets Completed in 24 Hours or Less	10	10	10
Effectiveness:			
Radios Returned Due to Improper Repair	<1 %	<1 %	<1 %
Radio System Uptime	99.99 %	99.99 %	99.99 %
Telephone System Uptime	99.99 %	99.99 %	99.99 %

<u>DIVISION</u> : Parking & Fleet Services	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget (Parking Fund)	\$5,910,002	\$6,225,301	\$6,504,975
Total FTE's	61.5	47	47
Total Budget (Vehicle Rental Fund)	\$12,062,171	\$13,610,933	\$15,644,221
Total FTE's	4	4	5

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 170 vehicles and pieces of equipment.
 - b. Update the "Fleet Plan" and projected vehicle and equipment replacement costs through FY 2004/2005.
 - 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. Implement new contract with First Vehicle Services (effective 10/1/03).

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workload:			
Vehicle/Equip. Work Orders Completed	15,261	15,645	16,000
Vehicle/Equipment PM's Completed	4,714	4,838	4,965
Efficiency:			
Reduce Veh/Equip Turnaround Time for Repairs of Public Safety Units (Police & Fire): No. of Repairs > 24 Hours/Month	64	71	70
Reduce No. of Fleet Veh/Equip Repairs > 48 Hours/Month	98	91	< 95

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Effectiveness:			
Maintain Overall Fleet Availability > 95%	97.3 %	97 %	> 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. Provide excellent customer service when assisting the public.
 - c. Complete the replacement of soft case meter housings with hard case housings to minimize meter vandalism and revenue theft by the end of this fiscal year.
 - d. Continue using a detail officer in the City Parking Garage (CPG) on Friday and Saturday evenings and continue with the supplemental lot and CPG trash pickups. This will provide our customers comfort and security.
 - e. Implement a pay-by-phone system to supplement the Internet payment system for citations by the end of the fiscal year to increase customer convenience and provide more efficient use of Customer Service resources for customers.
 - f. Pursue expansion of parking facilities.
 - g. Assist Engineering to develop plans for the replacement/upgrade of the CPG elevators.
 - h. Continue to provide a wider array of customer-convenience features with new parking meter technology including new Smart Park in-car meters and SmartCard value-added pre-paid debit cards for cashless meter payment.
 - i. Build fund reserves for future expansion of parking facilities included in the Downtown Master Plan and Transit System proposals.

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Citations Issued Annually (Excluding Voids)	118,618	144,150	145,000
Total Parking Spaces	9,194	9,214	9,214
Hours CPG Maintained per Week	130	130	130
Efficiency:			
Total Parking Spaces Maintained per Mechanic	1,286	1,316	1,316
Effectiveness:			
Citations Voided (% of Issued)	3.6 %	3.0 %	3.0 %
Citations Paid Annually (% of Issued) (Industry Standard is 75%)	71 %	68 %	75 %
Citations Dismissed or Waived	3.1 %	11.2 %	5.5 %

<u>DIVISION</u> : Human Resources	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$2,195,510	\$2,487,867	\$2,391,532
Total FTE's	24.5	24.5	24.5

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 that 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.

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs:			
Applications Processed	11,900	8,380	8,000
Appointments, Hires, Promotions, etc.	616	458	400
Efficiency:			
Human Resource Division Budget as a % of City Total Expenditures*	0.6 %	0.7 %	0.7 %
Effectiveness:			
Customer Service Survey (% Rated as Excellent)	88.2 %	94 %	90 %

*The 2003 Median National Benchmark was 0.9% 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> Procurement & Materials Management	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget (General Fund)	\$668,374	\$688,657	\$690,402
Total FTE's	9	8	7
Total Budget (Central Services Fund)	\$313,741	\$300,128	\$181,903
Total FTE's	4	4	2

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 and fully implement on-line requisition and on-line vendor registration.
 - c. Assist all using departments in ensuring contractor/vendor compliance and assist in negotiating unresolved issues. Monitor department compliance with the Purchasing Code.
 - d. Final close of Stores operation and turnover to Fleet operation.
 - e. Issue purchase orders in a timely and efficient manner, from receipt of acceptable requisition (15 days on average).

ADMINISTRATIVE SERVICES DEPARTMENT

- f. Ensure the City is obtaining the best possible value for the travel dollars spent and monitor compliance with the City’s travel Policy & Standards Manual (PSM).
- g. Increase City’s outreach to Minority Business Enterprise/Women Business Enterprise (MBE/WBE) vendors and monitor City department compliance with related MBE/WBE objectives and conduct outreach fairs.
- h. Further expand use of City P-card program to drive cost efficiencies for small dollar purchases.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs:			
Purchase Orders Issued (Includes RPA’s)	15,454	11,855	11,000
Completed Solicitations	187	134	185
Efficiency:			
Cost to Process Purchase Order	\$43.25	\$60.87	\$49.31
Effectiveness:			
Days to Issue a Purchase Order*	16	16	15

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

FY 2002/2003 MAJOR ACCOMPLISHMENTS

Working together, the Human Resources and Information Technology Divisions replaced the City’s antiquated Payroll/Personnel Software System with a modern, more flexible system.

The City’s Central Stores Warehouse was closed, saving approximately \$500,000 annually.

The Parking Services Division began major repairs to the downtown City Park Garage and the City Hall Garage.

The citation payment time frame was extended to 20 business days to provide more reasonable payment “due by” dates for customers.

An Internet on-line citation payment process was implemented to provide increased customer convenience.

Collections for “out-of-state-owner” citations were outsourced resulting in an estimated \$150,000 net revenue.

The citation appeals process was outsourced to the Broward County Clerk of Courts to provide customers with a timely and objective process; eliminating one part-time position for a salary savings of approximately \$20,000, while increasing revenues.

ADMINISTRATIVE SERVICES DEPARTMENT

The Information Technology Division implemented virus and “Spam” filtering software to improve employee productivity by eliminating unnecessary emails.

Various information technology security measures were implemented to protect the City’s data infrastructure from malicious intent. The City obtained Enterprise Level Certification as a result of this effort and was able to avoid two major worldwide virus attacks.

In a coordinated effort, the Information Technology and Procurement and Materials Management Divisions expanded the use of an on-line purchase requisition system to all city departments. This system allows for paperless workflow on requisition creation, approval and purchase order creation. Over 100 users now use the system to move requisitions through an entire process in hours that used to take days.

Human Resources Division continued development of workflow procedures, testing of new Document Workflow and Imaging Software System, and began testing of final product delivered by the vendor. The new system will automate the job application process, allow applicants to apply for jobs using the City’s web site and place “old” personnel records in accessible digital storage.

WebTrac was installed for the Parks and Recreation Department to allow the public to complete program registration via the Internet; installed TeleTrac to allow for registrations via a touch-tone telephone.

Various new and updated existing Geographic Information Systems (GIS) map layers and datasets were acquired to allow City staff greater efficiency and effectiveness.

The number of GIS maps available for public access via the City’s web site were increased; color digital ortho photos (color aerials) were also updated.

ADMINISTRATIVE SERVICES DEPARTMENT

	<u>FY 2001/2002</u>	<u>FY 2002/2003</u>	<u>FY 2002/2003</u>	<u>FY 2003/2004</u>
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<u>General Fund</u>		
Revenues				
Taxes	\$ 67,370	0	0	0
Charges for Service	981,721	777,900	987,141	885,275
Fines & Forfeitures	433,613	300,000	385,000	483,000
Miscellaneous Revenues	<u>869,541</u>	<u>756,268</u>	<u>766,857</u>	<u>776,950</u>
<i>Total</i>	\$ <u>2,352,245</u>	<u>1,834,168</u>	<u>2,138,998</u>	<u>2,145,225</u>
Expenditure				
Salaries & Wages	\$ 4,198,329	4,238,023	4,325,390	4,369,589
Fringe Benefits	1,193,211	1,480,866	1,505,657	1,817,077
Services/Materials	2,285,827	2,517,163	2,493,874	2,466,416
Other Operating Expenses	326,793	366,751	324,290	254,876
Capital Outlay	<u>455,054</u>	<u>68,000</u>	<u>236,074</u>	<u>72,000</u>
<i>Total</i>	\$ <u>8,459,214</u>	<u>8,670,803</u>	<u>8,885,285</u>	<u>8,979,958</u>
		<u>Insurance Fund</u>		
Expenditures				
Services/Materials	\$ <u>76,699</u>	<u>107,000</u>	<u>119,689</u>	<u>107,000</u>
<i>Total</i>	\$ <u>76,699</u>	<u>107,000</u>	<u>119,698</u>	<u>107,000</u>

ADMINISTRATIVE SERVICES DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
Revenues				
Charges for Service	\$ 5,541,204	5,267,650	5,603,250	7,506,800
Fines & Forfeitures	2,036,692	2,810,000	2,908,500	3,303,000
Miscellaneous Revenues	407,051	244,100	213,000	172,500
<i>Total</i>	\$ <u>7,984,947</u>	<u>8,321,750</u>	<u>8,724,750</u>	<u>10,982,300</u>

Parking Fund

Expenditures				
Salaries & Wages	\$ 2,037,506	1,641,094	1,484,072	1,829,564
Fringe Benefits	629,115	617,209	579,804	860,659
Services/Materials	1,016,026	1,344,670	1,553,317	1,579,772
Other Operating Expenses	1,753,686	1,920,719	2,017,137	2,172,490
Capital Outlay	473,671	349,523	590,971	301,300
<i>Total</i>	\$ <u>5,910,002</u>	<u>5,873,215</u>	<u>6,225,301</u>	<u>6,743,785</u>

Central Services Fund

Revenues				
Charges for Service	\$ 3,144,430	2,269,676	2,612,500	2,161,038
Miscellaneous Revenues	168,918	149,223	138,497	132,629
<i>Total</i>	\$ <u>3,313,347</u>	<u>2,418,899</u>	<u>2,750,997</u>	<u>2,293,667</u>

Expenditures				
Salaries & Wages	\$ 583,766	635,278	544,229	577,745
Fringe Benefits	185,910	235,742	234,847	250,667
Services/Materials	1,084,448	1,203,080	1,240,150	1,487,372
Other Operating Expenses	764,971	209,910	222,853	142,652
Capital Outlay	46,625	69,900	133,428	31,500
<i>Total</i>	\$ <u>2,853,916</u>	<u>2,353,910</u>	<u>2,375,506</u>	<u>2,489,936</u>

Vehicle Rental Fund

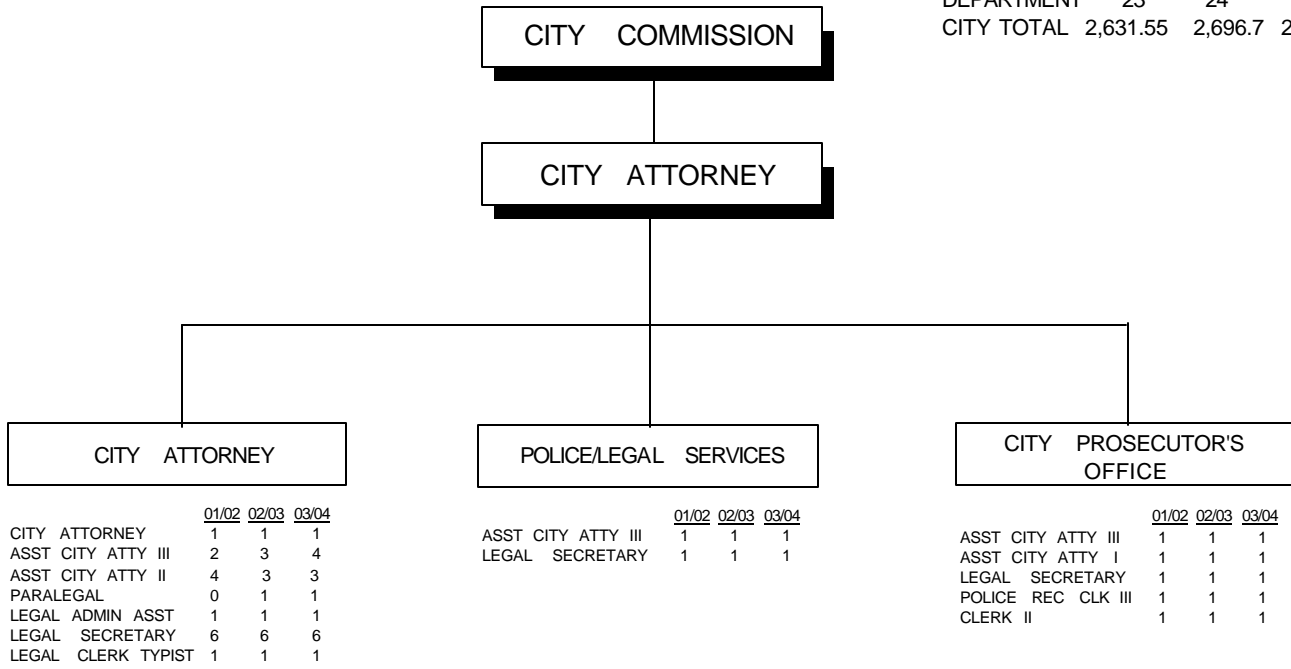
Revenues				
Charges for Service	\$ 12,973,399	12,836,800	13,022,326	14,481,540
Miscellaneous Revenues	1,444,739	969,364	752,752	1,134,730
Other Sources	822,500	0	0	0
<i>Total</i>	\$ <u>15,240,638</u>	<u>13,806,164</u>	<u>13,775,078</u>	<u>15,616,270</u>

Expenditures				
Salaries & Wages	\$ 231,480	226,678	221,397	297,725
Fringe Benefits	60,586	68,331	65,288	118,953
Services/Materials	5,104,670	6,421,673	6,146,037	7,089,155
Other Operating Expenses	199,508	202,167	208,927	273,474
Capital Outlay	6,465,928	6,570,500	6,969,284	7,864,914
<i>Total</i>	\$ <u>12,062,172</u>	<u>13,489,349</u>	<u>13,610,933</u>	<u>15,644,221</u>

ORGANIZATION PLAN CITY ATTORNEY

TOTAL FULL - TIME EQUIVALENTS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DEPARTMENT	23	24	24
CITY TOTAL	2,631.55	2,696.7	2,667.5



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 2003/2004 GOALS AND OBJECTIVES

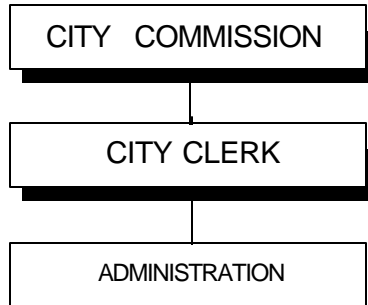
<u>DIVISION</u> : City Attorney	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$1,889,102	\$2,310,837	\$2,476,363
Total FTE's	20	23	24

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 2001/2002</u>	<u>FY 2002/2003</u>	<u>FY 2003/2003</u>	<u>FY 2003/2004</u>
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<u>General Fund</u>		
Revenues				
Charges for Service	\$ 1,752	0	0	0
Fines & Forfeitures	142,197	75,000	162,000	110,000
Miscellaneous Revenues	107,843	142,102	174,802	159,602
<i>Total</i>	<u>\$ 251,792</u>	<u>217,102</u>	<u>336,802</u>	<u>269,602</u>
Expenditures				
Salaries & Wages	\$ 1,262,162	1,607,016	1,565,261	1,660,274
Fringe Benefits	372,911	532,860	479,675	580,101
Services/Materials	204,971	131,023	200,232	156,343
Other Operating Expenses	40,819	48,189	48,596	46,302
Capital Outlay	8,238	11,200	17,073	33,343
<i>Total</i>	<u>\$ 1,889,102</u>	<u>2,330,288</u>	<u>2,310,837</u>	<u>2,476,363</u>

ORGANIZATION PLAN CITY CLERK



TOTAL FULL-TIME EQUIVALENTS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DEPARTMENT	11.5	12.5	11.5
CITY TOTAL	2,631.55	2,696.7	2,667.5

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
CITY CLERK	1	1	1
COMMISS ASST COORD	1	1	1
ASST CITY CLERK	1	1	1
COMMISS ASST IV	1	1	1
COMMISS ASST III	3	3	3
COMMISS ASST II	0	2	3
COMMISS ASST I	0	1	0.5
SECRETARY I	0.5	0.5	0
SERVICE CLERK	2	1	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 2003/2004 GOALS, OBJECTIVES, AND SELECTED PERFORMANCE MEASURES

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$837,818	\$1,097,505	\$931,240
Total FTE's	11.5	12.5	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 three working days prior to the City Commission meeting.
 - 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.
 - e. Have agenda backup scanned and available on-line each Friday prior to the Tuesday City Commission meeting.

<u>Selected Performance Measures</u>	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs			
Agenda Preparation:			
Conference Items	308	317	308
Regular Items	1,320	1,268	1,282
Special Items	22	71	60
Average Pages in Agenda Package	1,210	1,210	1,210
Efficiency:			
Agenda Items Processed/2 FTE's	825	828	825
Agenda Pages Reviewed, Corrected & Typed /Agenda/2 FTE's	605	676	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 by the Friday following each City Commission meeting.
 - b. Provide advisory board liaisons with revised board lists and inform liaison of Commission actions pertaining to advisory boards (appointments, etc.) by the Friday following each City Commission meeting.
 - c. Prepare all advisory board correspondence (appointment letters, reappointment letters, certificates etc.) by the Friday following each City Commission meeting.
 - d. Maintain master file of all addresses, applications/resumes, and board member history updated following each City Commission meeting.

<u>Selected Performance Measures</u>	<u>FY 2001/2002 Actuals</u>	<u>FY 2002/2003 Estimated</u>	<u>FY 2003/2004 Target</u>
Workloads/Outputs			
Citizen and Advisory Board Correspondence	550	545	550
Advisory Board Telephone Inquiries	486	491	486
Advisory Boards	28	28	28
Advisory Board Membership	261	245	250
Efficiency:			
Citizen and Advisory Board Correspondence/2 FTE's	275	273	275
Telephone Inquiries/2 FTE's	243	246	243
Advisory Boards/1.5 FTE's	18	18	18
Advisory Board Membership/1.5 FTE's	174	163	167
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 appropriate department or agency for action.
 - b. Prepare responses to correspondence received by the City Commission.
 - c. Represent the City and the City Commission in all transactions with the Supervisor of Elections pertaining to municipal elections.

CITY CLERK DEPARTMENT

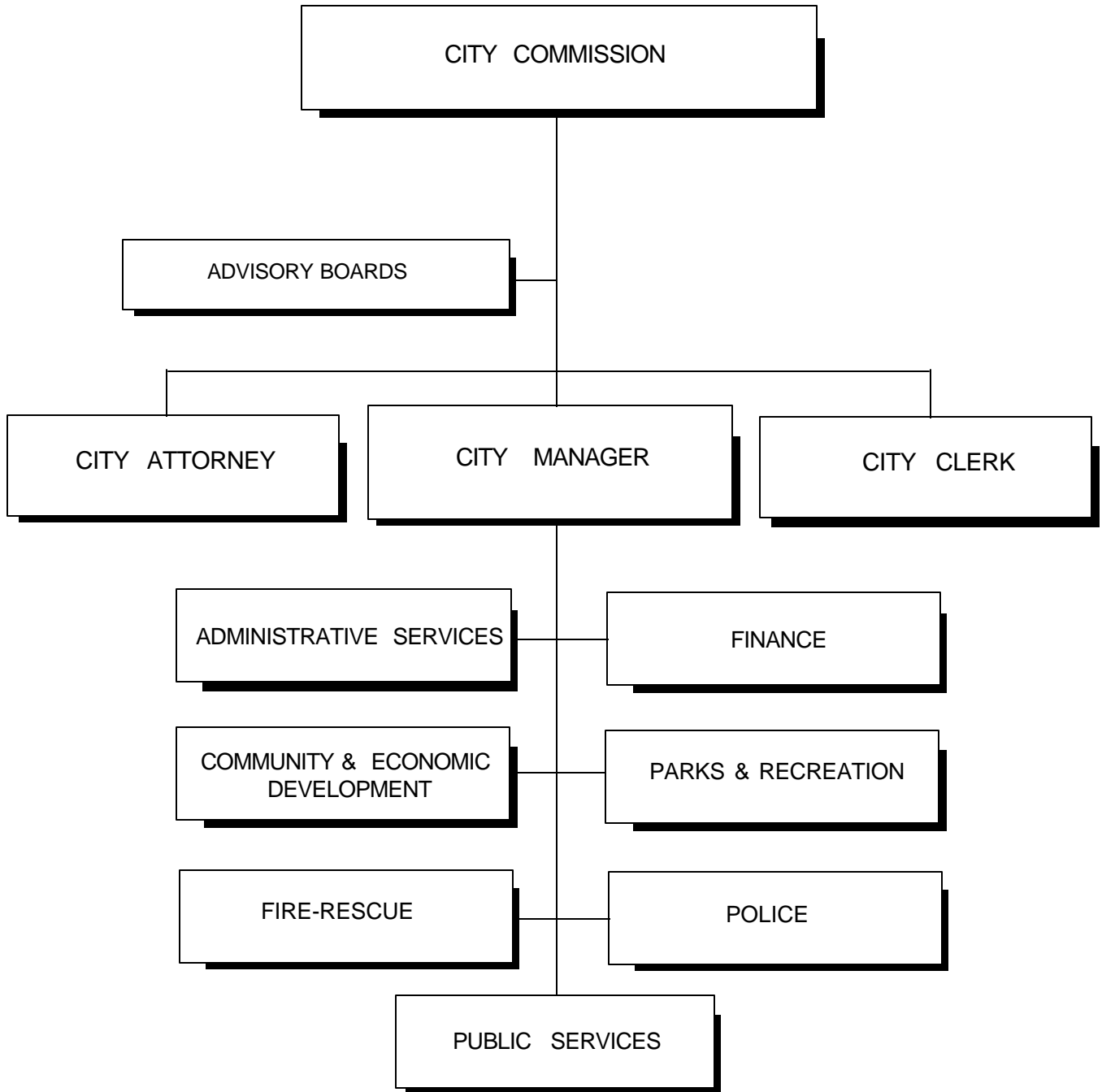
<u>Selected Performance Measures</u>	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
Workloads/Outputs			
Proclamations	200	200	200
Customer Telephone Inquiries	62,800	75,360	62,800
Correspondence Processed	10,406	13,008	10,406
Travel Arrangements Made	48	48	48
Efficiency:			
Proclamations/1.5 FTE's	133	133	133
Customers Assisted by Telephone/6 FTE	12,560	15,072	12,560
Letters/Memos Sent/5 FTE's	2,602	3,253	2,602
Travel Arrangements Made/1 FTE	48	48	48
Effectiveness:			
Days to Respond to Requests	2	2	2

FY 2002/2003 MAJOR ACCOMPLISHMENTS

During the past year, the City Clerk's Office has become current in storing and indexing Commission documents and contracts thus allowing timely recall, which has improved response time for processing public and staff research and information requests. In February and March of 2003, the City Clerk's Office successfully administered the 2003 Primary and General Municipal Elections. In addition, staff coordinated and staffed the first City Martin Luther King (MLK) event, and coordinated the visit of the sailing vessel *Amistad*.

	<u>FY 2001/2002 Actual</u>	<u>FY 2002/2003 Orig. Budget</u>	<u>FY 2002/2003 Est. Actual</u>	<u>FY 2003/2004 Adopted</u>
<u>General Fund</u>				
Revenues				
Charges for Service	\$ 1,755	3,600	3,250	1,400
Miscellaneous Revenues	110	0	0	0
<i>Total</i>	<u>\$ 1,865</u>	<u>3,600</u>	<u>3,250</u>	<u>1,400</u>
Expenditures				
Salaries & Wages	\$ 577,157	604,525	648,856	574,457
Fringe Benefits	160,816	204,953	223,901	254,614
Services/Materials	64,159	243,499	397,368	70,541
Other Operating Expenses	25,751	31,728	32,254	31,628
Capital Outlay	9,935	12,800	12,800	0
<i>Total</i>	<u>\$ 837,818</u>	<u>1,097,505</u>	<u>1,315,179</u>	<u>931,240</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 2003/2004 GOALS AND OBJECTIVES

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

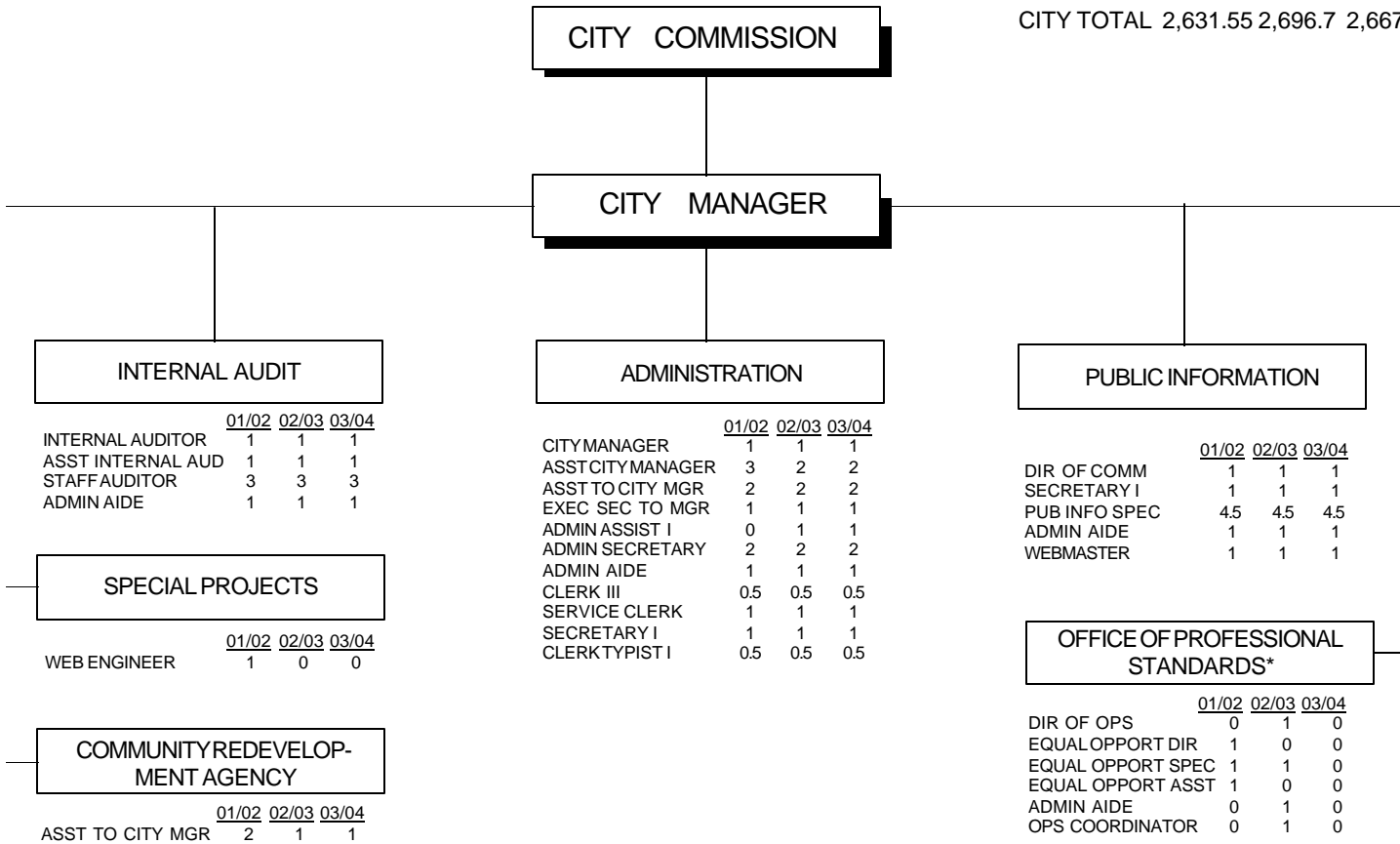
- Objectives:
- a. Establish City policy and enact ordinances, rules and regulations providing for the general health and welfare of citizens and property.
 - b. Adopt the annual budget.
 - c. Authorize most contracts.
 - d. Appoint the City Manager, City Attorney, City Clerk and the advisory board members.

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	Actual	Orig. Budget	Est. Actual	Adopted
Expenditures		<u>General Fund</u>		
Salaries & Wages	\$ 81,161	127,780	127,781	175,400
Fringe Benefits	21,189	26,341	26,417	34,078
Services/Materials	20,553	33,506	28,951	33,048
Other Operating Expenses	74,017	72,315	74,192	48,315
Capital Outlay	558	0	0	0
<i>Total</i>	\$ <u>19</u>	<u>259,942</u>	<u>257,342</u>	<u>290,841</u>

ORGANIZATION PLAN CITY MANAGER

TOTAL FULL - TIME EQUIVALENTS

	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
DEPARTMENT	33.5	32.5	28.5
CITY TOTAL	2,631.55	2,696.7	2,667.5



FORMERLY EQUAL OPPORTUNITY OFFICE;
EFFECTIVE 10/01/03 TRANSFERRED TO THE OFFICE
OF PROFESSIONAL STANDARDS DEPARTMENT

CITY MANAGER DEPARTMENT

MISSION

To provide the highest quality service to the City of Fort Lauderdale community by conducting City business in the best interest of our residents, promoting ethical, legal, and fair practices in City government, and forging a bond of mutual respect, trust and commitment with our citizens to enhance the quality of life for those who live, work and visit in the City of Fort Lauderdale.

FY 2003/2004 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

<u>DIVISION:</u> Administration/Citizen Services	FY 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Adopted</u>
Total Budget	\$1,487,187	\$1,628,192	\$1,441,633
Total FTE's	13	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 concerns/inquiries/requests referred by the City Commission Office.
 - b. Handle citizen concerns/inquiries/requests 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 2001/2002 <u>Actuals</u>	FY 2002/2003 <u>Estimated</u>	FY 2003/2004 <u>Target</u>
<u>Workloads/Outputs:</u>			
City Commission Inquiries/Citizen Referrals	1,285	1,317	1,356
Other Citizen Inquiries/Requests	483	442	455

	FY 2001/2002	FY 2002/2003	FY 2003/2004
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CITY MANAGER DEPARTMENT

<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Effectiveness:			
City Commission Inquires/Citizen Referrals/2.5 FTE's	514	527	542
Other Citizen Inquires/Requests/2.5 FTE's	193	177	182

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Internal Audit	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$325,231	\$408,509	\$478,497
Total FTE's	4	6	6

3. Goal: Furnish management with written reports, which include recommendations to promote efficient and effective use of City resources.

- Objectives:
- a. Identify areas 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.

<u>Selected Performance Measures</u>	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Financial/Compliance Audits	8	8	8
Performance Audits	13	6	12
Effectiveness:			
Millions of Dollars Audited	\$15.48	\$17.30	*
Collections	\$114,431	\$106,965	*
Cost Savings	\$1,012,920	\$1,767,613	*

*Based on audits to be performed during audit year.

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Office of Professional Standards	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted*</u>
Total Budget	\$170,059	\$422,590	0
Total FTE's	3	3	0

*This division has become a separate department as of October 1, 2003. It's goals, objectives and selected performance measures can be found in that section.

CITY MANAGER DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Public Information Office	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$799,614	\$868,501	\$866,828
Total FTE's	8.5	8.5	8.5

4. **Goal:** Develop and implement 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. Produce special events that support the City's efforts to communicate effectively with all citizens.
 - d. Support the Community Appearance Board and the Citizens Board of Recognition. Produce annual special events for each board, in addition to monthly support activities.
 - e. Develop and implement an employee communications plan to engage employees in the City's mission, vision and goals. Provide valuable, timely and accurate employee-centered messages.

<u>Selected Performance Measures</u>	FY 2001/2002	FY 2002/2003	FY 2003/2004
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
<i>Focus</i> Issues Distributed (60,000/issue)	6	6	6
Civic Association Packets Distributed	1,900	1,884	1,884
Promotional Events Supported	12	29	12
Efficiency:			
<i>Focus</i> Issues/1 FTE	6	6	6
Civic Association Packets/1 FTE	1,900	1,884	1,884
Events/3 FTE's	4	9.7	4
Effectiveness:			
Deadlines Met for Publications	100 %	100 %	100 %
Successful Production of Events/Meetings	100 %	100 %	100 %

	FY 2001/2002	FY 2002/2003	FY 2003/2004
<u>DIVISION:</u> Special Projects/Community Redevelopment Agency (CRA)	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$118,911	\$135,150	\$142,546
Total FTE's	2	2	1

CITY MANAGER DEPARTMENT

5. 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.

FY 2002/2003 MAJOR ACCOMPLISHMENTS

The City Manager's Administration Division has offered leadership, guidance, and support to many initiatives and projects undertaken by staff throughout the year, including completion of the City's first Organizational Climate Survey, ongoing implementation of Waterworks 2011, and the welcoming of newly annexed City residents from the Melrose Park and Greater Riverland Road neighborhoods.

The Citizen Services Office addressed over 1,700 citizen requests and concerns filed with the City Manager's Office as well as those referred by the City Commission Office. The Office has continued to coordinate the efforts of all City Departments to provide responses to requests and inquiries from citizens, visitors, businesses, and many external agencies, neighborhood associations, and other organizations.

The City's Internal Audit Office issued over 14 audit reports with 138 recommendations to improve the efficiency, effectiveness and economy of City operations. The results of our audits yielded over \$1M in cost savings via cash collections and/or potential monetary benefits.

The Public Information Office launched the award-winning redesign of the City's Internet site; issued 181 press releases and 136 film permits; achieved placement of articles in more than 50 publications; coordinated 29 special events reaching more than 8,000 citizens; and produced publications including the City's Annual Report and Water Quality Report.

CITY MANAGER DEPARTMENT

	FY 2001/2002	FY 2002/2003	FY 2002/2003	FY 2003/2004
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<u>General Fund</u>		
Revenues				
Miscellaneous Revenues	\$ 375,360	459,364	430,687	476,103
<i>Total</i>	\$ <u>375,360</u>	<u>459,364</u>	<u>430,687</u>	<u>476,103</u>
Expenditures				
Salaries & Wages	\$ 1,824,804	2,165,859	2,168,617	1,752,641
Fringe Benefits	473,126	670,597	624,496	714,436
Services/Materials	345,118	410,774	380,333	247,582
Other Operating Expenses	113,629	106,779	115,261	72,299
Capital Outlay	25,878	13,400	39,084	0
<i>Total</i>	\$ <u>2,782,555</u>	<u>3,367,409</u>	<u>3,327,791</u>	<u>2,786,958</u>

Community Redevelopment Fund

Expenditures				
Salaries & Wages	\$ 96,998	97,309	100,523	101,386
Fringe Benefits	21,913	33,065	34,627	41,160
<i>Total</i>	\$ <u>118,911</u>	<u>130,374</u>	<u>135,150</u>	<u>142,546</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 28 and 29. 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.)

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

The attached five-year CIP will be presented to the City Commission in their November 2003 meeting. On November 13, 2003 it was presented to the Budget Advisory Board. Final consideration and formal adoption is scheduled to occur at the December 9, 2003 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

2003/04 2004/05 2005/06 2006/07 2007/08

Transfers In

General Fund	\$	806,320	\$	2,800,000	\$	2,800,000	\$	2,800,000	\$	2,800,000
Water & Sewer Enterprise	\$	1,392,010	\$	1,400,000	\$	1,400,000	\$	1,400,000	\$	1,400,000
Carry Forward	\$	-	\$	50,000	\$	50,000	\$	50,000	\$	50,000

Other Sources

Interest Earnings	\$	75,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
Proceeds from Konover Property	\$	6,450,000	\$	-	\$	-	\$	-	\$	-

Grant Funding/Shared Revenues

County Shared Gas Tax	\$	900,000	\$	900,000	\$	900,000	\$	900,000	\$	900,000
FDOT Funds - A1A - 4+2 Expansion	\$	-	\$	3,000,000	\$	1,500,000	\$	-	\$	-
County/State/Fed. Funds-NW 7th-9th Connector	\$	-	\$	1,750,000	\$	-	\$	-	\$	-
FDOT Funds - Streetscape-Andrews/3rd Aves.	\$	-	\$	15,000,000	\$	-	\$	-	\$	-

TOTAL FUNDING SOURCES	\$	9,623,330	\$	25,000,000	\$	6,750,000	\$	5,250,000	\$	5,250,000
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TOTAL FUNDING USES	\$	9,623,330	\$	25,000,000	\$	6,750,000	\$	5,250,000	\$	5,250,000
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GENERAL CAPITAL IMPROVEMENT PLAN

FUNDING USES	2003/04	2004/05	2005/06	2006/07	2007/08
Bond Costs					
Debt Service - Broward Blvd.	\$ 96,000	\$ 96,000	\$ 96,000	\$ 96,000	\$ 96,000
Subtotal - Bond Costs:	\$ 96,000	\$ 96,000	\$ 96,000	\$ 96,000	\$ 96,000
Traditional Capital Improvement Projects					
Waterways Dredging	\$ 72,330	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Railroad Crossing Recapitalization	\$ 120,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Curb & Gutter Recapitalization	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Sidewalk Recapitalization	\$ 125,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Streetlight Recapitalization	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Street Resurfacing	\$ 800,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Parks & Recreation Recapitalization	\$ 400,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Fire-Rescue Infrastructure Recapitalization	\$ 450,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
Neighborhood Capital Improvements (NCIP)	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Business Capital Improvements (BCIP)	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Marine Facilities Recapitalization	\$ 20,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
ADA Required Improvements	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
Engineering Recap	\$ 750,000	\$ 810,000	\$ 810,000	\$ 810,000	\$ 810,000
Police Recapitalization	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CIP Stabilization	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Subtotal - Traditional:	\$ 3,562,330	\$ 5,055,000	\$ 5,055,000	\$ 5,055,000	\$ 5,055,000
Transportation Projects					
Misc. Roadway Safety Improvements	\$ 10,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000
Speed Humps - Various Locations	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Traffic Studies & Planning	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Miscellaneous Transportation Projects	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
NE 18th Avenue Improvements	\$ 55,000	\$ -	\$ -	\$ -	\$ -
Road Closure Projects	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
A1A Expansion/Realignment	\$ -	\$ 3,000,000	\$ 1,500,000	\$ -	\$ -
NW 7th-9th Connector	\$ -	\$ 1,750,000	\$ -	\$ -	\$ -
Streetscape Project-Andrews/3rd Avenues	\$ -	\$ 15,000,000	\$ -	\$ -	\$ -
Miles Corner Improvements	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Subtotal - Trans:	\$ 195,000	\$ 19,849,000	\$ 1,599,000	\$ 99,000	\$ 99,000
Miscellaneous Projects					
Palm Aire Wall Improvements	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Riverland Fire Station #47	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
South Side School	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Henry's Retirement Home (CRA Loan)	\$ 1,720,000	\$ -	\$ -	\$ -	\$ -
Repayment of Konover Loan	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -
Subtotal - Misc Projects:	\$ 5,770,000	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING USES	\$ 9,623,330	\$ 25,000,000	\$ 6,750,000	\$ 5,250,000	\$ 5,250,000

AIRPORT CAPITAL IMPROVEMENT PLAN

	2003/04	2004/05	2005/06	2006/07	2007/08
FUNDING SOURCES					
FAA / FDOT Funding	\$ 5,296,438	\$ 6,267,500	\$ 4,855,000	3,180,000	2,983,500
Airport Enterprise Fund	\$ 1,113,000	\$ 1,082,500	\$ 1,095,000	\$ 870,000	\$ 976,500
TOTAL FUNDING SOURCES	\$ 6,409,438	\$ 7,350,000	\$ 5,950,000	\$ 4,050,000	\$ 3,960,000
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
Airpark/Aviation Infrastructure Improvements	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Airfield Improvements Fund Reserve	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Access Improvements-Phase V	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -
Landbanking Program	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Aircraft Rescue & Firefighting Building	\$ 120,000	\$ -	\$ -	\$ -	\$ -
NW 21 Terr. Realignment	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Runways 8-26 Rehabilitation	\$ 3,800,000	\$ -	\$ -	\$ -	\$ -
Helistop Infrastructure Recap	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Security Annex	\$ -	\$ 600,000	\$ -	\$ -	\$ -
Taxiway Shoulder Stabilization - Phase II	\$ -	\$ -	\$ 400,000	\$ -	\$ -
Runway 13-31 Pavement Rehabilitation	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -
Eastside Improvements Study	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Helistop Noise Impact Study	\$ -	\$ 250,000	\$ -	\$ -	\$ -
Env. Assessment Runway 8 Extension	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Runway 8-26-Acquire Easements	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Perimeter Road Resurfacing	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Airfield Turf Establishment	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Taxiways D & C Pavement Rehabilitation	\$ -	\$ 300,000	\$ -	\$ -	\$ -
Construct Eastern Perimeter Road	\$ -	\$ -	\$ 700,000	\$ -	\$ -
Taxiway Pavement Rehabilitation	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -
Taxiway Alpha Relocation	\$ -	\$ 5,500,000	\$ -	\$ -	\$ -
Construct Taxiway S Loop	\$ -	\$ -	\$ 1,700,000	\$ -	\$ -
Part 161 Study	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ -
Construct Customs Building	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Construct Customs Apron	\$ -	\$ -	\$ -	\$ -	\$ 840,000
3DAAP Update Services	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Airport Master Plan Update	\$ -	\$ -	\$ -	\$ -	\$ 420,000
Airport Part 150 Noise Study Update	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Design Services for Security Imp. Phase 3	\$ 360,000	\$ -	\$ -	\$ -	\$ -
Access & Drainage Improvements	\$ -	\$ -	\$ 500,000	\$ -	\$ -
FXE Security Enhancements	\$ 1,249,438	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING USES	\$ 6,409,438	\$ 7,350,000	\$ 5,950,000	\$ 4,050,000	\$ 3,960,000

UTILITIES SERVICES CAPITAL IMPROVEMENT PLAN

	2003/04	2004/05	2005/06	2006/07	2007/08
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FUNDING SOURCES

Water & Sewer Fund 454	\$ 10,200,000	\$ 6,200,000	\$ 6,500,000	\$ 5,000,000	\$ 5,900,000
W&S Bond Fund 482	\$ 117,436,528	\$ 79,398,000	\$ 32,752,000	\$ 37,365,800	\$ 19,507,000
State Revolving Fund Construction Loan Fund 487	\$ 21,800,000	\$ -	\$ -	\$ -	\$ -
Regional Reserve & Replacement Fund 451	\$ 1,153,000	\$ -	\$ -	\$ -	\$ -
Regional Bond Fund 485	\$ 8,306,700	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 158,896,228	\$ 85,598,000	\$ 39,252,000	\$ 42,365,800	\$ 25,407,000

FUNDING USES

Construction - Peele-Dixie Injection Well	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -
Construction - Fiveash WTP - Lime Sludge - Phase II	\$ 1,450,000	\$ -	\$ -	\$ -	\$ -
Replace pump station D31,B6,A14,B5,B13,A9,D41	\$ 1,917,000	\$ -	\$ -	\$ -	\$ -
Water & Sewer Master Plan CIP - Misc Projects	\$ 2,333,000	\$ 6,200,000	\$ 6,500,000	\$ 5,000,000	\$ 5,900,000
Bond Projects	\$ -	\$ 79,389,000	\$ 32,752,000	\$ 37,365,800	\$ 19,507,000
Construction - Fiveash WTP - Phase 1 Improvements	\$ 14,260,000	\$ -	\$ -	\$ -	\$ -
Construction - Sewer Area 3	\$ 6,020,000	\$ -	\$ -	\$ -	\$ -
Construction - 27th Avenue Directional Drill	\$ 644,235	\$ -	\$ -	\$ -	\$ -
Construction/SDC - Sewer Area 4 - Small Water Mains	\$ 540,000	\$ -	\$ -	\$ -	\$ -
Construction/SDC - Sewer Area 5 - Small Water Mains	\$ 811,427	\$ -	\$ -	\$ -	\$ -
Design - Coral Ridge Water Main Replacement	\$ 68,273	\$ -	\$ -	\$ -	\$ -
Construction - Sailboat Bend Large WM	\$ 933,400	\$ -	\$ -	\$ -	\$ -
Construction - Lauderdale Manors Phase 2 Utilities	\$ 6,500,000	\$ -	\$ -	\$ -	\$ -
Wastewater Treatment Plant Security System	\$ 900,000	\$ -	\$ -	\$ -	\$ -
Wastewater Equipment 2002-2004	\$ 8,200,000	\$ -	\$ -	\$ -	\$ -
D-Basin I/I Project	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Pump Stations A11, B38, D39, D47, E5	\$ 900,000	\$ -	\$ -	\$ -	\$ -
Pump Stations A2, A17, A18, A19, A21	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -
Pump Stations A1, A33, A34, A35	\$ 400,000	\$ -	\$ -	\$ -	\$ -
27th Avenue 20" Force Main	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -
New Prospect Wells Turbine Pipe and Pump	\$ 943,000	\$ -	\$ -	\$ -	\$ -
Design - Prospect Wellfield Generators	\$ 88,000	\$ -	\$ -	\$ -	\$ -
Design - Prospect Well Rehabilitation - near term	\$ 32,000	\$ -	\$ -	\$ -	\$ -
Design - Prospect Raw Water Piping - near term	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Design - Dixie Wellfield Generators	\$ 68,000	\$ -	\$ -	\$ -	\$ -
Peele-Dixie WTP - 13 MGD Membrane Facility	\$ 33,040,000	\$ -	\$ -	\$ -	\$ -
Water and Sewer Program Management	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -
Fiveash WTP - Aeration Basin By-Pass	\$ 739,200	\$ -	\$ -	\$ -	\$ -
Fiveash WTP - Contract for Maint of Switchgear	\$ 20,000	\$ -	\$ -	\$ -	\$ -
WWTP - Preventative maintenance on switch gear	\$ 54,000	\$ -	\$ -	\$ -	\$ -
WWTP - Oxygen/misc control system	\$ 81,000	\$ -	\$ -	\$ -	\$ -

UTILITIES SERVICES CAPITAL IMPROVEMENT PLAN

	2003/04	2004/05	2005/06	2006/07	2007/08
FUNDING USES CONTINUED					
NW 2nd Ave Tank and High Service Pump Station	\$ 3,888,000	\$ -	\$ -	\$ -	\$ -
Lauderdale Manors Water Main Replacement - Phase 3	\$ 2,756,160	\$ -	\$ -	\$ -	\$ -
Water Main Improvements at A1A Boulevard South	\$ 475,200	\$ -	\$ -	\$ -	\$ -
Design - Sewer Area 7 Large WM Improvements	\$ 12,700	\$ -	\$ -	\$ -	\$ -
Construction & SDC - Davie Boulevard	\$ 4,075,500	\$ -	\$ -	\$ -	\$ -
Design - NE 15th Ave Water Main Replacement	\$ 51,800	\$ -	\$ -	\$ -	\$ -
Design - Bal Harbor Water Main Replacement	\$ 18,500	\$ -	\$ -	\$ -	\$ -
Middle River Terrace Phase B South Water Main	\$ 507,500	\$ -	\$ -	\$ -	\$ -
Water Main in Sewer Area 11 (Sailboat Bend)	\$ 719,000	\$ -	\$ -	\$ -	\$ -
Design - Harbordale Water Main Replacement	\$ 42,500	\$ -	\$ -	\$ -	\$ -
Design - Water Main in Sewer Area 6 (River Oaks)	\$ 108,000	\$ -	\$ -	\$ -	\$ -
Design - Lg Water Main in Sewer Area 6 (River Oaks)	\$ 30,500	\$ -	\$ -	\$ -	\$ -
Design - SE 1st Ave Water Main River Crossing	\$ 31,000	\$ -	\$ -	\$ -	\$ -
Design - SW 7th Ave Water Main River Crossing	\$ 27,000	\$ -	\$ -	\$ -	\$ -
Design - SW 7th St Water Main River Crossing	\$ 48,000	\$ -	\$ -	\$ -	\$ -
SW 7th St 12 inch Large Water Main Replacement	\$ 61,600	\$ -	\$ -	\$ -	\$ -
SW 7th St 16 inch Large Water Main Replacement	\$ 11,700	\$ -	\$ -	\$ -	\$ -
South Andrews Ave Large Water Main Replacement	\$ 18,000	\$ -	\$ -	\$ -	\$ -
Design - WM Replacement in SA 8 (Edgewood)	\$ 15,800	\$ -	\$ -	\$ -	\$ -
Design - 18 inch WM Replacement in Poinciana Park	\$ 87,700	\$ -	\$ -	\$ -	\$ -
Design - 10 inch WM Replacement in Poinciana Park	\$ 15,600	\$ -	\$ -	\$ -	\$ -
Design - SW 6th Ave WM Replacement	\$ 32,300	\$ -	\$ -	\$ -	\$ -
P. Park N WM-SE 4th Ave from SE 16th Ct to Davie Blvd	\$ 58,800	\$ -	\$ -	\$ -	\$ -
Design - 17th Causeway Water Main	\$ 55,700	\$ -	\$ -	\$ -	\$ -
Melrose Park Water Main Replacement	\$ 852,500	\$ -	\$ -	\$ -	\$ -
Construction - Harbor Beach Small Water Mains	\$ 1,848,000	\$ -	\$ -	\$ -	\$ -
Design - Seven Isles/Las Olas Isles Small Water Mains	\$ 205,000	\$ -	\$ -	\$ -	\$ -
Construction - Isle of Capri and Mola Improvements	\$ 276,000	\$ -	\$ -	\$ -	\$ -
Sewer Area 14 (Laud. Manors) - Phase 3	\$ 5,331,960	\$ -	\$ -	\$ -	\$ -
Sewer Area 4 (River Run, Flamingo Park, Oak River)	\$ 9,605,550	\$ -	\$ -	\$ -	\$ -
Design - Sewer Area 7 (Croissant Park)	\$ 261,600	\$ -	\$ -	\$ -	\$ -
Design - Sewer Area 8 (Edgewood)	\$ 667,200	\$ -	\$ -	\$ -	\$ -
Construction - Sewer Area 5 (Shady Banks)	\$ 3,110,000	\$ -	\$ -	\$ -	\$ -
Construction/SDC - Sewer Area 11	\$ 4,512,034	\$ -	\$ -	\$ -	\$ -
Design - Sewer Area 6 (River Oaks)	\$ 384,800	\$ -	\$ -	\$ -	\$ -
Construction/SDC - D-32 to D-31 Force Main	\$ 1,296,000	\$ -	\$ -	\$ -	\$ -
SDC - 27th Avenue Force Main	\$ 168,000	\$ -	\$ -	\$ -	\$ -
Davie Boulevard Force Main - East and Interconnect	\$ 2,165,000	\$ -	\$ -	\$ -	\$ -
Design - E-Repump Force Main	\$ 59,200	\$ -	\$ -	\$ -	\$ -
Construction - Mola Ave Force Main Replacement	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Construction - Harbor Beach Force Main Replacement	\$ 271,000	\$ -	\$ -	\$ -	\$ -
Construction - Rehab Harbor Beach POT Stations	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Construction/SDC - D-Basin I/I Priority Project	\$ 432,000	\$ -	\$ -	\$ -	\$ -
Design - Replace pump station B-14	\$ 26,000	\$ -	\$ -	\$ -	\$ -
Design - Replace pump station A-29	\$ 36,800	\$ -	\$ -	\$ -	\$ -
Design - Replace pump station D-36	\$ 23,600	\$ -	\$ -	\$ -	\$ -
Design - Replace pump station B-15	\$ 14,400	\$ -	\$ -	\$ -	\$ -
SDC - Design/Build - Pump station A-19	\$ 144,089	\$ -	\$ -	\$ -	\$ -
Design - Rehab LOI POT Stations	\$ 36,000	\$ -	\$ -	\$ -	\$ -
Replace pumps at station A1,A33,A34,A35	\$ 28,400	\$ -	\$ -	\$ -	\$ -
Contracted Sewer System Rehabilitation/SDC - 2004	\$ 5,783,300	\$ -	\$ -	\$ -	\$ -
Central Regional Wastewater Systems	\$ 1,153,000	\$ -	\$ -	\$ -	\$ -
NW 6th Street Repump Station	\$ 1,540,000	\$ -	\$ -	\$ -	\$ -
Coral Ridge Repump Station B	\$ 340,000	\$ -	\$ -	\$ -	\$ -
Executive Airport Repump Station	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
GTL - WWTP - Equipment Replacement	\$ 4,926,700	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING USES	\$ 158,896,228	\$ 85,598,000	\$ 39,252,000	\$ 42,365,800	\$ 25,407,000

STORMWATER CAPITAL IMPROVEMENT PLAN

	2003/04	2004/05	2005/06	2006/07	2007/08
FUNDING SOURCES					
Transfers In:					
Stormwater Fund	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000
TOTAL FUNDING SOURCES	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000

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

PARKING CAPITAL IMPROVEMENT PLAN

	2003/04	2004/05	2005/06	2006/07	2007/08
FUNDING SOURCES					
Parking Fund Operating Budget	\$ 50,000	\$ 2,937,000	\$ 1,115,000	\$ 600,000	\$ 1,200,000
Closed/Cancelled Projects	\$ 92,000	\$ -	\$ -	\$ -	\$ -
Arts & Science Garage Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ -
Performing Arts Center	\$ 31,500	\$ 294,000	\$ -	\$ -	\$ -
Downtown Development Authority	\$ 31,500	\$ 294,000	\$ -	\$ -	\$ -
City Park Garage Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ -
Airport	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Beach Transit system	\$ -	\$ -	\$ -	\$ -	\$ -
CRA-Beach	tdb	tdb	tdb	tdb	tdb
Swimming Hall Parking Garage	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Bond	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 455,000	\$ 3,525,000	\$ 4,115,000	\$ 600,000	\$ 1,200,000

FUNDING USES					
Arts & Science Garage Rehab	\$ 75,000	\$ 700,000	\$ -	\$ -	\$ -
City Park Garage Rehabilitation	\$ -	\$ 2,300,000	\$ -	\$ -	\$ 500,000
Beach Transit System	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000
South Beach-Convert to Metered lot	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Aquatic Complex Parking Garage	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -
City Hall Garage Rehabilitation	\$ 30,000	\$ -	\$ -	\$ -	\$ -
ADA Compliance-Rehabilitation Projects	\$ 100,000	\$ 275,000	\$ 115,000	\$ -	\$ -
City Parking Garage Elevator Replacement	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
Recapitalization of Parking Facilities	\$ -	\$ -	\$ 300,000	\$ 400,000	\$ 500,000
TOTAL FUNDING USES	\$ 455,000	\$ 3,525,000	\$ 4,115,000	\$ 600,000	\$ 1,200,000

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 35.5 square miles with a population of more than 167,000, 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 advantageous economic climate coupled with an exceptional quality of life is helping the City of Fort Lauderdale establish itself as a world class center for international commerce and one of the most desirable locations for new, expanding or relocating businesses. Once known strictly as a tourism-based economy, Fort Lauderdale now supports a diverse range of industries including marine, manufacturing, finance, insurance, real estate, high technology, avionics/aerospace, film and television production.

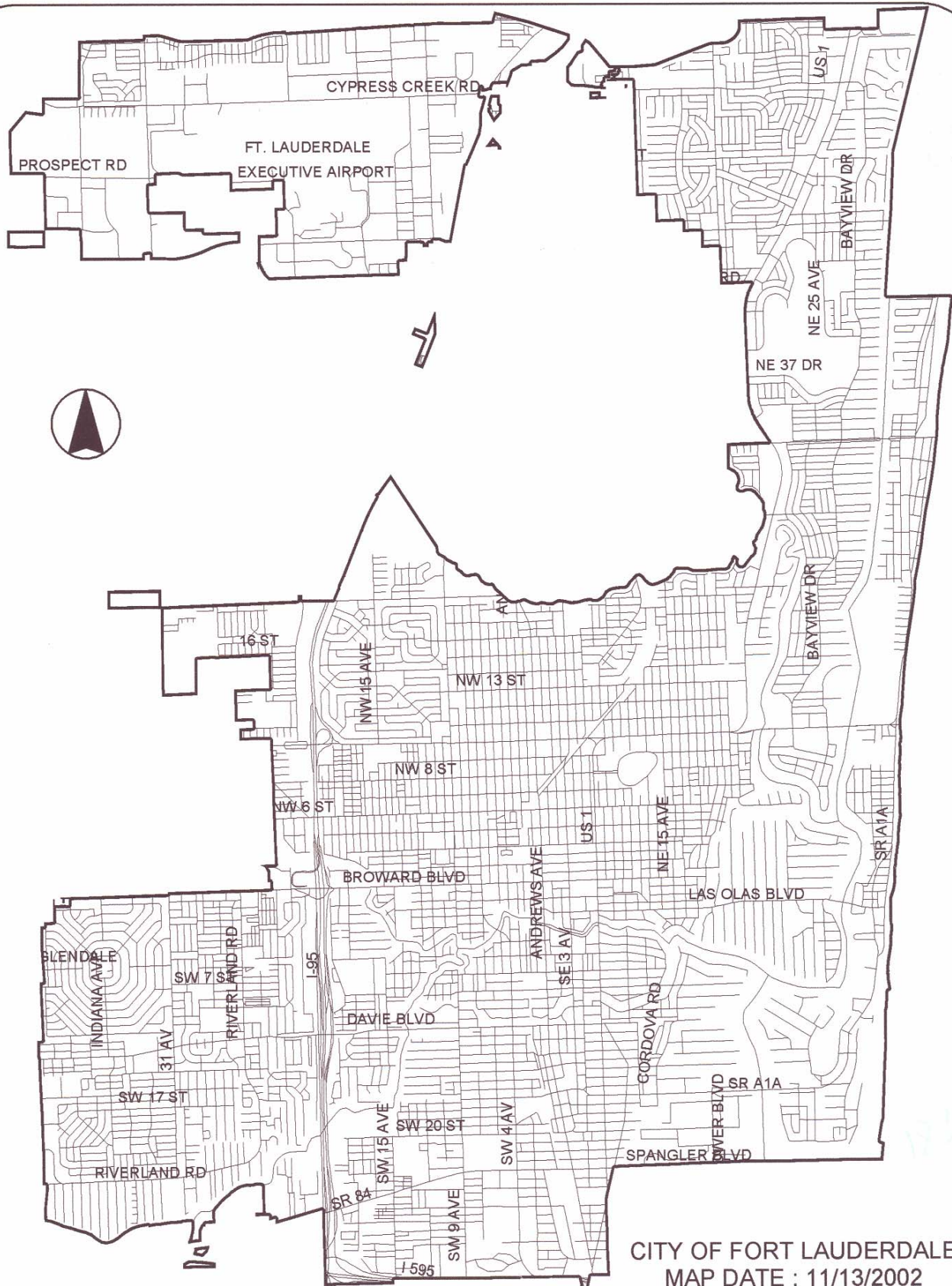
While tourism remains the area's leading economic engine, the marine industry now accounts for more than 88,000 jobs and close to \$5 billion in total economic impact. Fort Lauderdale has emerged as one of the fastest growing markets for global trade, with more than 40% of local businesses engaged in or supporting international commerce. In addition, the City remains at the forefront of South Florida's *InternetCoast* (a region that is home to nearly 6,000 high technology firms) by continuing to attract businesses in key high technology sectors, including software, web design, communications and electronic publishing.

Fort Lauderdale's growing list of nationally recognized corporations that have established business operations, corporate or Latin American headquarters in the City includes: AOL Latin America, AT&T, AutoNation, BankAtlantic, Citicorp, Citrix Systems, Galaxy Latin America, Hewlett-Packard, Microsoft Latin America, Motorola Latin America, Republic Industries, South African Airways, Spherion Corporation, SportsLine.com 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.

Fort Lauderdale also offers an outstanding quality of life, highlighted by a 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. The picturesque Riverwalk serves as the cornerstone of the City's arts, science, cultural and historic district which features the Broward Center for the Performing Arts, Museum of Discovery and Science, Museum of Art and Old Fort Lauderdale Village and Museum. 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 award-winning Broward County Main Library, 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 outstanding quality of life. Fort Lauderdale looks forward to continuing to build upon its success to meet the challenges of the 21st Century and beyond.



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 35.5 square miles with a population over 167,000, Fort Lauderdale is the seventh largest city in Florida and the largest of Broward County's 30 municipalities.

Recreation Facilities:	Acres of Public Parks	957.2
	Parks/Facilities	87
	Playgrounds	38
	Pavilions	36
	Picnic Areas	37
	Waterfront Parks	27
	Municipal Swimming Pools	9
	Boats 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	19,500
	International Swimming Hall of Fame	2,330
	Basketball Courts	53
	Handball and Racquetball Courts	19
	Shuffleboard Courts	10
	Tennis Courts	56
	Volleyball Courts	40
	Soccer/Football Fields	20
	Baseball/Softball Fields	40
	Open Play Areas	29
	Recreation Centers	17
	Gymnasiums	3
	Bike Trails	3
	Jogging Trails	10
	Nature Trails	2

GENERAL INFORMATION

Infrastructure:	Executive Airport	1
	Helistop	1
	City Buildings	112
	Miles of Sidewalks	312
	Miles of Streets	497
	Miles of Sanitary Sewers	355.2
	Miles of Storm Drainage	215.75
	Miles of Water Mains	750.66
	City Bridges	51
	Storm & Wastewater Pumping Stations	149
	Fire Stations	12
	Fire Hydrants	5,105
	City Maintained Parking Spaces	9,214
	City Parking Garages	4
Cemeteries	4	
Socioeconomic Data:	Average Household Size	2.78
	Average Household Income	\$37,887
	Medium Family Income	\$46,175

GENERAL INFORMATION

Selected Population and Housing Characteristics

<u>Total Population (2003)</u>	167,622	<u>Household by Type</u>	
		Total Households	73,247
<u>Sex</u>			
• Male	87,091	Family Households	36,603 (50%)
• Female	79,836	Married-Couple Family	24,581
		Female householder (no husband present)	8,630
<u>Age</u>		Non-Family Households	36,644 (50%)
• Under 5 years old	8,962	Population in Households	161,355
• 5 to 9 years	9,585	Average Household Size	2.78
• 10 to 14 years	9,389	Average Family Size	3.24
• 15 to 19 years	9,363		
• 20 to 24 years	9,159	<u>Group Quarters</u>	
• 25 to 34 years	24,863	People Living in Group Facilities	5,572
• 35 to 44 years	29,514	• Institutionalized Population	3,979
• 45 to 54 years	24,975	• Noninstitutionalized Population	1,593
• 55 to 59 years	9,301		
• 60 to 64 years	7,128	<u>Race and Origins of Household</u>	
• 65 to 74 years	12,672	Total Occupied Housing Units	73,247
• 75 to 84 years	8,740	• White	54,273 (74.1%)
• 85 years and over	3,276	• Black	15,160 (20.7%)
Median Age	37.6	• American Indian and Alaska Native	156 (0.2%)
Under 18 Years Old % of Total Population	33,522 (20%)	• Asian	686 (0.9%)
18+ Years Old % of Total Population	133,405 (80%)	• Other Races/Origins	2,830 (3.9%)
65 Years and Over % of Total Population	24,688 (14.8%)	• Hispanic or Latino (of any race)	5,544 (7.6%)
<u>Race and Origins</u>			
• White	104,726 (62.7%)		
• Black	50,719 (30.4%)		
• American Indian and Alaska Native	369 (.22%)		
• Asian	1,725 (1.0%)		
• Native Hawaiian and other Pacific Islander	84 (.05%)		
• Some Other Race	3,029 (1.8%)		
• Two or More Races	6,275 (3.8%)		
• Hispanic or Latino (of any race)	15,907 (9.5%)		

Sources:

Total Population: Florida Department of Revenue as certified by the Executive Office of the Governor
All other figures: Updated data from 2000 U.S. Census

GENERAL INFORMATION

A Desirable City for Successful Businesses

MAJOR CORPORATIONS AND EMPLOYERS:

- AOL (Latin America)
- AT&T
- AutoNation
- BankAtlantic
- BellSouth
- Broward County School Board
- Broward County Government
- Broward General Medical Center
- Citrix Systems
- Ed Morse Automotive Group
- Hewlett-Packard
- Holy Cross Hospital
- Microsoft (Latin America)
- Motorola (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, the Amtrak Railway and Tri-Rail commuter train
- Fort Lauderdale is located less than an hour from Miami and Palm Beach International Airports, and offers easy access to national and international markets including Africa, Latin America, the Caribbean, Canada, Europe and the Pacific Rim

AIR TRANSPORTATION:

- Fort Lauderdale/Hollywood International Airport
 - Ranks as the fastest-growing airport in United States since 1995, among airports serving more than 10 million passengers
 - Fort Lauderdale/Hollywood International Airport served more than 17 million passengers in 2002 and is expected to serve more than 32 million by the year 2020
 - The airport averages 595 flights per day serving 46,677 passengers
- Fort Lauderdale Executive Airport
 - Ranked as the fifth busiest general aviation airport in the United States handling more than 240,000 operations annually.
 - Generating more than \$5 million in annual revenue and \$300 million in total economic impact
 - 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 City of Fort Lauderdale Foreign-Trade Zone #241, which offers numerous economic incentives, duty free and duty deferred benefits
 - A Downtown Helistop provides corporate executives with convenient access to

GENERAL INFORMATION

the City's Central Business District

- The Helistop is one of only two public-use facilities located in Florida and the only public-use Helistop in Florida located in a Central Business District

LAND TRANSPORTATION:

- 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 commuter service)

SEA: PORT EVERGLADES

- An nine-time winner of the Grand Prix Mondial du Voyage's prestigious International Tourism Award
- One of the world's busiest cruise ports serving more than 3 million passengers per year
- 12 modern cruise terminals, two parking garages and 1,813 cruise ship calls from 18 different cruise lines annually
- Deepest commercial port in the United States south of Norfolk, Virginia
- Generates more than \$10.2 billion in international trade annually
- Home to Florida's first Foreign-Trade Zone, covering 82 acres and providing 9.7 million cubic feet of warehouse space to international shipping companies
- 12th busiest container port and second largest non-refinery petroleum storage and distribution facility
- More than 5,500 ship calls a year including cruise, cargo, petroleum and Navy vessels

Alluring Attractions

BUSINESS ADVANTAGES:

- Stable, pro-business local government, strong base of existing businesses, diverse, well-educated labor force and excellent quality of life
- Numerous tax advantages -- 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
- Fort Lauderdale continues to be the leader of South Florida's InternetCoast, a region that is now home to nearly 6,000 high technology firms
- Close to 40% of local businesses are engaged in or supporting international business or trade, making Fort Lauderdale one of the fastest growing markets for international business and trade with countries including the Caribbean, South America, Europe, Central and Latin America
- Greater Fort Lauderdale ranks sixth in the nation for job growth by *Southern*

GENERAL INFORMATION

Business Development magazine

- Downtown Fort Lauderdale is home to city and county government centers, federal and county courthouses, school district offices, a state regional complex, and legal and professional offices
- The Marine Industry accounts for 88,000 jobs in manufacturing, maintenance and other marine-related areas, representing \$1.9 billion in earnings and close to \$5 billion in total economic impact

AREA PROFILE:

- Average annual temperature of 77 degrees
- More than 3,000 hours of annual sunshine
- Designated as the “Yachting Capital of the World” due to Fort Lauderdale’s myriad of navigable waterways
- Seventh most populous City in Florida
- Median Age: 37.6
- Local transportation by water taxi, trolley, bus, taxicab, and Tri-Rail commuter service

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
- 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)

GENERAL INFORMATION

- NFL Alumni
- Fort Lauderdale Aquatics Complex
- International Swimming Hall of Fame
- Whitbread Round the World Yacht Race - North American stopover (1990, 1994, 1998)
- Spring training home of Major League Baseball's Baltimore Orioles

TOURISM:

- Greater Fort Lauderdale's leading industry
- Hosted 8.1 million visitors in 2002 who spent more than \$5.1 billion
- Hotel occupancy rate averaged 65.1% in 2002
- Attracted 1.6 million international visitors, including 510,086 from Canada, 382,728 from Latin America, 274,960 from Germany, 170,318 from Scandinavia and 170,569 from the United Kingdom

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

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

GENERAL INFORMATION

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 (August 2003) 863,331
- Employed (August 2003) 812,658
- Unemployed (August 2003) 50,673
- Unemployment Rate (August 2003) 5.9%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics

Greater Fort Lauderdale's Major Industries (MSA)

<u>Industry</u>	<u>Number of Employers</u>
<i>Goods - Producing</i>	6,623
Construction	4,578
Manufacturing	1,907
Natural Resources and Mining	138
<i>Service - Providing</i>	48,052
Trade, Transportation, Utilities	12,889
Information	983
Financial Activities	5,598
Professional and Business Services	12,439
Education and Health Services	5,075
Leisure and Hospitality	4,135
Other Services	4,976
Public Administration	186
Other / Unclassified	1,771
<i>Total, All Industries</i>	54,675

Source:

Florida Agency for Workforce Innovation, Labor Market Statistics in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics

Property Tax Millage Rates*

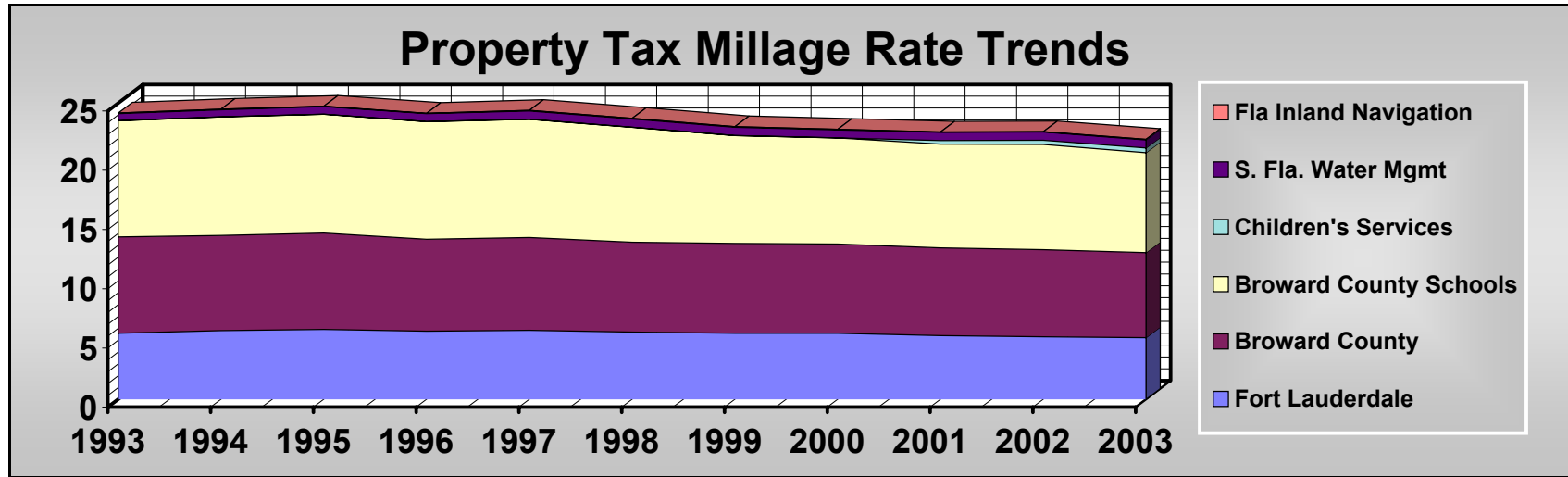
All Overlapping Governments Ten Fiscal Years

Tax Roll	FORT LAUDERDALE			BROWARD COUNTY			S. FLORIDA WATER MGMT. DISTRICT	CHILDREN'S SERVICES	FLA. INLAND NAVIGATION DISTRICT	TOTAL CITYWIDE	SPECIAL DISTRICTS**				
	OPERATING	DEBT SERVICE	TOTAL CITY	BROWARD COUNTY	BROWARD COUNTY SCHOOLS	TOTAL					DOWNTOWN DEV. AUTH. OPERATING	D. BROWARD DEBT SERVICE	HOSPITAL DISTRICT	HILLSBORO INLET	SUNRISE KEY NEIGH. DIST.
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	
2002	4.8472	0.4213	5.2685	7.3650	8.8825	0.6970	0.3316	0.0385	22.5831	0.6444	0.6000	2.4803	0.1170	1.5000	
2003	4.8288	0.3682	5.1970	6.6065	8.1240	0.6970	0.392	0.0385	5.197	0.6279	0.6000	2.5000	0.4290	0.7500	

*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

187

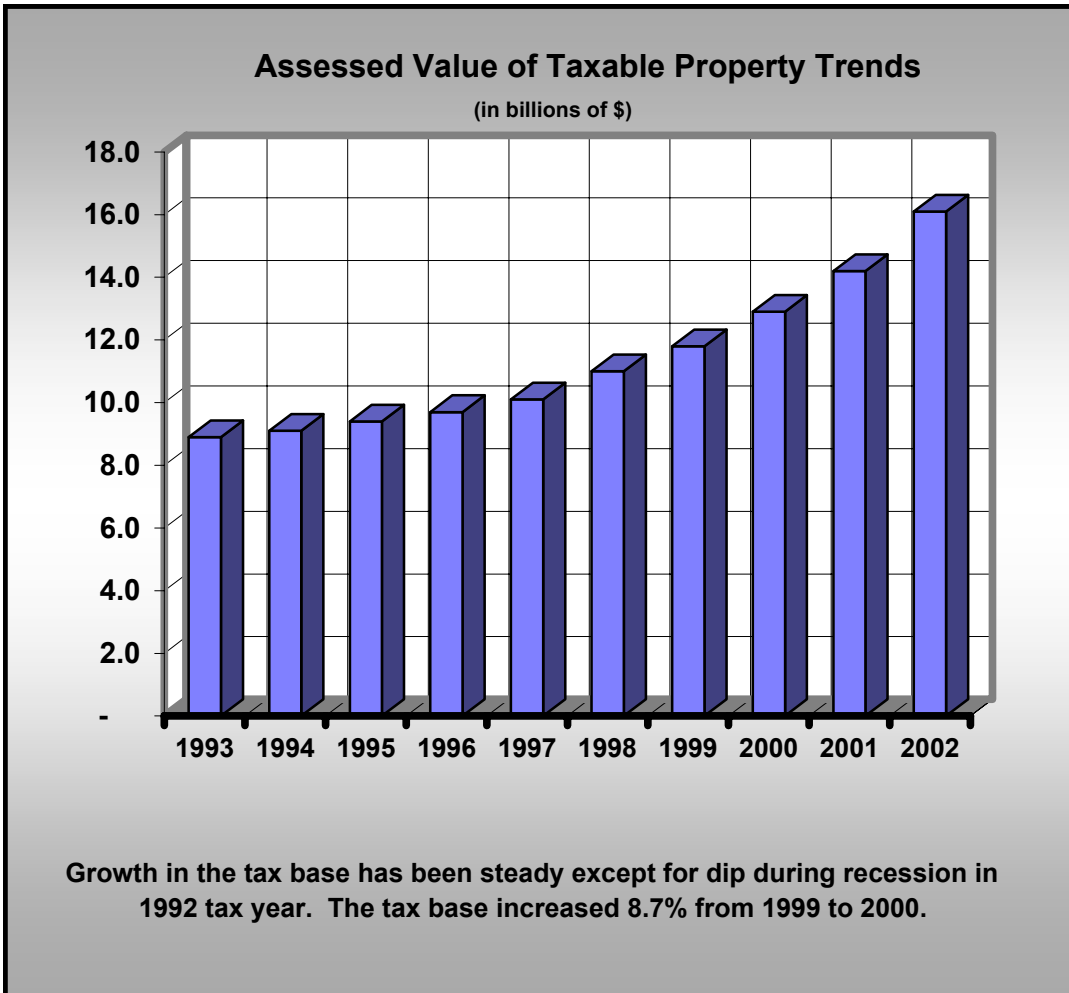


ASSESSED VALUE OF TAXABLE PROPERTY LAST TEN YEARS

Fiscal Year Ended	New Construction	Taxable Assessed Value*
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	12,862,042,052
9/30/2002	291,852,170	14,203,084,286
9/30/2003 **	820,372,660	16,341,086,985

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

**New construction amount includes property value for annexed areas also.



**BUDGET SUMMARY
CITY OF FORT LAUDERDALE
FISCAL YEAR 2003-2004**

**THE PROPOSED OPERATING BUDGET EXPENDITURES OF
THE CITY OF FORT LAUDERDALE ARE 2.0% MORE THAN
LAST YEAR'S TOTAL OPERATING EXPENDITURES.**

	General Fund	Special Revenue Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds	Total All Funds
CASH BALANCE BROUGHT FORWARD	\$ 86,330	311,831	637,949	26,007,356	(5,245,450)	21,798,016
ESTIMATED REVENUES:						
Taxes:	Millage Per \$1,000					
Ad Valorem Taxes-Operating	4.8288					
Ad Valorem Taxes-1987/92/98 Bonds	0.2194					
Ad Valorem Taxes-1997/2002 Bonds	0.1488					
Ad Valorem Taxes-Sunrise Key	0.7500					
Franchise Fees	12,750,000	42,368				12,792,368
Utility Service Taxes	37,164,000					37,164,000
Licenses and Permits	8,675,438					8,675,438
Intergovernmental	15,350,000	2,769,325				18,119,325
Charges for Services	17,751,963	79,323		101,792,051	50,647,520	170,270,857
Fines and Forfeits	2,642,200			3,303,000		5,945,200
Miscellaneous	28,642,619	273,057	26,500	8,919,480	1,698,609	39,560,265
Other Financing Sources	1,169,372	2,310,827	15,615,794		125,277	19,221,270
Internal Services					52,471,406	
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$ 215,043,291	5,474,900	15,642,294	114,014,531	47,225,956	402,646,422
TOTAL ESTIMATED REVENUES AND BALANCES	\$ 215,129,621	5,786,731	16,280,243	140,021,887	47,225,956	424,444,438
EXPENDITURES/EXPENSES						
General Government Services	31,008,443	235,046	15,782,775	238,810		47,265,074
Public Safety	126,810,328			1,273,405		128,083,733
Physical Environment	7,193,469			73,102,662		80,296,131
Transportation	2,873,539			13,016,725		15,890,264
Economic Environment	1,415,716	1,391,805				2,807,521
Culture and Recreation	27,328,753					27,328,753
Other Financing Uses	16,399,373	3,849,831		15,344,200	140,455	35,733,859
Other Non-Operating Expenditures				7,487,710		7,487,710
Internal Services					57,404,293	57,404,293
TOTAL EXPENDITURES/EXPENSES AND OTHER FINANCING USES	213,129,621	5,476,682	15,782,775	110,463,512	57,544,748	402,397,338
Reserves	2,000,000	310,049	497,468	29,558,375	(10,318,792)	22,047,100
TOTAL APPROPRIATED EXPENDITURES/EXPENSES AND RESERVES	\$ 215,129,621	5,786,731	16,280,243	140,021,887	47,225,956	424,444,438

THE TENTATIVE, ADOPTED, AND/OR FINAL BUDGETS ARE ON FILE IN THE
OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.

**NOTICE OF PROPOSED
TAX INCREASE**

The City of Fort Lauderdale has tentatively adopted a measure to increase its property tax levy.

Last year's property tax levy:

- A. Initially proposed tax levy \$ 79,294,282
- B. Less tax reductions due to Value Adjustment Board and other assessment changes \$ 1,137,732
- C. Actual property tax levy \$ 78,156,550

This year's proposed tax levy: \$ 88,476,055

All concerned citizens are invited to attend a public hearing on the tax increase to be held on

Tuesday, September 16, 2003
at
6:00 P.M.

100 North Andrews Avenue
Commission Chambers
Fort Lauderdale, Florida 33301

A FINAL DECISION on the proposed tax increase and the budget will be made at this hearing.

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 3rd day of September 2003
[Signature] City Clerk

ORDINANCE NO. C-03-29

AN ORDINANCE ADOPTING THE APPROVED BUDGET OF THE CITY OF FORT LAUDERDALE, FLORIDA FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2003, AND ENDING SEPTEMBER 30, 2004.

WHEREAS, pursuant to applicable provisions of law, the City Commission of the City of Fort Lauderdale on September 3, 2003 adopted a tentative budget for the City of Fort Lauderdale for the fiscal period beginning October 1, 2003 and ending September 30, 2004, 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 3, 2003 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 3, 2003; 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, titled "City of Fort Lauderdale Adopted All Funds Operating Budget Fiscal Year 2003/2004", as such budget may be amended at the final budget public hearing, is hereby adopted and approved as the budget of the City of Fort Lauderdale for the fiscal period beginning October 1, 2003 and ending September 30, 2004.

SECTION 2. That any unappropriated free balance remaining at the end of the fiscal year 2002-2003 shall be appropriated to a contingency reserve for fiscal year 2003-2004.


SECTION 3. That during the course of the 2003-2004 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 3rd day of September, 2003.
PASSED SECOND READING this the 16th day of September, 2003.



Mayor
JIM NAUGLE

ATTEST:



City Clerk
LUCY KISELA

L:\COMM2003\ORD\SEPT16\C-03-29.WPD

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 \$1,000. 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.
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.

GLOSSARY OF TERMS

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	Funds received from federal, state, and other local governmental sources in the form of grants, shared revenues, and payments in lieu of taxes (PILOT).
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	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.
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.
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.

GLOSSARY OF TERMS

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.
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	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.

INDEX

B		M	
Budget Coordinators.....	197	Marine Facilities.....	106-107
Budget Advisory Board.....	7, 26, 33-34, 192	Mills Pond Park.....	132
C		O	
Central Accounting.....	114, 115-116	Office of Professional Standards.....	16, 94, 128-131
Central Stores.....	15, 74, 81, 83	P	
Citizen Services.....	95-96, 98	Parking System.....	21, 58-59, 82
City Prosecutor.....	86-87, 160	Planning.....	18, 151, 162-163
Community Inspections (Code Enforcement).....	100, 108-109	Police Legal Services.....	86
Community Redevelopment.....	66, 105-106, 111	Print Center.....	74
Contingencies.....	15, 36	Procurement & Materials Management.....	74, 81-82
Compensation Increases (Cost of Living Adjustments).....	6-7	Property Tax.....	1-2, 6
Construction Services (One Stop Shop).....	9, 151, 159-163, 165	Public Hearings.....	8, 189
D		Public Information.....	94, 97-98
Distribution and Collection.....	152	R	
E		Radio Shop.....	74, 77
Emergency Medical Services.....	122, 124	Recycling.....	151
Engineering & Project Management.....	151, 158-159, 165	Refuse Collection.....	151
Executive Airport.....	21, 60-61, 72, 103-104, 112	Research and Budget.....	114, 119
F		Risk Management.....	114, 117
Facilities Maintenance.....	151, 157	S	
Fleet Management.....	74, 78-79, 85	Stormwater.....	6, 18, 20, 62, 72
Fort Lauderdale Beach.....	133	T	
H		Trash Transfer Station.....	151
Human Resources (Personnel).....	74, 80-83	Treasury.....	114, 118-119
I		U	
Information Technology.....	74, 76-77, 82-83	Unions.....	7
International Swimming Hall of Fame.....	132	V	
Internal Audit.....	94, 96, 98	Vision Statement.....	31
L		W	
Large User Agreements.....	20	War Memorial Auditorium.....	132
Lifeguards (Ocean Rescue).....	16, 125	Water and Sewer Treatment.....	151, 153, 156-157, 165

CITY OF FORT LAUDERDALE, FLORIDA

FY 2003/2004 ANNUAL OPERATING BUDGET

CITY MANAGER

Acting City Manager Alan A. Silva

BUDGET OFFICE STAFF

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

BUDGET COORDINATORS

Valerie Bohlander – Public Services/Construction Services
Kim Clifford - Parks and Recreation
Jean Ferguson – Police
Marti Fishkin - Community and Economic Development
Jean Hanna - Fire-Rescue
Ann Kelleher - City Manager’s Office
Susan LeSage – Public Services
Jeff Modarelli - City Clerk/City Commission
Bob Nielsen - Public Services
Diana Scott - Administrative Services
Stephen Scott – Office of Professional Standards
Michaeleen Stohrer - City Attorney’s Office
Tom Terrell – Public Services/Maintenance
Ed Udvardy – Public Services/Engineering

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