

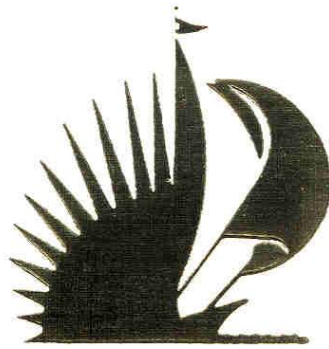
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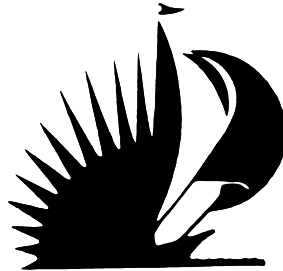
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# Annual Operating Budget



City of Fort Lauderdale,  
Florida

# ANNUAL OPERATING BUDGET



City of Fort Lauderdale

## FISCAL YEAR 2004/2005

### CITY COMMISSION

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

### CITY MANAGER

George Gretsas

### CITY ATTORNEY

Harry A. Stewart

### CITY CLERK

Jonda K. Joseph

### EXECUTIVE MANAGEMENT TEAM

Kathleen A. Gunn, Assistant City Manager  
Stephen Scott, Assistant City Manager

Robert Bates, Director of Professional Standards	Ann Kelleher, Assistant to the City Manager
Valerie Bohlander, Director of Building	Mark LaFerrier, Director of Planning and Zoning
Kirk Buffington, Director of Procurement	Bruce Larkin, Director of Business Enterprises
Albert Carbon, Director of Public Works	Otis J. Latin, Fire Chief/Director of Fire-Rescue
Averill Dorsett, Director of Human Resources	Allyson C. Love, Director of Management and Budget
Tim Edkin, Director of Information Systems	Bruce Roberts, Police Chief/Director of Police
David Hebert, Director of Public Information	Terry L. Sharp, Director of Finance
John Hoelzle, Director of Parking and Fleet	Phillip Thornburg, Director of Parks and Recreation



## **Fort Lauderdale City Commission**

Mayor Jim Naugle

Commissioner Cindi Hutchinson  
District IV

Commissioner Christine Teel  
District I

Commissioner Carlton B. Moore  
District III



Vice Mayor Dean J. Trantalis  
District II



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Fort Lauderdale  
Florida**

For the Fiscal Year Beginning

**October 1, 2003**

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, 2003. 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

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The 2004/2005 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, 2004 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, 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 provides 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 Office of Management and Budget, 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

Steven G. Chapman  
Deputy Director, Office of  
Management and Budget

## TABLE OF CONTENTS

<b><u>INTRODUCTORY SECTION</u></b>		<b><u>A</u></b>		
Budget Message	A - 1		Vehicle Rental	C - 33
Executive Summary	A - 22		Special Revenue	C - 34
Table 1 - Revenue Summary	A - 24		Debt Service	C - 35
Table 2 – Adopted Operating Millage FY2004/2005	A - 26		Unreserved Ending Balances	C - 37
Table 3 - Broward County Cities – Population and Millage FY 2004/2005	A - 27			
Table 4 – Millage for Selected Florida Cities	A - 28		<b><u>DEPARTMENT BUDGETS</u></b>	<b><u>D</u></b>
Table 5 – Expenditure Summary By Department	A - 30		Introduction	D - 1
Table 6 – General Fund Transfers	A - 34		Changes in Full-Time Authorized Positions	D - 2
Enterprise Fund Narratives	A -35		Building Department	D - 6
Sunrise Key Neighborhood Improvement District	A -.39		Business Enterprises	D - 12
Lauderdale Isles Water Management District	A - 40		City Attorney	D - 22
Community Redevelopment Agency	A - 40		City Clerk	D - 24
			Citywide Organization Chart	D - 30
			City Commission	D - 31
			City Manager	D - 32
			Economic Development	D - 36
			Finance	D - 40
			Fire-Rescue	D - 48
			Human Resources	D - 54
			Information Systems	D - 58
			Office of Management and Budget	D - 64
			Office of Professional Standards	D - 68
			Parking and Fleet	D - 72
			Parks and Recreation	D - 78
			Planning and Zoning	D - 86
			Police	D - 92
			Procurement	D - 100
			Public Information Office	D - 104
			Public Works	D - 110
			<b><u>CAPITAL IMPROVEMENT PLAN</u></b>	<b><u>E</u></b>
			Introduction	E - 1
			Impact on Operating Budget	E - 2
			Funding Sources and Uses Charts	E - 3
			<b><u>GENERAL INFORMATION</u></b>	<b><u>F</u></b>
			Introduction	F - 1
			Map of Fort Lauderdale	F - 2
			Fort Lauderdale Statistics & Demographic Data	F - 3
			Other Miscellaneous Information	F - 5
			Property Tax Millage	F - 11
			Assessed Value of Taxable Property	F - 12
			Budget Newspaper Advertisement	F - 13
			Budget Adoption Ordinance	F - 14
			Glossary of Terms	F - 16
			Acknowledgements	F - 20
<b><u>BUDGETARY POLICIES AND BASIS SECTION</u></b>	<b><u>B</u></b>			
Introduction	B - 1			
Financial Structure	B - 1			
Basis of Budgeting	B - 3			
Development Process	B - 4			
Amendment/Transfer Procedure	B - 5			
Capital Improvement Plan	B - 6			
Debt Policy and Administration	B - 7			
City Vision Statement	B - 9			
Linkages Between Vision, Mission, Priorities, and Goals/Objectives	B - 10			
Budget Process	B - 11			
Budget Preparation and Implementation Calendar	B - 12			
<b><u>FINANCIAL SECTION</u></b>	<b><u>C</u></b>			
Introduction	C - 1			
<b><i>ALL FUNDS:</i></b>				
FY 2004/2005 Budget	C - 2			
FY 2003/2004 Budget	C - 4			
Internal Service Funds	C - 6			
Resources and Expenditures	C - 8			
Operating Funds Budget Trends Graph	C - 11			
Approved Transfers	C - 12			
<b><i>GENERAL FUND:</i></b>				
Resources and Expenditures	C - 14			
Resource and Expenditure Graphs	C - 16			
<b><i>ENTERPRISE &amp; INTERNAL SERVICE FUNDS:</i></b>				
Sanitation	C - 18			
Water and Sewer	C - 20			
Central Regional Wastewater	C - 22			
Parking	C - 24			
Airport	C - 26			
Stormwater	C - 28			
Insurance	C - 30			
Central Services	C - 32			



CITY OF  
FORT LAUDERDALE

July 15, 2004

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

Honorable Mayor and Commissioners:

I have had the distinct honor of serving as your Acting City Manager since October 9, 2003. Although a new City Manager has been selected, he does not begin his service until August 2. Therefore, I am submitting the Proposed Budget for FY 2005 as required by the City Charter. My objective is to provide for the long-term financial stability of the City, while allowing the City Commission and the new City Manager the maximum discretion as final budget decisions are made for the fiscal year beginning October 1, 2004 (FY 2005).

The proposed all funds budget totals \$416,424,311, which is 10.4 percent higher than the budget adopted for the current fiscal year. The General Fund Proposed Budget is \$248,881,059, which represents a 15.7 percent increase over the current year's General Fund budget. The proposed millage for operating and debt purposes is 5.7951, which is 11.5 percent higher than the current rate and 23.7 percent above the rolled-back rate. In terms of requirements to finance the ongoing operations of the City (not debt service), the proposed operating millage is 5.4319, or 24.8 percent above the rolled-back rate.

Proposing a tax increase is absolutely a last resort measure. However, the current millage is unsustainable given our fiscal condition and the public's demand for services. Extraordinary times require extraordinary measures and corrections. The reality is that sound fiscal policy dictates both increased revenue flows and enhanced expenditure controls.

It is important to note the rolled-back rate is highly unrealistic and is not fiscally sound over the long run. We must confront the reality that our situation is based on a cumulative imbalance of \$37 million over the past four years as follows:

- \$21 million in insurance deficits that should have been funded in previous years;



- \$7 million in precipitous draw downs of reserves that allowed an artificially low millage;
- \$4 million in capital outlay and improvement deferrals (in FY 2004 alone);
- \$4 million in foregone revenues created by the untimely assessed value adjustments made by the County Property Appraiser's Office and the Value Adjustment Board; and,
- \$1 million in one-time, non-recurring, short-term revenue "fixes" in FY 2004.

Over the past four years, had the City set the millage at realistic levels, rather than reducing it each year, the rolled-back rate would have been closer to adequate this fiscal year. Rather than the 24.8 percent increase over roll back we are considering, the increase would have been 15.8 percent. Indeed, the Proposed Budget could have actually reduced the millage by 0.0929. Given the twin goals of re-establishing fiscal stability and funding Commission priorities, this analysis is important as it shows how budget decisions today affect funding options in future years.

The impact of the millage will be significant, but affordable, for the taxpayers of Fort Lauderdale, to guarantee fiscal stability.

Our long standing budget example:

- For the average homesteaded property with an assessed value of \$199,920, the increase would be \$124 (or \$10.33 per month).

According to the Property Appraiser's Office:

- The average market value of a condominium is \$227,992. For an owner who does not have a homestead exemption, the tax increase would be \$301 (or \$25.08 per month).
- The average market value of a single-family home is \$327,881. For an owner who does not have a homestead exemption, the tax increase would be \$433 (or \$36.08 per month).

The Proposed Budget assumes the levying of a fire non-ad valorem fee that will recover 100 percent of the cost of fire services. The proposal includes levying the fee against governmental entities at the 100 percent rate, while providing a 50 percent assessment for nonprofit organizations. This recognizes the services the non-profits provide the community vs. the City services they receive. Were the fire assessment proposal not to be accepted, it would require an additional \$8,355,000 in property taxes, increasing the proposed millage to 5.8675 or 35 percent above the rolled-back rate and a combined operating and debt service mileage of 6.2307. To the extent that 100 percent recovery is sought from nonprofits, an additional \$400,000 in fire assessment fees would be realized and the millage could be reduced by 0.0209 mills. I strongly recommend the Commission's adoption of the increase in fire suppression recovery level.

The Proposed Budget includes funding for Fire-Rescue Dispatch since the decision to transfer the function to the Broward Sheriff's Office (**BSO**) has not been made. The necessary inter-local agreement has not yet been negotiated and BSO has not yet included funding in its budget. If the \$800,000 expenditure for Fire Dispatch were to be transferred to BSO, the proposed millage could be reduced by 0.0418 mills.



**Guiding Fiscal Philosophy**

The hallmark of my nine-month tenure as Acting City Manager has been fiscal responsibility and accountability. I have been guided by honesty and integrity in the budgeting process. Being fiscally conservative and prudent means the realistic funding of requirements to restore fiscal sustainability and provide the level of services that citizens have come to expect and may or may not result in tax cuts. Re-establishing fiscal balance, correcting the excesses of the past, maintaining credible service levels, and responding to new demands for services do have costs. This message provides a “reality check” for municipal finances.

This budget proposal is crafted from my observations during nine months of profound changes and cutbacks:

- The highest priority must be the restoration of fiscal stability and sustainability, which requires steps to provide adequate funding of reserves and resolve the insurance deficit situation;
- We need to realistically estimate revenues and project expenses;
- We cannot “grow” ourselves out of out a fiscal problem (the new growth in valuation does not even cover the built-in salary cost of merit/step increases);
- The workforce base has been dramatically reduced and further reductions will impact service quality and/or the existence of certain services/programs; and,
- Past budgets have created certain unrealistic illusions: greater expectations for salary increases by employees and questionable expectations for low, unsustainable, millage by taxpayers.

The unfortunate truth is that we need to pay for fiscal stability and the services we receive. History has shown fiscal decisions postponed become fiscal problems compounded.

It is extremely difficult for a fiscal conservative to propose property tax and fire assessment increases; however, given the City’s financial condition and the City Commission’s articulation of program priority and service levels, there are no other viable alternative. We need the leadership to act decisively with the fiscal dilemma that confronts us. Learning from the unfortunate experiences of July 2003, we need to advertise a millage that funds the appropriate level of services and allows public debate on how we provide for fiscal stability, what services we provide, and how we organize effectively and efficiently to provide them.

**Financial Activity of the Past Year**

To put this Proposed Budget in its proper context, I believe it is important to review the events of the past year, as they set the stage for the recommendations included in this message.

Last July, the previous City Manager presented an initial budget that called for an increase in the millage that would have generated an additional \$2,150,000 in General Fund revenue over the millage that was ultimately approved by the Commission in September 2004. Additionally, the budget relied significantly on a continued hiring freeze, furlough days for employees, non-recurring revenues to cover recurring costs, and a \$2 million revenue increase from police and fire alarm registration fees to balance the budget. The City Commission requested an alternative budget that was approved after the public hearings in September that was 11 percent above the rolled-back millage for operating purposes, but lower than the millage in total from FY 2003. After adoption of the budget on September 16, 2003, the City Manager resigned, and I was appointed Acting City Manager in October 9, 2003.

My primary charge from the City Commission was to get the City's fiscal house in order. It was generally understood that we needed:

- realistic estimate of revenues;
- to avoid using one-time, non-recurring revenues for on-going expenses;
- enhanced expense controls over key line items, such as overtime and salaries;
- exacting controls of position counts (full-time equivalent positions authorized and vacancies to be filled);
- realistic appraisal of current health and liability insurance needs, as well as funding of insurance deficits;
- realistic budgeting for capital outlay and capital improvement expenditures; and,
- a plan to restore General Fund reserves.

To formalize our commitment to fiscal policies to achieve fiscal stability and long-term sustainability, I am proposing today an ordinance that implements these pertinent financial policies to guide our financial planning. We must learn from the past and commit ourselves to future responsible fiscal performance.

Shortly after my arrival, we set about ensuring that the adopted budget would work fiscally. After conferring with City staff, I proposed a Budget Reduction Plan, which was subsequently approved by the City Commission in December 2003. This Budget Reduction Plan put actions in place to fulfill the high expectations for salary savings and shifted resources to the most critical areas for service delivery. Adjustments totaling \$12 million were made in FY 2004 that put in place a \$15 million adjustment for FY 2005. The Plan set up tracking procedures to ensure that \$8 million in salary savings would be achieved to comply with the budget limits, including formal implementation of the equivalent of six furlough days for all employees and elimination of vacant positions. These steps were necessary to meet the requirements of the adopted budget.

Additional resources were identified from contract savings, implementation of an amnesty program for code fines to fund public safety aides for the remainder of the fiscal year, donations from the public to fund the mounted police patrol, and increased scrutiny of both overtime and part-time salaries. The Plan shifted resources to more essential areas of the budget including critical computer replacements, more realistic facilities maintenance, anticipated termination pay and unemployment compensation with

projected layoffs, sufficient water resources for landscape maintenance, and operation of new park areas projected to open during FY 2004.

Beyond the December Budget Reduction Plan, other actions taken during the year included:

- \$400,000 in savings by establishing a cell phone allowance to reduce communication costs and more efficiently administer the use of cellular telephones;
- \$144,000 in savings from renegotiating the Air and Sea Show contract to further limit the City's liability for a major special event;
- \$900,000 in savings from leasing the Fort Lauderdale Stadium to the Baltimore Orioles;
- \$1 million in savings from closing the Trash Transfer Station in lieu of increasing sanitation rates; and,
- \$2.8 million in savings from closing the City jail.

Together, our objective was to initiate a process whereby the City proceeded on the road to long-term financial strength while providing a sound foundation for the future. The decisions made in December have served as the point of departure in developing this Proposed Budget.

Many in the community voiced concerns that the reductions were too severe, especially in public safety and engineering. However, given the resource levels available and the need for long-term sustainability, the Commission and I felt we were left with no other alternatives.

To address concerns expressed by the City Commission, the Budget Office provided monthly financial reports that included actual revenues and expenditures to date compared to budget for all operating funds, a detailed breakdown of overtime expenditures by department, and the status of savings from furloughs. Additionally, budget amendments have been proposed by staff and approved by the City Commission, which update the City's financial system.

In all, we have restored financial accountability and controls to the City. Any potential waste has been extracted from the municipal budget. This Proposed Budget starts from a reduced staffing and resource level that has been evaluated and controlled on an on-going basis for the entire fiscal year.

### **Key Elements of the Operating Budget**

We have examined the key elements of the operating budget that have posed fiscal challenges in the past year. These include staffing levels, salaries and benefits, pension contributions, overtime and premium pay, health care costs, liability insurance costs, travel and training, and fuel costs.

### **A. Staffing Levels**

The costs related to personnel comprise about 78 percent of the operating budget. Therefore, the number of full-time equivalent (**FTE**) positions, for the most part, determines the size of the budget. The current authorized staffing level for FY 2004 is 2,580.20 positions based on the December 2003 Budget Reduction Plan, as modified by some additional staffing in Construction Services to expedite the permitting process. This is approximately the same level as authorized four years earlier in FY 2000 -- and down by 87.3 positions from the original FY 2004 Budget. The proposed staffing level for FY 2005 is 2,620.7.

#### **Total Authorized Staffing Levels All Funds**

<u>Fiscal Year</u>	<u>FTE</u>
FY 2002 Adopted	2,631.55
FY 2003 Adopted	2,636.70
FY 2004 Adopted	2,667.50
FY 2004 December	2,589.70
FY 2004 Current	2,580.20
FY 2005 Proposed	2,620.70

The proposed staffing level includes the additional positions itemized by purpose later in this message and the Executive Summary to address Commission priorities, prepare for annexation of unincorporated areas, provide additional fiscal controls over budget preparation and monitoring, ensure adequate engineering procurement and construction oversight, and strengthen management analysis and controls.

### **B. Salaries and Benefits**

The authorized staffing level determines the budget for salaries and benefits. Shown below are salaries and benefits as a percentage of the General Fund operating costs.

#### **Salaries and Benefits as % of Operating Costs General Fund Only**

<u>Fiscal Year</u>	<u>Percentage</u>
FY 2002 Actual	78.5%
FY 2003 Actual	78.1%
FY 2004 Estimated	78.1%
FY 2005 Proposed	77.5%

Even with increases in pension costs, the cost of salary and benefits as a percent of the proposed operating budget, which excludes transfers for debt service and capital improvements or reserve amounts, is staying fairly constant. This is due to increases in other insurance costs and capital outlay as well as a reduction in the staffing level compared to the most recent fiscal year's authorized strength.

Overtime cost reductions are also contributing to this offset in the projection for FY 2005.

The Proposed Budget does not contain any salary savings assumptions.

The proposed General Fund budget for FY 2005 includes \$3 million for termination pay. There are currently 101 employees that will be required to leave City employment because of their irrevocable decision to accept the Deferred Retirement Option Plan (**DROP**) which mandates a maximum DROP period and termination date. Given the impact that the loss of thousands of years of city experience will have on municipal services, it is essential that positions be filled on a timely basis.

City staff has evaluated and the Commission has reviewed opportunities for alternatives to using City employees for service delivery. A staff recommendation on potential outsourcing/privatization opportunities was approved by the Commission on May 18, 2004. The most viable options are being considered by the new City Manager. The City has a strong track record for outsourcing with the private sector and partnering with other public agencies where the City's best interest is served by doing so.

### **C. Pension Contributions**

In addition to the number of authorized positions, we have focused on some specific benefit costs that are affected by more than just the number of employees. For example, the City has seen a steep and unsustainable increase in its required contributions for employee pensions (defined benefit plans) over the past two years, due primarily to the economy.

- The City's contribution for the General Employees Retirement System (**GERS**) grew from \$9 million in FY 2003 to \$12 million in FY 2004 to \$14 million in FY 2005 – a 56 percent increase over two years. For FY 2005, the City's contribution to GERS will total 22 percent of base pay.
- The City's contribution to the Police and Firefighter's Retirement System (**PFRS**) grew from \$6.4 million in FY 2003 to \$12 million in FY 2004 to \$16.4 million in FY 2005 – a 167 percent increase over two years. For FY 2005, the City's contribution to PFRS will total 37 percent of base pay.

The amount of the City's financial participation in the pension plans is determined by outside actuaries who calculate the plans' long-term liabilities for accrued benefits, amortize them over a fixed period of time, and then subtract the amounts generated from employee payroll deductions and investment earnings. The remainder is the City's obligation. Both plans have incorporated a "smoothing" approach to investment earnings that normally would moderate fluctuations in the City's contribution. However, the current five-year smoothing periods include three years of down markets where earnings for all investors were limited or non-existent. The past year was an improved year in terms of investments, but the actuary only credits 20 percent of that performance in the calculation. With the Federal Reserve increasing interest rates for the first time in four years on June 30, 2004 from a 46-year low, we anticipate an economy that is improving and will reflect, we hope, a decrease in pension actuarial projections for FY 2006.

To ensure long-term sustainability and greater control over the City's pension costs, we are currently negotiating the pension benefit with all collective bargaining units. The City is seeking to increase pension deductions by 2 percent for current employees, with the City and employees sharing in costs over and above a determined cap.

#### ***D. Overtime and Premium Pay***

In past years, the City has seen tremendous amounts of overtime and premium pay expended in the delivery of City services. The cost of this overtime frequently exceeded original budgetary estimates and were subsequently covered in a year-end budget amendment, especially in Police, Fire-Rescue, and Parks and Recreation. Upon my appointment as Acting City Manager, I directed an intense analysis of all overtime.

City departments have reduced overtime expenditures significantly. In the General Fund, we have reduced overtime by \$4 million comparing the FY 2003 actual of \$7.4 million with the FY 2004 budget. To date, our efforts have exceeded our expectations. The FY 2005 level of \$4 million is a more realistic level given the actual expenditures in FY 2004.

In addition to the increased scrutiny of overtime use, all three bargaining group FY 2004 agreements changed how overtime is calculated. Time and one-half pay is calculated based on time worked and does not include sick time taken during the pay period for all employees; additionally, for FOPA bargaining unit employees, the calculation does not include vacation and other leave. The implementation of the calculation change occurred during the spring, and we are in the process of determining the magnitude of this change on overtime expenditures. The result will definitely be a reduction in cost.

The City's collective bargaining position with firefighters and police officers calls for a calculation of overtime similar to that in place for the FOPA bargaining unit employees. This would result in increased overtime savings in FY 2005. Because overtime and premium pay are required under the Federal Fair Labor Standards Act, with the acceptance of the City's position on the overtime calculation by fire and police bargaining units, we will have made as much progress as possible in controlling overtime costs.

#### ***E. Risk Management***

##### ***1. Health Care Costs***

Health care for City employees is a significant expense of approximately \$18 million in all funds or 12 percent of salary costs. The health plans for those employees in bargaining units are governed by collective bargaining agreements. The agreements stipulate the City's obligation for contribution to the plan. For police officers and firefighters, the bargaining unit representatives provide their own health care plans and the City contributes the amounts specified in the collective bargaining agreements. For general employees as well as non-bargaining employees, the City administers its own self-funded health plan.

After three years of various adjustments, which included: 1) changes in prescription drug benefits, 2) modification in provider networks and discounts, 3) implementation of employee payroll deductions, and 4) changes in co-payments, the plan is showing an improved financial picture. The City's remaining share of the plan's deficit of \$900,000 will be retired in FY 2005 and the employee share is being retired over the next four years. This deficit payment period may be reduced if the plan continues to generate additional surpluses over claim expenditures.

The current bargaining representative for the general employees, the FOPA, has advised that it wants to create its own plan effective January 1, 2005. Additionally, the City is in receipt of a petition from the Teamsters for a representation election. This Proposed Budget assumes no increase in the current level of City contribution. Prior to open enrollment in the fall, the Commission will approve any changes in the health plan options and the actuarially-determined rates for FOPA represented employees and nonbargaining unit employees. The Proposed Budget does not include any funds to increase the City's contribution for police and fire-rescue employees. Effectively, the burden of increased health costs or benefit adjustments would be fully borne by the employees.

## **2. Liability Costs**

The most expensive lines of coverage are for workers' compensation, general liability, vehicle liability, police professional liability, employment practices liability, and property insurance. The less expensive lines of coverage include public officials liability, criminal acts, and airport liability. The City holds outside policy coverage for large workers' compensation and employment practices claims and most property claims. The rest of the City's coverage is self-insured which means the City must budget for claim expenditures. An outside actuary determines how much should be budgeted including claims that will likely be incurred but not reported. These rates, however, were not fully funded over the past three years by charges to departments.

Additionally, there are overhead and administrative costs to operate a primarily self-insured program, which have not been adequately funded through premium charges to operating departments in recent years. In better economic times with higher interest earnings on larger cash balances in the Insurance Fund, investment earnings covered those costs. Also, rates were not adjusted in the past to account for light duty work, which is paid by the Insurance Fund for a maximum of two years to encourage departments to utilize workers injured on the job that are capable of some contribution to their department. Likewise, these costs were not charged back at all to departments.

As a result, the City's Insurance Fund has accumulated a deficit over three years, which, at the end of FY 2003, total \$14 million. The Commission was provided a three-year plan for addressing this deficit at the July 7, 2004 Commission Meeting. With the implementation of this plan that provides for realistic charges to departments and with the arrival of the new Risk Manager, I am confident that we are on the right course with our self-funded insurance program.

The following shows the accumulating deficit for the consolidated Insurance Fund, which includes employees' health plans and liability coverage:

### **Insurance Fund Year-End Balances**

<u>Fiscal Year</u>	<u>Amount</u>
FY 1999	\$ 1,725,324
FY 2000	\$ 873,328
FY 2001	\$( 5,282,020)
FY 2002	\$(15,090,195)
FY 2003	\$(20,578,678)

The external independent auditors have highlighted in the FY 2002 and FY 2003 audits that these deficits have a significant impact on the City's financial condition. The Audit Advisory Board and the City's response to the Auditors' management letter have acknowledged its seriousness and the commitment to resolve the matter within three fiscal years (from FY 2004 to FY 2006).

#### ***F. Travel and Training Costs***

Certification training for police officers, firefighter/paramedics, building inspectors, code compliance officers, internal auditors, and accounting staff, as well as conferences and continuing education opportunities, keeps staff updated with the latest approaches or legal changes affecting service delivery.

The amount of spending in this area was reduced from \$786,000 in the General Fund in FY 2003 to a projected \$367,000 in FY 2004. For FY 2005, I propose a restoration of most of the prior spending level to just over \$700,000. This is necessitated by the requirements of periodic certification and continuing education unit costs to keep our workforce up to date. Of this amount, 60 percent is for Police and Fire-Rescue training and travel.

#### ***G. Fuel Costs***

As everyone is aware, the price of gasoline has soared over the last few months. The City is a consumer of fuel to run heavy equipment, police cars, fire apparatus, rescue vehicles, and sedans for inspectors and other field personnel. General Fund fuel costs are anticipated to be \$1.5 million next year, which are 7 percent higher than the current year and 15 percent higher than two years ago.

### **Recommended Budget Increases**

During times of financial stress, the tendency of an organization is to retrench and to make changes only necessary to create the savings to get through the financial crisis. While this may be a viable strategy for a temporary, short-term loss of revenue, it is not a sound, long-term strategy for our situation where expenses continually exceed revenue. Achieving our goal of financial responsibility requires that we make decisions about changing our mix of services and providing the appropriate level of administrative support necessary to operate a multi-million dollar operation.

The Proposed Budget provides for a stronger financial foundation for the City in the long-term. It accounts for "lessons learned" in the personnel/services cuts required by the



December Budget Reduction Plan; addresses Commission priorities identified during this fiscal year; provides for public safety needs; prepares for likely annexation of three unincorporated areas in September 2005; and strengthens the City's capabilities for management oversight and operational efficiencies. The most significant increases included in the Proposed Budget are summarized below.

**A. Proposed \$4 million Appropriations for Financial Stability**

Given the City's current fiscal position, the first priority is to take meaningful steps to restore the financial health of the City. Our actions will allay concerns of the general public, external auditors, the Audit Advisory Board, and the financial markets.

The City has not budgeted for adequate reserves in the recent past. This was no more apparent than in FY 2003 when the City projected ending the year with \$86,000 in the General Fund or approximately 0.034 percent of operating expenditures. As the result of hiring and expenditure freezes, the year ended with \$875,000 in unreserved and undesignated fund balance – about 0.3 percent of the General Fund.

Twelve percent of operating expenditures is a generally accepted benchmark for minimal reserves. The amount of reserves in the City's financial statement draws the attention of bond rating agencies. As the Commission is aware, Moody's Investor Service did lower the City's general obligation bond rating from Aa2 to Aa3 in the past year; the rate for non-general obligation borrowing is even lower. To begin addressing this critical need, the Proposed Budget provides for the following reserves as part of next year's budget:

- A \$1 million increase to \$3 million in Working Capital Reserve. I envision this reserve will ultimately be funded at 5 percent of the General Fund. The next steps of the plan provide for the following working capital reserve levels: \$6 million in FY 2006 and \$10 million in FY 2007 with 5 percent of expenditures thereafter. This "cash flow" amount is considered a reserve, as it is not intended to be tapped for operating purposes.
- A \$1 million appropriation to the Stabilization Reserve. This reserve would be used to smooth out drastic fluctuations in recurring expenses, especially non-discretionary expenses, such as pensions or insurance. This fund would receive an additional \$2 million in FY 2006 and an additional \$2 million in FY 2007. It is recommended that the Commission allocate half of any decrease in: 1) pension contributions, 2) actuarial insurance rate, or 3) debt service savings, to fund this reserve in future years until a 2 percent of expenditure level is achieved.
- A \$2 million appropriation for emergency reserves. This reserve would serve as a "rainy day" amount for non-recurring expenses. I recommend the reserve balance equal 5 percent of the General Fund. The next steps in the fiscal recovery plan would be to appropriate an additional \$4 million in FY 2006 and an additional \$4 million in FY 2007, plus all year-ending surpluses until the fund reaches 5 percent of expenditures.

These proposed amounts represent approximately 2 percent of the proposed General Fund budget for FY 2005. To ensure that these reserves are protected, I

am proposing an ordinance, which would allow appropriation from these reserves only by a super-majority (a majority plus one of the City Commission membership).

The following table shows reserve levels of selected cities.

**Unreserved General Fund Balance of  
Major Florida Municipalities  
(as of September 30, 2003)**

<u>City</u>	<u>Fund Balance</u>	<u>% of Budget</u>
Fort Lauderdale	\$ 875,000	>1
Hollywood	5,640,766	5
Coral Springs	16,406,549	27
Miami Beach	26,982,549	18
Tampa	42,050,000	26
Orlando	58,755,042	23
Miami	136,905,142	40

***B. Proposed \$1 million Appropriations for Contingencies***

My proposal for General Fund contingencies would continue at the \$1 million level, which is less than 0.5 percent of expenditures. That amount would be increased in each of the next two fiscal years by an additional \$1 million, until it reaches 1 percent of expenditures. The proposed contingency does not provide funds for any increase in salaries or benefits.

While I can foresee the need to create a Commissioners' Discretionary Fund in the future for worthwhile programs and initiatives, I have not provided one in this budget and would suggest that it not be created until FY 2008 when reserve requirements are fully funded.

***C. Proposed \$12.8 million Appropriations for Non-Discretionary Expenses***

***1. \$6.3 Million Insurance Fund Deficit***

As discussed earlier, the City's insurance operations not related to employee health care have a long-term liabilities shortfall. A three-year plan was approved by the Commission on July 7, 2004 to resolve this issue. Each fund was asked to contribute based upon its proportionate share of the liabilities and on a timetable that was feasible within its funding capabilities. Except for the General Fund, Central Region Wastewater Fund, and the Insurance Fund itself, all other funds are paying their share of the past deficit in FY 2004.

The General Fund portion of this plan for FY 2005 is \$5.4 million. That amount has been included in the Proposed Budget and the rates to the departments are based on their share of the liability. The plan calls for another \$5.4 million contribution in FY 2006 to fulfill the General Fund obligation. The breakdown and payment schedule by fund is shown as follows:

**Insurance Deficit Repayment Plan**

<u>Fund</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
General	\$ 0	\$5,404,000	\$5,422,002
CRA	35,739	0	0
Sanitation	311,819	0	0
Water & Sewer	1,380,072	0	0
Central Region	0	184,531	0
Parking	315,897	0	0
Airport	42,325	0	0
Stormwater	78,712	0	0
Insurance	0	45,254	0
Central Services	38,553	0	0
Vehicle Rental	27,087	0	0
ASD Garage	<u>2,093</u>	<u>0</u>	<u>0</u>
Total	<u>\$2,232,297</u>	<u>\$5,633,785</u>	<u>\$5,422,002</u>

For FY 2005, the partial payment of the insurance deficit, by insurance type, is as follows:

- Workers' Compensation, \$1,950,000;
- General Liability, \$600,000;
- Police Professional Liability, \$1,204,000; and
- Property Insurance, \$296,242.

In addition, the City will be paying its share of the employees' health self-insurance program in the amount of \$900,000.

**2. \$1.6 Million Insurance Increases for FY 2005**

The Proposed Budget also includes \$1.6 million in increased charges to adequately cover ongoing Insurance Fund costs. These include the following actuarially sound increases:

- Workers' Compensation, \$1,216,403;
- General Liability, \$164,737;
- Police Professional Liability, \$141,866;
- Property Insurance, \$64,242; and
- Other, \$12,752.

**3. \$5 Million Increase in City's Actuarially-Required Payments for Pension Plans**

The Proposed Budget includes an increase of \$5 million in contributions required to the City's two defined benefit pension plans. The total contributions of \$14 million for

general employees and \$16.4 million for fire and police will keep both plans actuarially sound.

#### **4. \$1.5 Million in Termination Pay**

In anticipation of employees who will be leaving City employment due to the DROP requirement, as well as for other unanticipated retirements, an additional \$1.5 million has been added for termination payouts.

### ***D. \$7 Million in Capital Improvements and Outlay***

#### **1. \$4 Million in Capital Improvements**

The Proposed Budget includes restoration of the appropriate level of General Fund contribution from \$0.8 million to \$4.8 million, which allows us to move forward with important capital improvements and accelerated capital program efforts as planned a few years ago. It is anticipated that this contribution will be leveraged through long-term borrowing to meet the capital needs of the City without hamstringing the budget in future years with excessive debt service. The City's debt ratios continue to be low relative to other governmental entities. Additional borrowing makes the necessity for increasing the reserves all the more important. The Commission will recall the vast majority of the CIP and ACIP was removed from the FY 2004 budget; further deferral is ill-advised.

#### **2. \$3 Million in Capital Outlay**

During this fiscal year, I took a hard stand against purchases of capital equipment, unless they were absolutely necessary. Purchases such as computer replacement, additional vehicles, and non-vehicular equipment can be deferred in the short-run; however, a base level of capital replacement is necessary to avoid a situation where equipment falls apart and must be replaced on an emergency basis. Systematic recapitalization is important and includes fire-rescue bunker gear, hose packs, mobile reporting equipment for the Police Department, purchase of personally assigned vehicles for police officers to complete the last phase of the program, and replacement of street light fixtures. Other major rehabilitation and maintenance work includes the painting of the Kinney Tunnel (\$85,000) and the painting/sandblasting of the beach wave wall (\$300,000).

The Proposed Budget includes the creation of a replacement program through the Central Services Fund for systematic replacement of computer hardware similar to our successful vehicle replacement program. The program will begin with \$400,000 in seed money. Virtually every city service relies heavily upon electronic data and communication that is only as good as the equipment and software being utilized. This investment is intended to keep the City in a confident position for database management and the technology tools necessary to serve the City's customers.

### **E. \$5.4 Million for Commission-Articulated Priorities**

During this fiscal year, the City Commission has indicated its priorities for additional expenditures through direct budget discussions, as well as deliberations on specific agenda items. As the impacts of the December Budget Reduction Plan became

evident during the year, perceptions changed regarding certain service levels that were to be curtailed, in the short-term, by resource constraints. The following increases in expenditures are included in this Proposed Budget to address these priorities:

- Enhanced professional procurement oversight for engineering and construction activities – 3 specialists in Administrative Services for engineering contracting, \$114,000, completely offset by revenue for a net cost of \$0;
- Restructured design and construction management – 9 positions, including 7 in a new Construction Management Division, as well as a public works director and secretary for \$778,000;
- Restoration of the NCIP, BCIP, and Special Assessment Programs – 2 positions for \$110,000;
- Establishment of a roving crew for neighborhood services small projects – 4 positions for a net cost of \$172,000;
- Restoration of the Accelerated Capital Improvement Program – 2 positions for a net cost of \$65,000;
- Creation of a transit planning capability – 1 transit planner for a net cost of \$50,000;
- Enhanced traffic design and neighborhood consultation capacity – 1 project engineer (traffic/transportation) for \$72,000;
- Additional constituent services support – 1 commission assistant for \$58,000;
- Additional allowance for Commission conference attendance for \$15,000;
- Enhanced code enforcement/lien processing capabilities – 1 assistant city attorney for \$110,000;
- Restored Economic Development function – a director and representative for \$170,000;
- Expanded budget development analysis and monitoring – 3 positions and consultant services for \$290,000;
- Creation of a credible historic preservation function – 2 planners for \$111,000;
- Expediting the Development Review Process and updating the Comprehensive Plan – 2 planners for a net cost of \$65,000;
- Articulation and monitoring of strategic vision – 1 strategic planning specialist for \$82,000;
- Implementation of the Downtown Master Plan for \$200,000;
- Updating the sign ordinance for \$10,000;
- Expediting the permitting process – 1 administrative assistant (ombudsman) for \$71,000;
- Providing additional code enforcement overtime for \$5,000;
- Developing and implementing an affordable housing strategy/program – 1 specialist and seed money for a study for \$370,000;
- Expanding the demolition program for a net cost of \$15,000;
- Promoting the marine industry and marine facility linkages – Marina Mile contribution for \$2,500;
- Restoring and continuing public safety aides (funded by amnesty fines in

FY 2004) for \$1,200,000;

- Restoring Engine 13 to adequate levels and reducing overtime – 8 firefighters for \$562,000, plus authorization for an additional 8 FTEs to be funded when further information is available on annexation; and,
- Continuing fire dispatch by the City (if not transferred to BSO) – 15 positions for \$800,000.

**F. \$468,500 for Public Safety Enhancements and Requirements**

Additional resources are provided in this Proposed Budget for public safety including the following:

- School crossing guards for \$51,000;
- Continuation of a Fire-Rescue storekeeper for procurement and distribution of supplies for \$54,000;
- 4 part-time police reserve officers for \$94,000;
- 1 police technical support analyst for mobile computer upgrade implementation for \$65,000;
- Traffic crash program and training for \$6,500;
- Required police training and certification for \$120,000; and
- Required fire training and certification for \$78,000.

**G. \$1 Million to Extend Services to Annex Areas**

A total of \$1 million has been included in this Proposed Budget for serving annexed areas. The election by Rock Island, Twin Lakes, and North Andrews Gardens will occur during this budget process. If the vote is to join Fort Lauderdale, the effective date would be September 15, 2005. The primary cost in next fiscal year would be the salary and benefits for new police officers that would need to be hired earlier in the fiscal year and trained for service beginning in September 2005. The Fire-Rescue Department budget includes the equivalent of 16 FTE's who would be recruited throughout the fiscal year so services can be provided on September 15<sup>th</sup>. The hiring schedule for those firefighters will be addressed when more information is known on annexation.

**H. \$977,000 for Enhanced Management and Analysis**

The following recommendations would improve the City's overall management and oversight:

- Deputy City Manager and executive secretary for \$249,000;
- Assistant to the City Manager and administrative aide in the City Manager's Office for \$149,000;
- Operating expenses for the above 4 positions for \$28,000;
- Consulting services and studies for zero-based budgeting and organization for \$250,000;

- City Engineer position within the General Fund for \$143,000;
- Information technology support for budget/program analysis and cost control – 1 technical report writer/compiler in Administrative Services for \$74,000;
- 1 data clerk for Building Maintenance work orders (currently, no clerical staff) for \$42,000; and
- 1 Clerk III for Building Maintenance in City Hall (currently, no clerical staff) for \$42,000.

**I. \$333,700 to Achieve Operational Efficiencies**

The Proposed Budget includes five items which would improve the operations and monitoring of municipal government. In general, these arose out of zero-based budgeting analysis and include:

- Staffing new parks – 3 recreation programmers and 1 parks maintenance worker for \$182,000;
- Creation of a park planning capacity – 1 park planner and initial work on a parks master plan for \$119,000;
- Expanding technology use – additional administrative services and information technology training for \$30,000; and
- Upgrading budget analytical capacities – schools and meetings for budget personnel for \$2,700.

**J. \$130,000 to Maintain Grant Commitments**

- City match for Bike Coordinator - \$17,000
- Funding of the Domestic Preparedness Coordinator and Secretary in Fire-Rescue that have been grant funded in the current fiscal year - \$113,000.

**Recommended Position Deletions**

Some of these proposed increases will be offset by deleting the following positions when they become vacant (DROP):

1 Code Enforcement Officer	\$59,000
1 Secretary III	\$48,000
1 Recreation Program Coordinator/Special Events	\$80,000
2 Park Rangers	\$66,000
1 Park Manager	\$85,000
1 Police Records Clerk	\$40,000
1 Police Sergeant	\$60,000

These reductions in vacant positions will require (a) realignment of code enforcement officer zones, (a) transfer responsibility for previously City-sponsored special events (e.g., Cajun and Blues festivals) to private promoters, (c) reduction of park patrolling

(within acceptable levels, necessitating re-prioritization), and (d) reduction (marginally) in police administrative overhead and expedited implementation of labor-saving technologies.

These are in addition to the deleted positions that occurred as a result of the December 16, 2003 budget amendment and the closing of the Fort Lauderdale Stadium Complex.

### **Proposed Resource Adjustments**

In FY 2004, the City took extraordinary strides in reducing expenditures including \$8 million in salary savings, reduction in overtime expenditures, reduced travel and capital outlay costs, the closing of City facilities (such as the jail and the trash transfer station), and the curtailing of City costs for the Stadium and the Air & Sea Show. In preparing the FY 2005 budget, we have attempted to continue this limit on spending while including only the most critical increases discussed earlier. Even with this effort at expenditure control, additional resources are necessary. The major resource adjustments recommended are as follows:

- ***Increase the Property Tax Millage to Provide Maximum Flexibility***

The current millage for City operating and debt service purposes is 5.7951 mills. The City's tax roll for FY 2005 is \$20.2 billion dollars or 12.9 percent higher than the final valuation for FY 2004 after adjustments by the Property Appraiser and the Value Adjustment Board. The proposed rate for operating purposes is 5.4319 or 24.8 percent above the rolled-back rate. This rate provides the maximum flexibility for the new City Manager and the City Commission to make adjustments.

***The Commission's only required action is to set the maximum millage by August 4. The tax levy may be lowered in September.***

The average homeowner who has owned their residence for a number of years and benefited from the restraints on valuation provided for in the State Constitution would pay \$124 more than in 2003. According to the County Property Appraiser, the average condominium owner (not necessarily benefiting from a homestead exemption) would pay an increase of \$301 in City property taxes; a similarly situated average single family homeowner would pay \$433 more.

Over the last ten years, the City's tax bill for the average homeowner with homestead exemption has increased 11 percent. This is barely a 1 percent increase per year. Broward County with a millage that is currently 27 percent higher than the City's has gone up 3 percent (over ten years) for the same category of homeowner, and the School Board, with a millage 56 percent higher than the City's, has gone up 2 percent.

Taxing entities levying against properties in Fort Lauderdale with lower millage have charged a tax bill that has increased greater than the City's over the ten year period and include the Water Management District's increasing by 36



percent, the Florida Inland Navigation District by 22 percent, the North Broward Hospital District by 30 percent, and the Children's Services Council by 37 percent over a four-year period.

Currently, the City of Fort Lauderdale's portion of a residential tax bill is approximately 22 percent. With the increase proposed, that amount would increase to about 26 percent depending upon how other taxing entities set their millage.

- ***Set the Fire Non-Ad Valorem Fee to Recover 100% of Fire Costs***

The City has levied a fee for fire services since 1999. Previous fees have recovered only a fraction of the cost for services delivered by the Fire-Rescue Department that are not related to emergency medical services. The current fee recovers approximately 50 percent of fire protection and suppression costs. The proposed fee would recover 100 percent of the costs with a per residential unit charge going from \$63 annually to \$119 annually. Commercial properties are charged based upon square footage. I propose that governmental own property be levied the 100 percent fee. For nonprofit agencies, I suggest that a 50 percent recovery level would be appropriate; striking a balance between their contribution to the community and the city's cost to provide these services. Including these properties could generate \$1,300,000 that would otherwise have to be recouped from the property tax.

- ***Increase Water and Sewer Rates by 6%***

The City has traditionally made an annual adjustment in these utility rates to ensure that operating and debt service costs are covered and to avoid significant increases in any one year. The utilities are paying their share of the insurance fund deficit in the current year and continue to implement the Waterworks 2011 capital improvement program that is funded in part by revenue bonds requiring certain revenue coverage. The average customer would pay \$3.36 more per month.

- ***Increase Stormwater Rates by 6%***

To cover increasing costs related to stormwater management, including its share of insurance costs, the budget proposes a 6 percent increase in the rates. Residential customers will be charged \$2.62 per month compared to \$2.47 currently.

- ***Increase Parks and Recreation User Fees by 10 to 15%***

The City Commission does not set fair user charges for parks and recreation programs, leaving it to the department's discretion. However, the Commission should be apprised that increases in such fees (estimated to be approximately \$450,000) have been taken into consideration as revenue to reduce reliance on property taxes in this budget. The Proposed Budget assumes an overall increase in fees charged to users of City parks and recreation facilities. User fees have not increased in the past to keep pace with the increase in the cost of

services and currently, the Recreation Division only covers about one-third of its cost through user fees.

- ***Increase Occupational License Fees by 5%***

The occupational license fee was last increased in 1997. By law, the City may increase that fee by 5 percent, and I am proposing these fees be increased to the extent allowable by Florida Statute.

### **Compensation**

The City has declared impasse in its current negotiating process with three City unions. The fourth union -- representing Police Captains -- is proceeding with negotiating the unit's first contract. Representation elections for the professional and supervisory personnel as well as general employees are expected to occur in the near future. This Proposed Budget provides for the continued City support for actuarially sound pension plans for full-time, permanent employees and defined contribution plans.

The Proposed Budget does not include any salary savings that would require furlough days to be taken in FY2005. Any other changes in compensation will be subject to the collective bargaining process.

As noted in last year's budget message, the City provided salary increases over the last five years that exceeded the consumer price index. In the current year, all employees were subject to six furlough days and received no cost of living adjustment.

The Proposed Budget also does not include any funds for salary or benefit increases for employees. The budget does include an estimated amount for merit pay increases for all employees who are deemed eligible after an annual performance appraisal.

### **Conclusion**

The past nine months have been challenging ones for me personally and professionally. I have gained an appreciation for the complex financial problems facing our City and the boundless opportunities that await us. I hope that I have contributed to a brighter future and one that is fiscally stronger for the City.

I thank the Mayor and Commission, as well as my colleagues in the administration of the City and concerned residents who have contributed to the deliberations and the improvements of the past year. As I transition back to my life in Imperial Point as a resident and taxpayer, I am more confident of the City's foundation as we prepare for a new City Manager. The Commission has shown fiscal discipline in approving the significant budget adjustments in the current year and cautious restraint in the use of contingencies. I have prepared this budget with the objective of providing realistic projections and flexibility to the new City Manager.

The financial rehabilitation of Fort Lauderdale is far from complete. We have taken major steps on a three-year road to fiscal stability. The Commission, the new City Manager and City employees will continue to be confronted with fiscal realities that will require financial discipline as you work to resolve identified issues and face unforeseen challenges.

The budget I have proposed will provide a stable basis and flexible framework for the future, which will form the new paradigm of a leaner, more efficient City of Fort Lauderdale workforce. Yes, there is light at the end of the tunnel, but it should not blind us to the fact that there is still a lean year or two before we will benefit from the shared sacrifices we have made and are currently making.

The public hearing dates recommended for the review of this budget are the regular meeting dates for Commission meetings of September 8th and 21st. The Proposed Budget will be presented to the Budget Advisory Board for its comments and suggestions, as well as any citizen group that would like to discuss these recommendations.

I will be available as needed to assist the new City Manager and the Commission to the conclusion of this budget process.

Sincerely,

  
Alan A. Silva  
Acting City Manager

**CHANGES FROM JULY**

The City's budget does change from July to the public hearings based upon revised revenue and expenditure projections as well as City Commission policy decisions. The proposed budget as described in the Budget Message was based upon actual receipts and expenditures through the end of June 2004. 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 Budget Message on the previous pages was presented on July 20, 2004. In August, a new City Manager was hired. Based on his review of the Budget Message the following changes were presented and adopted on September 21, 2004:

**Cuts -**

- Economic Development Director	\$ 104,199
- Economic Development Representative	65,778
- Consulting Services (Housing Study)	300,000
- Administrative Aide	58,751
- Deputy City Manager	185,513
- Master Plan (Add 1 Park Planner)	119,385
- Bike Coordinator	16,800
- Downtown Master Plan Implementation	200,000
- Historic Preservation Planner	111,392
- Administrative Assistant II	70,736
- Strategic Planning Specialist	82,120
- Transit Planner	50,000
- Insurance bailout plan from 2 years to 3 years	1,800,000
- Emergency Reserve (reduced \$1 million from \$2 million)	1,000,000
- Annexation	650,000
- Capital Improvements (from \$4 million to \$3.5 million)	500,000
- Capital Outlay (from \$3 million to \$2.4 million)	625,517
- Technical Report Writer	73,500
- Planner II	70,000
- Public Works Director (Double entry – counted in reorganization)	<u>115,000</u>
Total	\$6,198,691

**Adds-**

- Secretary III (Economic Development)	\$ 47,834
- Secretary (CMO - additional)	50,000
- Collective Bargaining	1,000,000
- 6 Police positions	560,000
- 1 Police Records Clerk	<u>40,000</u>
Total	\$1,697,834

Total adopted spending reduction (Cuts minus Adds) \$4,500,857

Total adopted revenue additions (fire assessment fee from \$63 to \$94) 3,940,362

**Total dollar reduction to mill rate \$8,441,219**

The changes made as a result of the public hearings result in the following reduction of the adopted millage for the City.

Original Proposed Total Millage from July 20, 2004	6.2098
Additional Saving	<u>(.4400)</u>
Adopted Total Millage	5.7698

The proposed millage of 6.2098 is .4147 mills greater than the 5.7951 millage presented in the Budget Message. During the Budget Message Hearing on July 20, 2004, the Commission proposed, for Truth in Millage purposes, to set the millage at a level to allow for no increase in the fire assessment fee.

At the September 21, 2004 meeting, the City Commission also adopted the following reorganized structure and appropriation level for the City departments.

<b>General Fund Appropriations by Department:</b>	<b>Proposed</b>	<b>Approved</b>
Administrative Services	\$ 7,376,581	-
Building Department	-	10,084,436
Business Enterprises	-	5,229,661
City Attorney	2,822,406	2,822,406
City Clerk	1,279,980	1,279,980
City Commission	306,958	306,958
City Manager	3,313,352	1,745,936
Community and Economic Development	6,059,598	-
Economic Development	-	1,099,972
Finance	4,322,364	3,625,850
Fire-Rescue	49,459,127	49,459,127
Human Resources	2,432,463	2,432,463
Information Systems	-	4,549,962
Office of Management and Budget	-	1,212,077
Office of Professional Standards	455,146	455,146
Parking and Fleet*	-	-
Parks and Recreation	28,182,863	24,895,506
Planning and Zoning	-	2,903,353
Police	77,058,949	77,058,949
Procurement	-	980,621
Public Information	-	2,197,472
Public Services	25,060,025	-
Public Works	-	15,789,937
Other General Government	10,981,371	10,981,371
<b>Total Appropriations for Operating Expenditures</b>	<b>\$ <u>219,111,183</u></b>	<b><u>219,111,183</u></b>

\*Parking and Fleet Department has no General Fund appropriation and its funding is derived from enterprise and internal service funds.

**GENERAL FUND**

Overall, the General Fund revenue projection, including all sources, is an increase of \$29.9 million or 13.9% over the adopted FY 2003/2004 budget. The following table summarizes the revenue picture:

**Table 1. Revenue Summary**

<b><u>Resources Available</u></b>	<b><u>FY 2003/2004 Adopted Budget</u></b>	<b><u>FY 2003/2004 Estimated Actual</u></b>	<b><u>FY 2004/2005 Adopted Budget</u></b>
Ad Valorem Taxes – Operating	\$ 84,447,731	84,470,000	103,858,669
Ad Valorem Taxes – Debt	6,449,968	6,387,000	6,990,459
Franchise Fees	12,750,000	13,783,200	13,800,400
Utility Taxes	37,164,000	33,614,000	34,049,176
Licenses & Permits	8,675,438	10,138,700	10,955,700
Intergovernmental	15,350,000	16,574,055	16,843,545
Charges for Services	17,751,963	16,848,023	16,746,927
Fines & Forfeitures	2,642,200	4,075,076	2,371,000
Miscellaneous:			
Interest	455,700	359,314	368,500
Leases/Rents	2,078,926	2,271,364	2,388,933
Special Assessments	8,725,000	8,872,925	12,996,833
Other Miscellaneous	17,382,993	17,315,739	18,191,166
Non-Revenues:			
Working Capital Reserve	-	-	1,509,477
Prior Year Balance	86,330	875,122	3,000,000
Transfers	1,169,372	1,038,971	990,062
<b>Total Resources Available</b>	<b>\$ 215,129,621</b>	<b>216,623,489</b>	<b>245,060,847</b>

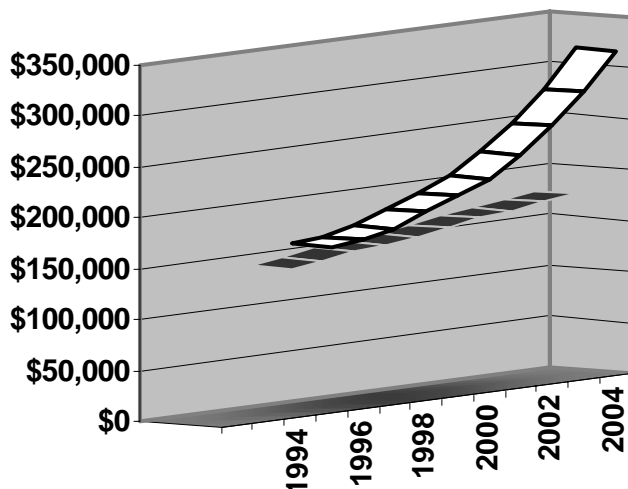
**Ad Valorem Taxes** – The adopted ad valorem or property tax millage for operating purposes is 5.4066 compared to the previous operating millage of 4.8288. In addition to the property tax levied for operating purposes, property taxes also include a separate debt levy which is used to pay debt service 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 \$3,728,588 in FY 2004/2005 which will require a levy of \$4,008,231 and a millage of 0.2082, compared to the previous millage of 0.2194. The 1997 bond issue, which was refunded in 2002, requires a debt service payment in FY 2004/2005 of \$2,982,228, and requires a levy of \$2,974,728 and a millage of 0.1550

compared to the previous millage of 0.1488. The combined millage for operating and debt service for FY 2004/2005 is 5.7698, which amounts to an 11.0% increase in the rate.

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 4.3523, the adopted operating rate is a 24.2% increase. The increase in the total rate is 23.19% over rolled-back. The "Save Our Homes" (SOH) State Constitutional amendment limits the increase in assessed value to the Consumer Price Index. For this year, the limit is 1.90%. 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 2003 tax roll for single-family dwellings divided by the number of parcels.

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 \$6,825,849.

**Comparison of Property Value With/Without Homestead Exemption**



95% Increase in Assessed Property Value without Homestead and SOH.

26% Increase in Assessed Property Value with Homestead and SOH Cap.

- Taxable Value w/ Homestead & SOH Cap
- Taxable Value w/o Homestead or SOH Cap

The impact of the adopted City millage on the average homeowner is complicated by the Florida Constitution that provides for a limit on the assessed value of property that receives a homestead exemption. The Constitutional Amendment, "Save Our Homes", limits the increase in assessed value for those properties to the lesser of 3.0% or the year-over-year consumer price index change. For calendar year 2004, the limit is 1.9%. Homes that have had homestead since the beginning of the program reflect an assessed value that has been

restricted since 1995 as demonstrated in the previous graphic. Therefore, there are great disparities for similar properties that may have the same market value but drastically different assessed values as described below.

- A property that has enjoyed the benefits of the assessed value limit since 1995 with and without homestead exemption. The one with homestead would pay \$150.57 more in City taxes in FY 2005 compared to FY 2004. The same property without homestead would pay \$289.41 more.
- The Property Appraiser estimates that the market value of the average condominium in Fort Lauderdale is \$227,992. A condominium with homestead exemption would pay \$169.37 more in FY 2005 compared to a non-homesteaded condominium, which would have an increased City tax bill of \$325.69.
- A similar comparison to the condominium above is provided for the average single family home estimated with a market value of \$327,881. The one with homestead would pay \$236.26 more next year compared to \$454.80 without homestead.

Market value is the estimated price that a home would sell for in the real estate market. The Property Appraiser's Office establishes the assessed value that generally lags behind the market values at any point in time. For homesteaded properties, the assessed value is limited by the State Constitution. The taxable value includes consideration of any exemption including homestead at \$25,000 that is subtracted from the assessed value amount.

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, 2004 and have a combined household gross adjusted income of no more than \$22,096.

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

**Table 2. Adopted Operating Millage Rates for FY 2004/2005**

<u>Jurisdiction</u>	<u>Millage</u>	<u>Percentage</u>
Broward County Schools	8.2695	33.7%
Broward County	7.0230	28.6%
<b>Fort Lauderdale</b>	<b>5.4066</b>	<b>22.0%</b>
North Broward Hospital	2.4803	10.1%
S. Florida Water Mgmt.	0.6970	2.8%
Children Services	0.4231	1.7%
Hillsboro Inlet District	0.1845	0.8%
Florida Inland Navigation	<u>0.0385</u>	<u>0.2%</u>
	24.5225	100.0%



**Table 3. Broward County Cities - Population and FY 2004/2005 Millage Rates**

<u>City</u>	<u>Population</u>	<u>Rank</u>	<b>Operating</b>	
			<u>Millage</u>	<u>Rank</u>
Pembroke Park	6,566	26	8.5000	1
Sea Ranch Lakes	727	29	6.9500	2
Hollywood	142,576	3	6.9163	3
Miramar	95,921	5	6.7700	4
Margate	54,070	14	6.7611	5
Hallandale Beach	34,908	17	6.5456	6
Dania	27,270	21	6.3900	7
Wilton Manors	12,414	23	6.3813	8
Deerfield Beach	64,748	10	6.2623	9
Sunrise	87,489	6	6.2240	10
Lauderdale Lakes	31,601	19	6.0435	11
Lauderhill	57,839	12	6.0200	12
Tamarac	56,881	13	5.9999	13
Oakland Park	31,738	18	5.8868	14
Cooper City	28,600	20	5.6870	15
North Lauderdale	33,449	16	5.6792	16
<b>FORT LAUDERDALE</b>	<b>169,039</b>	<b>1</b>	<b>5.4066</b>	<b>17</b>
Lazy Lake Village	38	30	5.3994	18
Coconut Creek	47,471	15	5.3408	19
Davie	79,757	9	5.1086	20
Lauderdale-by-the Sea	6,243	27	4.7000	21
Pembroke Pines	147,753	2	4.5990	22
Plantation	83,968	8	4.3500	23
Pompano Beach	86,282	7	4.1111	24
Parkland	18,312	22	4.1000	25
Coral Springs	124,162	4	3.8715	26
Lighthouse Point	10,836	24	3.5746	27
Hillsboro Beach	2,217	28	3.2358	28
Southwest Ranches	7,415	25	3.0000	29
Weston	59,314	11	1.5235	30

**Table 4. FY 2004/2005 Operating Millage Rates As Adopted Per \$1,000  
Of Taxable Value For Selected Florida Cities**

Jacksonville*	9.6879
Miami	8.7163
Miami Beach	7.4250
Hialeah	7.1000
St. Petersburg	7.0900
Hollywood	6.9163
Tampa	6.5390
Clearwater	5.7530
Orlando	5.6916
<b>Fort Lauderdale</b>	<b>5.4066</b>
Gainesville	4.9416
Pembroke Pines	4.5990
Coral Springs	3.8715
Tallahassee**	3.7000

\*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 \$13,300,200 of the \$13,800,400 adopted, remits 6.0% 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 2004/2005 reflects a minor increase from the current year's estimated actual due to the slow economy.

Utility Taxes - The City levies a 10.0% 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 49.0% of the adopted revenue based upon estimates from the Florida Department of Revenue. FPL comprises 40.0% of the total. Water utility taxes are anticipated to increase due to the water rate increase.

Charges for Services - This is associated with revenue received from users of specific services, including fees for police, building inspections, planning, and docks as well as parks and recreation. This category is decreasing by \$1,000,000 due primarily to the reduction in police alarm registration and 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. This area has continued to grow and this year's budget reflects a \$2,300,000 increase over the FY 2003/2004 revised budget.

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 increasing by \$1,500,000 due to higher estimates for the half cent sales tax.

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. It has declined by \$300,000 due to retraining of City staff necessitated by the layoff/bumping process that occurred. 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 not yet rebounded from the previous year's decline and so this category shows a \$90,000 overall reduction. The fire assessment, which appears as a non-ad valorem charge on the tax bill, is increasing from \$63 per household to \$94 per residential unit. The City will recover approximately 75.0% of its fire suppression expenses under this financing plan versus the 50.0% levied in the past.

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. It is budgeted at \$3,000,000 in FY 2005. The FY 2002/2003 fund balance carryforward of \$875,000 differs from the budgeted amount of \$86,330, due to the expenditure savings in FY 2003 related to the hiring freeze and other budget savings measures.

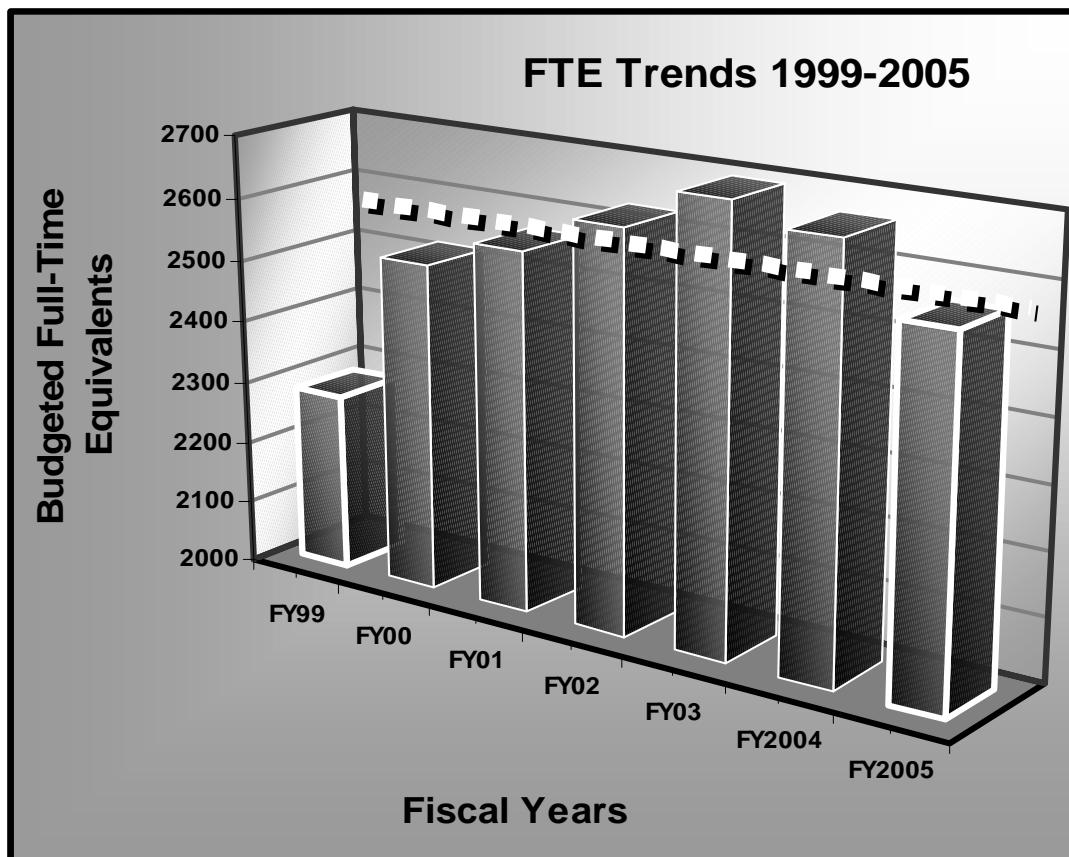
**GENERAL FUND****Table 5. Expenditure Summary By Department**

<b>Resources Allocated</b>	<b>FY 2003/2004 Adopted Budget</b>	<b>FY 2003/2004 Estimated Actual*</b>	<b>FY 2004/2005 Adopted Budget</b>
Administrative Services	\$ 8,979,958	8,143,348	-
Building Department	-	-	10,084,436
Business Enterprises	-	-	5,229,661
City Attorney	2,476,363	2,439,096	2,822,406
City Clerk	931,240	895,309	1,279,980
City Commission	290,841	260,316	306,958
City Manager	2,786,958	2,707,977	1,745,936
Economic Development	6,257,768	6,020,641	1,099,972
Finance	3,656,261	3,577,747	3,625,850
Fire-Rescue	44,814,437	44,248,428	49,459,127
Human Resources	-	701,236	2,432,463
Information Systems	-	-	4,549,962
Office of Management and Budget	-	-	1,212,077
Office of Professional Standards	488,669	428,941	455,146
Parks and Recreation	26,565,199	26,958,626	24,895,506
Planning and Zoning	-	-	2,903,353
Police	73,897,920	71,355,953	77,058,949
Procurement	-	-	980,621
Public Information	-	-	2,197,472
Public Services	21,230,884	20,773,411	-
Public Works	-	-	15,789,937
Other General Government	3,838,967	7,592,842	10,981,371
Debt Service	514,783	514,833	-
Contingencies	1,000,000	-	1,000,000
Transfers Out	15,399,373	15,495,307	19,925,361
Working Capital Reserve	2,000,000	3,000,000	3,000,000
Stabilization Account	-	-	1,000,000
Emergency Reserve	-	-	1,000,000
Year End Balance	-	1,509,478	24,303
<b>Total Resources Allocated</b>	<b>\$ 215,129,621</b>	<b>216,623,489</b>	<b>245,060,847</b>

\*Actual expenditures include projections for spending against prior year encumbrances which are not included in the original budget.

### CITY OF FORT LAUDERDALE STAFFING LEVELS

The number of full-time equivalent (FTE) positions is a primary factor in determining the adopted budget. The authorized staffing level for FY 2005 is 2,565.95 FTE positions. This is approximately the same level as authorized five years earlier in FY 2000 of 2,524.70.



Program highlights are listed below. Please note that when costs are given for new positions, the figure includes salary, benefits, capital equipment, and/or operating expenses, as needed.

Administrative Services – This department has been disbanded and reorganized as follows: the Administration, Central Services, and Print Center divisions are now part of the Business Enterprises Department; Records Management is now part of the Public Information Department; and the divisions of Information Technology, Human Resources, and Parking and Fleet are now separate departments.

Building Department – This new department is comprised of the Construction Services function of the former Public Services Department and the Community Inspections function of the former Community and Economic Development Department.

Business Enterprises – This newly formed department consists of part of the Administration and Print and Copy Center areas of the former Administrative Services Department, the Executive Airport and Marine Facilities from the former Community and Economic Development Department, as well as the Fort Lauderdale Aquatic Complex, War Memorial Auditorium, and the Cemeteries function from the Parks and Recreation Department.

City Attorney's Office – The adopted budget includes funding for a new Assistant City Attorney III for \$108,570, due to additional workload responsibilities.

City Clerk – Due to the Fire Safety bond elections in November, \$210,000 was added to cover those costs, along with \$65,000 for an agenda software package, and \$40,000 to address the need to digitize historical records. An additional Commission Assistant III position was also added for \$58,000.

City Manager – The budget establishes an Office of Administration by adding an Assistant to the City Manager, a Secretary and an Executive Secretary, for a total operating cost of \$205,000. The following functions/divisions were transferred to new departments as follows: Citizen Services and Public Information were transferred to the Public Information Department; Community Redevelopment Agency to Economic Development; and Internal Audit to the Office of Management and Budget.

Economic Development – This is the former Community and Economic Development Department. Community Inspections has been reorganized into the new Building Department. Marine Facilities and the Executive Airport are part of the new Business Enterprises Department. Community Planning and Community Development are now part of the new Planning and Zoning Department. A Deputy Director, Administrative Aide, Economic Development Representative, Clerk III, and a Planner II have been deleted.

Finance – The Research and Budget Division has been transferred to the Office of Management and Budget.

Fire-Rescue – A portion of the grant funding for the existing Domestic Coordinator and Secretary ended September 30, 2004. Therefore, \$167,000 has been added to the General Fund to continue these positions, and \$54,000 for an existing Storekeeper was transferred from Administrative Services. The 16 firefighter/paramedic positions, deleted as a result of the December 16, 2003 budget amendment, have been restored. However, 8 positions are frozen, leaving a budget of \$562,000 to fund operations for the other 8 positions. The December 16<sup>th</sup> amendment also assumed Fire Dispatch would be handled by the Broward Sheriff's Office. However, this budget includes \$800,000 since those negotiations did not materialize. Fire inspection technology has been enhanced with the addition of mobile electronic hand held units for \$80,000, which is completely offset by a technology trust fund.

Human Resources – This is a new department that began at the end of FY03/04. It previously was a division in the Administrative Services Department.

Information Systems – This new department was a function of the former Administrative Services Department.

Office of Management and Budget – This new department consists of the former Internal Audit Division of the City Manager's Office and the former Research and Budget Division of the Finance Department. A Senior Financial Analyst, a Senior Management Analyst, and a Secretary I have been added for a total of \$265,000 plus another \$25,000 for consultant studies to enhance fiscal monitoring and business practice evaluations.

Office of Professional Standards – The adopted budget continues the existing operation.

Parks and Recreation – A Parks Maintenance position along with 3 Recreation Programmer positions, deleted in the December 16, 2003 budget amendment, have been restored for \$182,000. Two other Recreation Programmers and three Maintenance Workers have been added for Riverland Park for a total of \$415,000. To offset some of these increases, a Recreation Program Coordinator, a Park Manager, and 2 Park Rangers have been deleted for a total reduction of \$231,000 for the 4 positions. User fees have been increased 10-17% for additional revenue of \$635,000.

Planning and Zoning – The functions of this new department previously were housed in the former Public Services Department. It also includes the Community Development section of the former Community and Economic Development Department. Two Planner II positions have been added for a total of \$115,000, offset by \$50,000 in additional revenue. Completion of the sign ordinance revisions are included for \$10,000.

Police – The budget restores \$1 million in funding for 24 Public Safety Aides, cut as a result of the December 16, 2003 budget amendment. The level will be maintained at 49 positions. The budget also restores \$94,000 for 2 Police Reserve FTE's. A Technical Support Analyst has been added for \$65,000 along with a Police Records Clerk for \$40,000. Other additions include \$25,500 for an Internal Affairs security upgrade and \$29,000 for storage video/digital processing. To offset some of these increases, a Sergeant has been deleted for a reduction of \$60,000. In anticipation of annexations to occur at the end of FY04/05, \$350,000 has been added to cover personnel-related expenses for 7 additional Police Officers and Public Safety Aides.

Procurement – This was previously a division of the former Administrative Services Department. Two Procurement Specialist II positions and a Procurement Specialist I have been authorized for support of the increased workload of engineering. The department has an appropriation of \$114,000 for positions to be added as engineering projects are initiated. The cost of the positions will be completely offset by revenue from engineering projects.

Public Information – This new department is comprised of the Public Information division and Citizen Services function from the former City Manager's Office. It also includes Records Management from the former Administrative Services Department.

Public Works – This new department replaces the former Public Services Department and consists of Engineering and Maintenance, as well as enterprise funds functions. A Public Works Director, a Secretary III and a new Construction Management Team (consisting of a Construction Management Chief, an Administrative Assistant, an Administrative Aide, 2 Inspectors, and 2 Architecture/Engineers) have been added for \$778,000. For Engineering, an existing City Engineer has been transferred into the General Fund for \$143,000. An Engineering Technician, and an Administrative Assistant I have been added based on restoring

funding for Neighborhood Capital Improvement Program (NCIP) and Business Capital Improvement Plan (BCIP) for \$110,000 and an Architect and an Architectural Assistant are included for \$131,000 based on restoring funding for the Accelerated CIP, as well as a Project Engineer for traffic/transportation for \$72,000. In Facilities Maintenance, a roving crew consisting of a Construction Worker III, 2 Construction Worker II, and 1 Construction Worker I was approved to work on NCIP/BCIP projects for \$343,000. A Data Control Clerk and a Clerk III are included for a total of \$84,000.

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 budget has funding for Area Agency on Aging (\$37,050), Family Central (\$38,000), and Sister Cities Program (\$19,000). A plan to establish a citywide computer replacement plan is funded here for \$394,000, along with \$250,000 for anticipated consulting fees for a best practices/performance based budgeting study. Due to union negotiations, \$1,000,000 has also been included.

**Table 6. General Fund Transfers**

	FY 2003/2004 Adopted Budget	FY 2003/2004 Estimated Actual	FY 2004/2005 Adopted Budget
<b>TRANSFERS IN</b>			
CRA	\$ 606,372	520,292	829,128
Law Enforcement Trust	-	168,679	160,934
General Insurance	-	92,000	-
Parking	425,000	-	-
Vehicle Rental	138,000	258,000	-
<b>Total Transfers In</b>	<u>\$ 1,169,372</u>	<u>1,038,971</u>	<u>990,062</u>
<b>TRANSFERS OUT</b>			
CRA	\$ 1,706,627	1,706,627	2,006,627
Miscellaneous Grants	-	186,763	112,238
General Obligation Bonds	6,449,968	6,444,707	6,825,849
Sunshine State	2,287,718	2,287,718	2,287,718
Excise Tax Bonds	2,773,463	2,273,463	1,487,941
General Capital Projects	806,320	938,810	4,306,000
Parking	-	127,129	127,129
Central Services	-	29,157	29,157
Vehicle Rental	125,277	250,933	125,277
Transfer to FIFC	1,259,000	1,250,000	2,617,425
<b>Total Transfers Out</b>	<u>\$ 15,408,373</u>	<u>15,495,307</u>	<u>19,925,361</u>

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, grant matching funds, and reserve funding.

Contingencies – The purpose of contingencies is to provide funding for unanticipated demands after budget adoption. The adopted amount is \$1,000,000.

Year-End Balance/Reserves – The City has traditionally appropriated all identified resources for service delivery except for working capital reserve. For FY 2004/2005 this is budgeted at \$3,000,000. This represents a \$1,000,000 increase over the FY 2003/2004 adopted operating budget. In addition, the City created a stabilization reserve of \$600,000 in FY 2003/2004, which is budgeted to increase by \$1,000,000 in FY 2004/2005. An emergency reserve account of \$1,000,000 has also been budgeted. These reserves are budgeted as part of a three-year plan to re-establish a prudent level of fiscal stability.

### SANITATION FUND

The Sanitation Fund provides the City with residential household garbage and yard waste collection, lot clearing, canal cleaning, 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. These service levels continue to work well with our existing customers.

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, and continues to be financed with the 6.0% rate increase approved by the City Commission for this purpose in April 1995.

FY 2004/2005 adopted budget for Sanitation Fund is \$20,355,498, which is a \$779,473 decrease over the FY 2003/2004 budget. This decrease was managed through the closing of the Trash Transfer Station and additional revenue from the Resource Recovery System. With these operational changes, the City will maintain its compliance with the covenants of the Sanitation Revenue Bonds, which require the net revenues to be at least equal to 135.0% of the principal and interest requirements for each fiscal year. There is no sanitation rate increase for FY 2004/2005.

### 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 2004/2005 operating budget for the Water and Sewer Fund is \$56,140,013, which is an increase of \$3.9 million over the FY 2003/2004 adopted budget. The Water and Sewer Master Plan Program is entering its fourth year with the first sewer projects online last fall. The WaterWorks 2011 plan calls for an inflationary (approximately 2.5 %) rate increase every year

for operating budget increases. The plan (as submitted to the bonding agencies) calls for an additional 2.5% this year specifically for capital funding and debt service. This fiscal year has seen an additional \$1.38 million spent on paying off a deficit to the insurance funds as well as an additional \$412,000 to more accurately cover current insurance funding needs. These insurance payments require an additional 1.0% rate increase (for a total of 6%) to insure the financial stability of the program.

The impact of a 6.0% rate increase on a residential customer using 10,000 gallons of water monthly amounts to \$3.36 illustrated as follows:

6.0% 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	\$ 3.18	\$ 3.37	\$ 0.19
Water Commodity			
0-3,000 gals	1.04	1.10	0.06
4-7,000	1.79	1.90	0.11
> 8,000	2.64	2.80	0.16
Sewer Fixed Charge	3.71	3.93	0.22
Sewer Commodity			
0-3,000 gals	2.42	2.57	0.15
> 4,000	3.35	3.55	0.20

6.0% 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	\$21.38	\$22.67	\$ 1.29
Sewer Charge	<u>34.42</u>	<u>36.49</u>	<u>2.07</u>
Total	\$55.80	\$59.16	\$ 3.36

CENTRAL REGIONAL WASTEWATER SYSTEM FUND

The City of Fort Lauderdale, through Large User Agreements, operates the Central Regional Wastewater System 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 2004/2005 operating budget for the Central Regional Wastewater System is \$9,801,626, an increase of \$609,575 over the FY 2003/2004 budget. A meeting of the Wastewater Large Users Committee was held in August to set recommended rates for FY 2004/2005. The Regional Advisory Board, as established by City code, serves in an advisory capacity to the City Commission and the Central Wastewater Region for the purpose of making

recommendations to each regarding rates and modifications to wastewater facilities. At the meeting, the Regional Advisory Board was presented with an update of the finances of the Central Wastewater Region, and has endorsed a recommended rate for FY 2004/2005 of \$0.76 per 1,000 gallons.

### STORMWATER MANAGEMENT SYSTEM FUND

The revenues collected for the City's Stormwater Management Program 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 2004/2005 Stormwater operating budget is \$2,557,293, which is a \$48,283 increase from the FY 2003/2004 adopted budget.

We have been spending down the reserves in the Stormwater Fund for capital projects and therefore are adopting a 6.0% 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 \$2.62 per month (\$0.15 per month increase).
- Commercial and industrial properties as well as multifamily residential with four units or more will be billed \$26.63 per acre per month (\$1.51 per acre per month increase).
- Property with low runoff characteristics, such as vacant land, parks and wellfields will be billed \$8.44 per acre per month (\$0.48 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 2004/2005 Parking Services operating budget is \$8,669,413, an increase of \$652,223 from the FY 2003/2004 adopted budget. The Parking Enforcement component of the Parking Fund has resided in the Police Department budget since FY 2003/2004, but is part of the total Parking Services operating budget listed above. The FY 2004/2005 Parking Enforcement operating budget is \$1,452,723.

Citation revenues from the first year Parking Enforcement was with the Fort Lauderdale Police Department, were \$2,833,057 (an increase of \$796,365 over the previous fiscal year). Revenues for FY 2003/2004 were \$2,506,838.

Parking Enforcement revenues were adversely affected by the City's budget problems that resulted in a number of Parking Enforcement Specialists being displaced by other employees in the bumping process. This action resulted in the need for training new individuals, which meant fewer enforcement persons on duty. In addition, the Parking Enforcement Specialists were

called on for special duty during the hurricanes that affected the City this season. It is expected in the upcoming fiscal year as new employees become more efficient in their position and knowledge, that ticket revenue will rise accordingly.

To provide more convenience in cashless parking, the Parking Services division implemented a prepaid parking card for its Duncan single-space meters in FY03/04. The card is a re-loadable card similar to a gift card that can be purchased in \$25 increments of prepaid parking. In the first quarter of FY04/05, Parking will replace the remaining 600 meters that do not accept these cards with card-slotted meters, thereby allowing the use of these cards in all single-space meters in the City. Parking is also negotiating with the single-space and multi-space meter vendors to create a universal parking card that can be used in every meter in the City's system, regardless of the manufacturer. This program complements the successful launch of the Smart Park in-car meter technology, which was implemented in February 2004 to replace the obsolete AutoParq in-car meter.

Due to the aging and obsolescence of the multi-space meters in the Las Olas Intracoastal Lot (Birch) and on Las Olas Boulevard, this year's budget includes \$312,000 to replace the 26 Parkeon meters with solar-powered meters that accept coins, bills, credit cards, and parking cards. The new meters will provide customers with the widest range of payment options available currently and reduce the probability of meters being offline because parts are no longer available.

A major renovation of the City Park Garage and the City Park Garage Mall area is underway. This work commenced on September 30, 2002 and the first two phases should be completed before calendar year ending 2004. The replacement of the four hydraulic elevators, the façade renovation, power washing of the exterior of the garage, and upgraded lighting along the garage's border on SE 2nd Street, including the through tunnel, will commence in FY04/05, significantly improving the aesthetics of the garage exterior. Also in progress is project work to bring the City's parking facilities into ADA compliance with re-striping parking stalls, improving or replacing sidewalks, and replacing signage.

#### AIRPORT FUND

The Executive Airport Division of the Business Enterprises Department develops, operates and promotes Fort Lauderdale Executive Airport and Industrial Airpark, the Downtown Helistop, 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 2004/2005 Airport operating budget is \$5,156,811, which is an increase over the FY 2003/2004 adopted budget of \$671,484.

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. Five Fixed Base Operators provide a full spectrum of services, including fueling, avionics, maintenance, charters, aircraft sales and leasing, and air ambulance. Jet fuel accounted for 88.0% of the 11.1 million gallons of fuel pumped at the Airport in 2003. The total gallons pumped in 2003 increased by over 330,000 gallons over the total pumped in 2002.

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: \$3.0 million Phase III security enhancements; construction of the \$2.8 million Aircraft Rescue and Fire Fighting/Emergency Operations Center/Fire Station #88 facility; \$2.0 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 two-year anniversary of the elevated Downtown Helistop, which provides a vital transportation link to the City's Central Business District. The new facility offers a helicopter landing, a fully furnished lobby, and one car parking space. 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 Executive 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 Executive 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 1.00 mil.

Insurance	\$ 5,000
Accounting, Audit & Administration	3,000
Vehicle Expenses	4,200
Repair and Maintenance	6,000
Security	35,000
Landscaping/Pest Control	5,000
Contingencies	<u>3,000</u>
Total	\$61,200

LAUDERDALE ISLES WATER MANAGEMENT DISTRICT

Accompanying the annexation of the Riverland Road area in September 2002, the Lauderdale Isles Water Management District is a special district authorized by Section 197.3632, Florida Statutes to address water quality issues. This district, currently composed of 549 properties adjoining the waterways that run through the Riverland area, continues to levy an assessment of \$15 per property for enhancement of their aquatic weed control efforts in their canals. The district adopted their budget of \$8,235 and an assessment rate of \$15 per property for FY 2005 at their July 23, 2004 meeting. The TRIM notice serves as notice to the property owners of this assessment. The City of Fort Lauderdale approved their budget as part of the 1<sup>st</sup> public hearing on September 13, 2004.

COMMUNITY REDEVELOPMENT AGENCY

The City of Fort Lauderdale has one Community Redevelopment Agency with two redevelopment areas: the Central Beach and Northwest Progresso Flagler Heights (NWPFH). The purpose of the CRA is to spur redevelopment in areas that would not move forward economically without public investment. The primary source of revenue for the CRA is the tax increment, which is the millage rates of the City, Broward County, the Hospital District, and the Children's Services Council applied to the increase in the taxable value of property within the CRA since the creation of the Agency. For FY 2005, the Property Appraiser has provided the following net taxable value amounts compared to last year:

<u>Area</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>% Change</u>
Central Beach	\$250.1 M	\$279.9 M	11.9 %
NWPFH	\$387.4 M	\$445.5 M	15.0 %

The tax increment from the City's millage rate is taken in as General Fund revenue and is reflected as a transfer out to the CRA. While the City postpones its General Fund revenue from the growth of property value within the CRA, it benefits from spin off of development adjacent to the CRA areas triggered by the CRA efforts. Increases in population translate into additional State-shared revenue tied to number of residents, and the City benefits overall by the elimination of blight and the improvements that make the City better as a whole.

## **BUDGETARY POLICIES AND BASIS**

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### **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, 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 and/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.

## **BUDGETARY POLICIES AND BASIS**

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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 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, 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.



## **BUDGETARY POLICIES AND BASIS**

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### **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).

## **BUDGETARY POLICIES AND BASIS**

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### **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 as an overall guide of the City's general direction. After review by the City Manager, a forecast of the General Fund for the next fiscal year is prepared. That forecast is typically presented to department heads 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, the budget staff provides training to employees who are traditionally involved in preparing their own department's budget request. In April, all departments prepare their proposals using on-line budget preparation software and complete 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.

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 be

## **BUDGETARY POLICIES AND BASIS**

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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 for all taxing jurisdictions, the date, the time, and the location for the first public hearing. The City Commission holds the first hearing and tentatively adopts the millage 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 and the budget.

The monitoring stage occurs year round. In October, Finance 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 adopted millage 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 Office of Management and Budget staff review purchase and personnel requisitions, have access to financial information on-line, real-time, and monitor Commission agendas for financial impacts. Monthly financial reports are prepared and distributed to the City Commission and departmental staff. 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 B-11 and B-12 for a summary of the budget process and calendar.

### AMENDMENT/TRANSFER PROCEDURE

The annual operating budget of the City is approved by the City Commission at the fund and department level. Any increase in the budget or change between departments, must be approved by the City Commission. Budget amendments "within" a department can be approved by the City Manager or the Office of Management and Budget (OMB).

Rationale: Budget amendments/transfers provide for ongoing adjustments to the operating budget and enhance reporting and control over expenditure/revenue items at the division/character/subobject level.

Guidelines:

1. All budget amendments/transfers will be processed through the OMB.
2. The amount "transferred in" must equal the amount "transferred out".
3. All budget amendments/transfers must have the appropriate approval signatures.
4. Approved transfers will be posted in FAMIS and will appear in inquiry screens.
5. Departments that submit paperwork for expenditures that exceed the revised budget at the character level, will be required to process a budget amendment/transfer request before the paperwork will be processed.

## BUDGETARY POLICIES AND BASIS

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### Procedures:

1. Complete Budget Transfer Request Form F-138.
  - A. Complete the informational areas of the form.
  - B. Be specific in your justification for request.
2. Obtain Department Head or Designee signature and send to the OMB. Designee signature will only be accepted with a written authorization from the Department Head on file with the OMB. Electronic submission of this form is acceptable provided the form is received from the Department Head's email address.
3. OMB personnel will verify budget availability and evaluate the justification. After verification, the request will be processed based on the following:
  - A. City Commission approval required for:
    - 1) Transfers between Departments or Funds; and
    - 2) Transfers Increasing or Decreasing Overall Budget.
  - B. City Manager/Assistant City Manager approval required for:
    - 1) Transfers Increasing/Decreasing Character 10 - Salaries and Wages;
    - 2) Transfers Increasing/Decreasing Character 20 - Fringe Benefits; and
    - 3) Transfers Increasing Character 60 - Capital Outlay.
  - C. OMB approval required for all other amendments/transfers.
4. After approval, the OMB will forward the request to Central Accounting, which will post the budget transfer in FAMIS and will return a copy to the OMB, which will then notify the initiating department upon completion.

### 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 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 E - 1.

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.

## **BUDGETARY POLICIES AND BASIS**

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### **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.

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.

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## BUDGETARY POLICIES AND BASIS

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A summary of the City's bond ratings for outstanding long term debt is as follows:

	<u>BOND RATING</u>		
	<u>Standard &amp; Poor's</u>	<u>Moody's</u>	<u>Fitch</u>
General Obligation	AA	Aa3	N/A
Excise Tax	A+	A1	N/A
Tax Increment	AAA*	Aaa*	N/A
Sanitation	N/A	A1	A1
Water & Sewer Bonds	AA-	Aa3	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.

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## VISION STATEMENT CITY OF FORT LAUDERDALE

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*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.



## **BUDGETARY POLICIES AND BASIS**

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### 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 FY2005, 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, 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 the Planning Department is to "develop and achieve community consensus on implementation of available 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 residents of Fort Lauderdale and the surrounding areas with the best athletic experience and a safe/clean environment for family activities". 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 2004/2005 budget include:

- "model of intergovernmental cooperation" (See departmental objectives for the City Attorney's Office related to City, State, and Federal laws).
- "using innovative implementation of new technologies" (See departmental goals of Information Systems; the Finance department's objective related to a improved information management system to increase efficiency, and more accurately allocate costs; and the Public Information Department objective related to City presence on the Internet).
- "provide a desirable setting for families to live, work and play" (See departmental objectives for Building Department, Fire-Rescue, and Police).



**BUDGETARY POLICIES AND BASIS**

**BUDGET PROCESS**

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

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**BUDGETARY POLICIES AND BASIS**

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**BUDGET PREPARATION AND IMPLEMENTATION CALENDAR**

**FY 2004/2005 OPERATING BUDGET**

**DATE: 2004**

**ACTIVITY**

October	Prepare Truth in Millage (TRIM) compliance packet for Florida Dept of Revenue. Prepare monthly financial report. Monitor FY 2003/2004 year-end and prepare any needed budget amendments. Work with Finance and Human Resources to implement citywide reorganization. Meet with departments to reconcile accounts that need to be moved due to the reorganization. Along with Information Systems and outside consultant, work on enhancements to the payroll projection system. Work with departments to submit needed information for the budget document. Budget Advisory Board meets.
November	Prepare monthly financial report. Develop and edit the FY 2004/2005 budget document. Prepare any needed budget amendments. Continue working on payroll projection enhancements. Budget Advisory Board.
December	Prepare monthly financial report. Publish the budget document. Comply with GFOA requirements for submission for the budget award. Budget Advisory Board meets.

**DATE: 2005**

January	Prepare monthly financial report. Prepare first quarter revenue and expenditure data. Begin first quarter reviews with each department and the City Manager. Budget Advisory Board meets.
February	Prepare monthly financial report. Complete first quarter reviews with each department and the City Manager. Prepare any needed budget amendments. Departments prepare proposed reorganization and position change requests. Initial FY2005/2006 Budget Discussions held with the City Manager and the Executive Management Team. Budget Advisory Board meets.

## **BUDGETARY POLICIES AND BASIS**

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### **DATE: 2005**

### **ACTIVITY**

March	Prepare monthly financial report. Enter into the system the requested reorganizations and position changes. Finalize FY 2005/2006 budget process. Provide training to all budget preparers. Departments begin preliminary preparation of budget requests. Budget Advisory Board meets.
April	Prepare monthly financial report. Budget kickoff occurs with all forms and spending guidelines distributed. Provide budget preparation assistance to the departments. Budget Advisory Board meets.
May	Prepare monthly financial report. Departments submit budget requests. Budget Office conducts technical budget reviews with departments. Analyze budget requests. Conduct budget reviews with departments and the City Manager. City Commission reaches consensus on FY 2005/2006 budget priorities. Budget Advisory Board meets.
June	Prepare monthly financial report. Complete budget reviews with departments and the City Manager. Executive Management Team receives update of budget development status. Departments revise budget estimates. Departments submit goals and objectives for FY 2005/2006. Prepare any needed budget amendments. City Commission receives more detailed budget forecast. Budget Advisory Board meets. Begin budget balancing.
July	Prepare monthly financial report. Broward County Property Appraiser certifies the property tax roll on July 1. Complete budget balancing. City Manager presents proposed budget to the City Commission. City Commission adopts proposed millage to be advertised in the Truth in Millage (TRIM) notice. Budget Advisory Board meets.

## **BUDGETARY POLICIES AND BASIS**

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**DATE: 2005**

**ACTIVITY**

August	Transmit DR420, Certification of Proposed Millage to Property Appraiser. Prepare monthly financial report. Property Appraiser distributes TRIM notices to all property owners. Departments revise budget estimates. Rebalance budget. Budget Advisory Board meets. Prepare for public hearings.
September	Prepare monthly financial report. Prepare any carryforward requests and/or budget amendments needed. City Commission holds 1st public hearing and tentatively adopts millage and budget. Certify fire assessment fees for the City of Fort Lauderdale. Certify Water Management District fees for Lauderdale Isles. City advertises budget in newspaper of record to meet TRIM requirements. Budget Advisory Board meets. City Commission holds 2nd public hearing and adopts final millage and budget. Certify millage with the County within 3 days of final adoption.
October 1	Beginning of FY 2005/2006.

## FINANCIAL SECTION

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### INTRODUCTION

For FY 2004/2005 the adopted budget is \$415,165,409. The following pages reflect this budget information in tables and graphic format. An all-fund summary for FY 2004/2005 is presented showing revenues by source, expenditures by department, and transfers. In addition, a similar table is included for FY 2003/2004 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 2002/2003, both budgeted and estimated actual and variance for FY 2003/2004 and then the budget for FY 2004/2005. The budget for FY 2003/2004 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 2004/2005 budget to the FY 2003/2004 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 2004/2005 budget and a comparison of citywide Expenditures for All Funds, by department.

All Funds Budgeted Transfers for FY 2004/2005.

#### 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.

#### Other Funds

Fund schedule, current and prior year 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 General Fund Balance.

City of Fort Lauderdale  
 Adopted All Funds Operating Budget  
 Fiscal Year 2004/2005

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)	\$ 1,509,477	-	146,527	-	398,000	11,173,058	3,442,786	-	10,788,943	27,458,791	
Required Reserves - Beginning	3,000,000	-	-	304,260	941,487	5,766,454	-	907,353	-	10,919,554	
Total Cash Balances Brought Forward	\$ 4,509,477	-	146,527	304,260	1,339,487	16,939,512	3,442,786	907,353	10,788,943	38,378,345	
Estimated Revenues:											
Taxes:	Millage/\$1,000										
Ad Valorem Taxes - Operating	5.4066	103,858,669	-	-	-	-	-	-	-	103,858,669	
Ad Valorem Taxes - 1987/92/98 Bonds	0.2082	4,008,231	-	-	-	-	-	-	-	4,008,231	
Ad Valorem Taxes - 1997/2002 Bonds	0.1550	2,982,228	-	-	-	-	-	-	-	2,982,228	
Ad Valorem Taxes - Sunrise Key	1.0000	-	-	58,597	-	-	-	-	-	58,597	
Franchise Fees		13,800,400	-	-	-	-	-	-	-	13,800,400	
Utility Service Taxes		34,049,176	-	-	-	-	-	-	-	34,049,176	
Licenses and Permits		10,955,700	-	-	-	-	-	-	-	10,955,700	
Intergovernmental		16,843,545	2,936,879	-	-	-	-	-	-	19,780,424	
Charges for Services		16,746,927	93,721	-	18,564,440	70,733,559	3,479,000	7,064,000	1,727,517	118,409,164	
Fines and Forfeitures		2,371,000	-	-	-	-	-	3,305,000	-	5,676,000	
Other		33,945,432	561,716	2,603	18,890	1,376,000	4,793,902	75,000	210,782	3,280,456	44,264,781
Total Estimated Revenues	\$ 239,561,308	3,592,316	61,200	18,890	19,940,440	75,527,461	3,554,000	10,579,782	5,007,973	357,843,370	
Estimated Transfers and Other Sources	\$ 990,062	2,604,913	-	15,221,590	-	-	-	127,129	-	18,943,694	
<b>Total Resources Available</b>	<b>\$ 245,060,847</b>	<b>6,197,229</b>	<b>207,727</b>	<b>15,544,740</b>	<b>21,279,927</b>	<b>92,466,973</b>	<b>6,996,786</b>	<b>11,614,264</b>	<b>15,796,916</b>	<b>415,165,409</b>	
Appropriations and Other Resources Allocated:											
Recommended Appropriations by Department:											
Building Department	\$ 10,084,436	-	-	-	-	-	-	-	-	10,084,436	
Business Enterprises	5,229,661	-	-	-	-	-	-	5,156,811	-	10,386,472	
City Attorney	2,822,406	-	-	-	-	-	-	-	-	2,822,406	
City Clerk	1,279,980	-	-	-	-	-	-	-	-	1,279,980	
City Commission	306,958	-	-	-	-	-	-	-	-	306,958	
City Manager	1,745,936	-	-	-	-	-	-	-	-	1,745,936	
Economic Development	1,099,972	1,831,366	-	-	-	-	-	-	-	2,931,338	
Finance	3,625,850	-	-	-	-	-	-	-	-	3,625,850	
Fire-Rescue	49,459,127	-	-	-	-	-	-	-	-	49,459,127	
Human Resources	2,432,463	-	-	-	-	-	-	-	-	2,432,463	
Information Systems	4,549,962	-	-	-	-	-	-	-	-	4,549,962	
Office of Management and Budget	1,212,077	-	-	-	-	-	-	-	-	1,212,077	
Office of Professional Standards	455,146	-	-	-	-	-	-	-	-	455,146	
Parking and Fleet	-	-	-	-	-	-	-	7,003,764	-	7,003,764	
Parks and Recreation	24,895,506	-	-	-	-	-	-	-	-	24,895,506	
Planning and Zoning	2,903,353	-	-	-	-	-	-	-	-	2,903,353	
Police	77,058,949	-	-	-	-	-	-	1,452,723	-	78,511,672	
Procurement	980,621	-	-	-	-	-	-	-	-	980,621	
Public Information	2,197,472	-	-	-	-	-	-	-	-	2,197,472	
Public Works	15,789,937	-	-	-	20,355,498	56,140,013	2,557,293	212,926	-	95,055,667	
Other General Government	10,981,371	-	61,200	-	-	-	-	-	-	11,042,571	
Debt Service	-	103,873	-	14,879,542	547,166	5,639,622	-	-	-	21,170,203	
Total Appropriations for Operating Expenditures	\$ 219,111,183	1,935,239	61,200	14,879,542	20,902,664	61,779,635	2,557,293	8,669,413	5,156,811	335,052,980	
Other Resources Allocated											
Contingencies	1,000,000	-	-	-	-	-	-	-	-	1,000,000	
Required Transfers Out	15,225,560	1,329,402	-	160,934	-	407,990	-	725,904	-	17,849,790	
Discretionary Transfers Out	393,801	829,128	-	-	-	-	-	-	-	1,222,929	
Capital Transfers Out	4,306,000	2,103,460	-	-	50,000	17,064,010	1,340,000	300,000	100,000	25,263,470	
Total Other Resources Allocated	\$ 20,925,361	4,261,990	-	160,934	50,000	17,472,000	1,340,000	1,025,904	100,000	45,336,189	
Projected Balances and Reserves											
Anticipated Year End Balance	24,303	-	146,527	-	-	7,545,146	3,099,493	1,918,947	10,540,105	23,274,521	
Required Reserves - Ending	5,000,000	-	-	504,264	327,263	5,670,192	-	-	-	11,501,719	
Total Balances and Reserves	5,024,303	-	146,527	504,264	327,263	13,215,338	3,099,493	1,918,947	10,540,105	34,776,240	
<b>Total Resources Allocated</b>	<b>\$ 245,060,847</b>	<b>6,197,229</b>	<b>207,727</b>	<b>15,544,740</b>	<b>21,279,927</b>	<b>92,466,973</b>	<b>6,996,786</b>	<b>11,614,264</b>	<b>15,796,916</b>	<b>415,165,409</b>	

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	1,682,524	119,623,337	
Fines and Forfeitures		2,642,200	-	-	-	-	-	3,303,000	-	5,945,200	
Other		28,642,619	271,007	2,050	26,500	1,005,000	4,478,902	75,000	247,500	37,861,656	
Total Estimated Revenues	\$	213,873,919	3,119,655	44,418	26,500	21,945,340	72,824,789	3,391,500	11,057,300	4,795,602	331,079,023
Estimated Transfers and Other Sources	\$	1,169,372	2,310,827	-	15,615,794	-	-	-	-	-	19,095,993
<b>Total Resources Available</b>	\$	<b>215,129,621</b>	<b>5,595,786</b>	<b>190,945</b>	<b>16,280,243</b>	<b>24,695,135</b>	<b>83,445,715</b>	<b>6,935,930</b>	<b>11,432,609</b>	<b>13,512,498</b>	<b>377,218,482</b>
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	1,346,805	-	-	-	-	-	4,485,327	-	12,089,900
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	1,581,851	45,000	15,782,775	21,681,499	57,077,386	2,509,010	9,366,090	4,485,327	309,259,186
Other Resources Allocated:											
Contingencies		1,000,000	-	1,200	-	-	-	-	-	-	1,001,200
Required Transfers Out		14,467,776	2,306,200	-	-	-	-	-	-	-	16,773,976
Discretionary Transfers Out		125,277	606,372	-	-	-	-	604,200	-	-	1,335,849
Capital Transfers Out		806,320	936,059	-	-	-	13,000,000	300,000	100,000	-	16,482,379
Total Other Resources Allocated	\$	16,399,373	3,848,631	1,200	-	-	13,000,000	1,340,000	904,200	100,000	35,593,404
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
<b>Total Resources Allocated</b>	\$	<b>215,129,621</b>	<b>5,595,786</b>	<b>190,945</b>	<b>16,280,243</b>	<b>24,695,135</b>	<b>83,445,715</b>	<b>6,935,930</b>	<b>11,432,609</b>	<b>13,512,498</b>	<b>377,218,482</b>

City of Fort Lauderdale  
 Adopted All Funds Operating Budget  
 Fiscal Year 2004/2005

Estimated Revenues and Other Resources Available:	Internal Service Funds		
	Insurance	Central Services	Vehicle Rental
Projected Cash Balances Brought Forward:			
Prior Year Carryforward (Balances)	\$ (18,038,824)	678,821	2,358,008
Required Reserves - Beginning	-	-	10,905,924
Total Cash Balances Brought Forward	<u>\$ (18,038,824)</u>	<u>678,821</u>	<u>13,263,932</u>
Estimated Revenues:			
Charges for Services	40,150,250	1,777,521	14,565,320
Other	201,100	111,653	1,043,500
Total Estimated Revenues	<u>\$ 40,351,350</u>	<u>1,889,174</u>	<u>15,608,820</u>
Estimated Transfers	-	-	125,277
<i>Total Resources Available</i>	<u>\$ 22,312,526</u>	<u>2,567,995</u>	<u>28,998,029</u>
Estimated Resources Allocated:			
Building Services	-	-	-
Business Enterprises	-	465,999	-
City Attorney	-	-	-
City Clerk	-	-	-
City Commission	-	-	-
City Manager	-	-	-
Community & Economic Development	-	-	-
Finance	1,638,436	-	-
Fire-Rescue	-	-	-
Human Resources	107,000	-	-
Information Technology Services	-	1,434,936	-
Office of Management and Budget	-	-	-
Office of Professional Standards	-	-	-
Parking and Fleet Services	-	-	12,847,694
Parks and Recreation	-	-	-
Planning and Zoning	-	-	-
Police	-	-	-
Procurement	-	4,200	-
Public Works	-	-	-
Other General Government	1,881,070	28,091	-
Debt Service	-	-	1,736,796
<i>Total Expenses</i>	<u>\$ 3,626,506</u>	<u>1,933,226</u>	<u>14,584,490</u>
Operating Balance Year End	\$ (11,277,427)	494,314	2,016,274
Vehicle Reserves	-	-	12,397,265
Claims	29,963,447	-	-
Transfers	-	140,455	-
<i>Total of Other Financial Uses</i>	<u>\$ 18,686,020</u>	<u>634,769</u>	<u>14,413,539</u>
<i>Total Resources Allocated</i>	<u>\$ 22,312,526</u>	<u>2,567,995</u>	<u>28,998,029</u>



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	<u>\$ -</u>	<u>-</u>	<u>125,277</u>
<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>

**ALL FUNDS\***  
**RESOURCES BY OBJECT**

Character Object:	FY 2002/2003 <u>ACTUAL</u>	FY 2003/2004 <u>ORIG. BUDGET</u>	FY 2003/2004 <u>EST. ACTUAL</u>	VARIANCE- <u>INCREASE (DECREASE)</u>	ADOPTED FY 2004/2005 <u>BUDGET</u>	FY 2004/2005 % Change Increase (Decrease)
<b>Taxes:</b>						
Property Taxes - Operating	\$ 74,698,598	84,490,099	84,511,050	20,951	103,917,266	23%
77 General Obligation Debt Taxes	141	-	-	-	-	-
87/92/98 General Obligation Debt Taxes	3,688,016	3,841,686	3,782,500	(59,186)	4,008,231	4%
97 General Obligation Debt Taxes	2,817,008	2,608,282	2,604,500	(3,782)	2,982,228	14%
Franchise Fees	12,395,405	12,750,000	13,783,200	1,033,200	13,800,400	8%
Utility Taxes	34,912,074	37,164,000	33,614,000	(3,550,000)	34,049,176	-8%
<i>Total Taxes</i>	<u>128,511,242</u>	<u>140,854,067</u>	<u>138,295,250</u>	<u>(2,558,817)</u>	<u>158,757,301</u>	<u>13%</u>
<b>Licenses &amp; Permits:</b>						
Occupational Licenses	2,728,188	2,051,700	2,051,700	-	2,703,700	32%
Building Permits	8,110,951	8,087,000	8,087,000	-	8,252,000	2%
<i>Total Licenses/Permits</i>	<u>10,839,139</u>	<u>8,675,438</u>	<u>10,138,700</u>	<u>-</u>	<u>10,955,700</u>	<u>26%</u>
<b>Intergovernmental:</b>						
Federal Grants	128,304	-	-	-	-	-
State-Shared Revenues	15,247,946	13,445,000	14,644,055	1,199,055	14,913,545	11%
Other Local Government	4,158,493	4,674,325	4,629,833	(44,492)	4,866,879	4%
<i>Total Services/Materials</i>	<u>19,534,743</u>	<u>18,119,325</u>	<u>19,273,888</u>	<u>1,154,563</u>	<u>19,780,424</u>	<u>9%</u>
<b>Charges for Services:</b>						
Internal Service Charges	536,976	224,323	418,709	194,386	238,721	6%
General Government	1,009,619	804,985	1,232,762	427,777	1,279,234	59%
Public Safety	6,476,549	9,149,623	7,957,814	(1,191,809)	7,749,898	-15%
Physical Environment	88,224,994	92,347,227	89,870,172	(2,477,055)	92,501,299	0%
Transportation	8,598,128	9,898,524	10,026,124	127,600	9,718,217	-2%
Parks and Recreation	573,317	557,000	543,829	(13,171)	610,180	10%
Special Events	551,024	620,000	506,095	(113,905)	25,000	-96%
Special Facilities	5,631,619	5,638,755	5,386,963	(251,792)	5,614,372	0%
Pools	398,828	342,900	361,900	19,000	404,588	18%
Miscellaneous	116,267	40,000	93,548	53,548	267,655	569%
<i>Total Charges for Services</i>	<u>112,117,321</u>	<u>119,623,337</u>	<u>116,397,916</u>	<u>(3,225,421)</u>	<u>118,409,164</u>	<u>-1%</u>
<b>Fines and Forfeits:</b>						
Judgments and Fines	1,500,415	1,499,200	1,235,687	(263,513)	1,256,000	-16%
Violations of Local Ordinances	4,384,178	4,446,000	5,754,379	1,308,379	4,420,000	-1%
<i>Total Fines and Forfeits</i>	<u>5,884,593</u>	<u>5,945,200</u>	<u>6,990,066</u>	<u>1,044,866</u>	<u>5,676,000</u>	<u>-5%</u>
<b>Miscellaneous:</b>						
Interest Earnings	1,844,674	1,673,559	1,491,635	(181,924)	1,685,302	1%
Rents and Royalties	4,949,748	5,018,663	5,233,101	214,438	5,343,716	6%
Special Assessments	7,113,872	8,725,000	8,872,925	147,925	12,996,833	49%
Disposal of Fixed Assets	28,119	16,000	78,378	62,378	16,000	0%
Contributions/Donations	339,010	678,000	516,420	(161,580)	450,000	-34%
Other Miscellaneous	20,844,185	22,041,143	23,356,153	1,315,010	23,772,930	8%
<i>Total Miscellaneous</i>	<u>35,119,608</u>	<u>38,152,365</u>	<u>39,548,612</u>	<u>1,396,247</u>	<u>44,264,781</u>	<u>16%</u>
<b>Other Sources:</b>						
Loan Proceeds	39,426,104	-	-	-	-	-
Operating Transfers	42,959,168	18,805,284	15,792,975	(3,012,309)	18,943,694	1%
<i>Total Other Sources</i>	<u>82,385,272</u>	<u>18,805,284</u>	<u>15,792,975</u>	<u>(3,012,309)</u>	<u>18,943,694</u>	<u>1%</u>
<b>Balances and Reserves:</b>						
Reserves	3,421,725	5,512,783	6,996,323	1,483,540	10,919,554	98%
Beginning Balances	10,202,427	21,530,683	27,478,903	5,948,220	27,458,791	28%
<i>Total Balances and Reserves</i>	<u>13,624,152</u>	<u>27,043,466</u>	<u>34,475,226</u>	<u>7,431,760</u>	<u>38,378,345</u>	<u>42%</u>
<b>Total Resources</b>	<b>\$ <u>408,016,070</u></b>	<b><u>377,218,482</u></b>	<b><u>380,912,633</u></b>	<b><u>2,230,889</u></b>	<b><u>415,165,409</u></b>	<b><u>10%</u></b>

\*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**

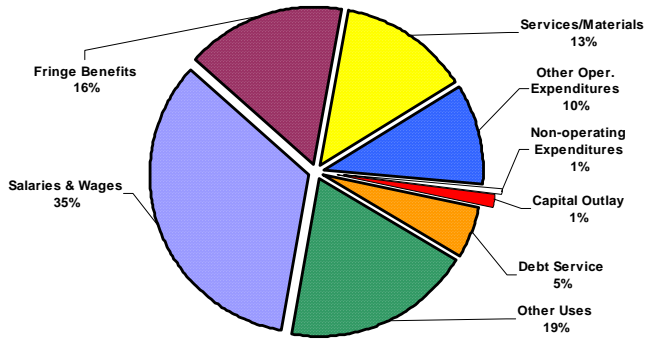
Character Object:	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
Salaries and Wages:						
Regular Salaries	\$ 119,682,524	116,999,733	112,958,725	4,041,008	122,898,101	5%
Longevity	4,640,828	4,670,285	4,852,179	(181,894)	4,290,771	(8%)
Other Wages	4,343,752	4,507,423	4,336,363	171,060	4,305,605	(4%)
Employee Allowances	831,496	932,871	881,066	51,805	1,007,477	8%
Overtime	9,109,028	6,712,227	4,724,518	1,987,709	5,364,627	(20%)
Distributive Labor	10,015	(49,465)	(4,295)	(45,170)	(12,226)	(75%)
Termination Pay	803,434	162,231	2,533,242	(2,371,011)	3,036,487	1772%
Core Adjustments	-	-	74,652	(74,652)	31,076	-
<i>Total Salaries and Wages</i>	<u>139,421,077</u>	<u>133,935,305</u>	<u>130,356,450</u>	<u>3,578,855</u>	<u>140,921,918</u>	<u>5%</u>
Fringe Benefits:						
Employee Benefits	147,481	111,224	269,570	(158,346)	167,051	50%
Pension/Deferred Comp.	15,430,251	24,470,153	24,190,686	279,467	30,382,656	24%
FICA Taxes	10,200,109	9,978,188	9,427,015	551,173	10,026,631	0%
Insurance Premiums	18,376,387	23,014,263	23,443,235	(428,972)	25,909,514	13%
<i>Total Fringe Benefits</i>	<u>44,154,228</u>	<u>57,573,828</u>	<u>57,330,506</u>	<u>243,322</u>	<u>66,485,852</u>	<u>15%</u>
Services/Materials:						
Professional Services	2,818,006	3,851,670	3,491,105	360,565	4,077,416	6%
Other Services	18,467,715	20,543,220	19,394,100	1,149,120	21,334,003	4%
Leases and Rentals	1,613,771	1,453,943	1,897,426	(443,483)	1,480,461	2%
Repair and Maintenance	5,466,110	5,316,947	5,299,221	17,726	5,649,847	6%
Photo/Printing	311,251	450,790	401,249	49,541	493,132	9%
Utilities, Communication	12,055,785	10,877,455	11,215,496	(338,041)	11,508,935	6%
Chemicals	2,208,526	3,168,746	2,830,626	338,120	3,078,071	(3%)
Fuel & Oil	2,335,730	1,897,122	2,552,301	(655,179)	2,443,034	29%
Supplies	5,908,245	5,611,651	5,514,649	97,002	5,973,041	6%
<i>Total Services/Materials</i>	<u>51,185,139</u>	<u>53,171,544</u>	<u>52,596,173</u>	<u>575,371</u>	<u>56,037,940</u>	<u>5%</u>
Other Operating Expenditures:						
Meetings/Schools	961,306	833,818	561,662	272,156	1,061,914	27%
Contributions/Subsidies	1,684,574	1,597,986	1,466,944	131,042	1,719,511	8%
Intragovernmental Charges	26,918,319	28,558,958	29,171,633	(612,675)	30,494,181	7%
Insurance Premiums	5,178,654	6,598,428	7,972,213	(1,373,785)	8,649,345	31%
<i>Total Other Expenditures</i>	<u>34,742,853</u>	<u>37,589,190</u>	<u>39,172,452</u>	<u>(1,583,262)</u>	<u>41,924,951</u>	<u>12%</u>
Nonoperating Expenditures:	10,986,090	401,368	2,875,523	(2,474,155)	3,066,411	664%
Capital Outlay:						
Equipment	3,830,276	2,727,591	3,160,690	(433,099)	4,806,153	76%
<i>Total Capital Outlay</i>	<u>3,830,276</u>	<u>2,727,591</u>	<u>3,160,690</u>	<u>(433,099)</u>	<u>4,806,153</u>	<u>76%</u>
Debt Service	17,724,942	23,860,360	20,933,661	2,926,699	21,809,755	(9%)
Other Uses:						
Transfers	36,997,924	34,592,204	36,488,804	(1,896,600)	44,336,189	28%
Balances and Reserves	68,973,541	33,367,092	37,998,374	(4,631,282)	35,776,240	7%
<i>Total Other Uses</i>	<u>105,971,465</u>	<u>67,959,296</u>	<u>74,487,178</u>	<u>(6,527,882)</u>	<u>80,112,429</u>	<u>18%</u>
<i>Total Expenditures</i>	<u>\$ 408,016,070</u>	<u>377,218,482</u>	<u>380,912,633</u>	<u>(3,694,151)</u>	<u>415,165,409</u>	<u>10%</u>

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

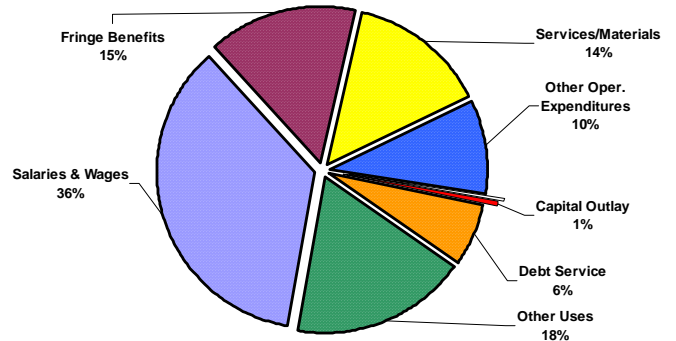
# Budgeted All Fund Expenditures by Object

	FY2005		FY2004	
Salaries & Wages	140,921,918	33.94%	133,935,305	35.51%
Fringe Benefits	66,485,852	16.01%	57,573,828	15.26%
Services/Materials	56,037,940	13.50%	53,171,544	14.10%
Other Operating Expenditures	41,924,951	10.10%	37,589,190	9.96%
Non-operating Expenditures	3,066,411	0.74%	401,368	0.11%
Capital Outlay	4,806,153	1.16%	2,727,591	0.72%
Debt Service	21,809,755	5.25%	23,860,360	6.33%
Total Expenditures	415,165,409	100.00%	377,218,482	100.00%

2004-05 Budgeted All Fund Expenditures By Object



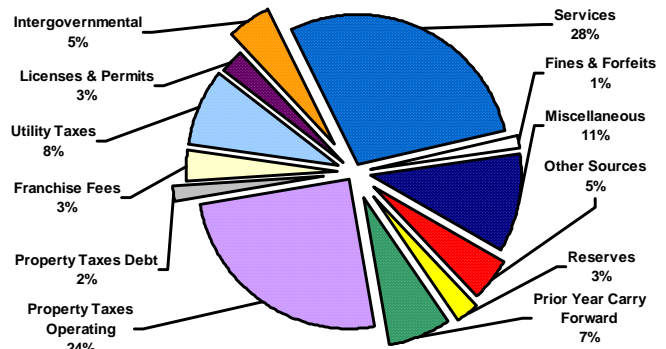
2003-04 Budgeted All Fund Expenditures By Object



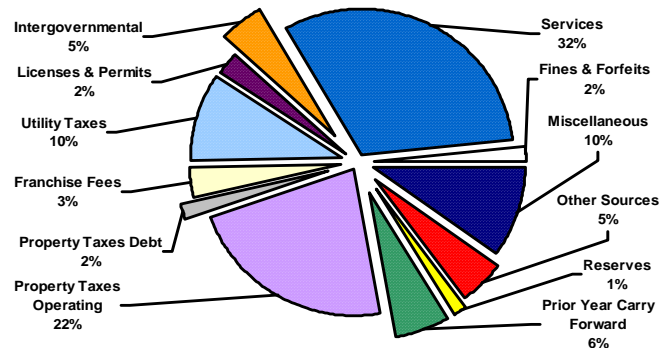
# Budgeted All Fund Resources by Object

	FY2005		FY2004	
Property Taxes Operating	103,917,266	25.03%	84,490,099	22.40%
Property Taxes Debt	6,990,459	1.68%	6,449,968	1.71%
Franchise Fees	13,800,400	3.32%	12,750,000	3.38%
Utility Taxes	34,049,176	8.20%	37,164,000	9.85%
Licenses & Permits	10,955,700	2.64%	8,675,438	2.30%
Intergovernmental	19,780,424	4.76%	18,119,325	4.80%
Services	118,409,164	28.52%	119,623,337	31.71%
Fines & Forfeits	5,676,000	1.37%	5,945,200	1.58%
Miscellaneous	44,264,781	10.66%	38,152,365	10.11%
Other Sources	18,943,694	4.56%	18,805,284	4.99%
Reserves	10,919,554	2.63%	5,512,783	1.46%
Prior Year Carry Forward	27,458,791	6.61%	21,530,683	5.71%
Total Resources	415,165,409	100.00%	377,218,482	100.00%

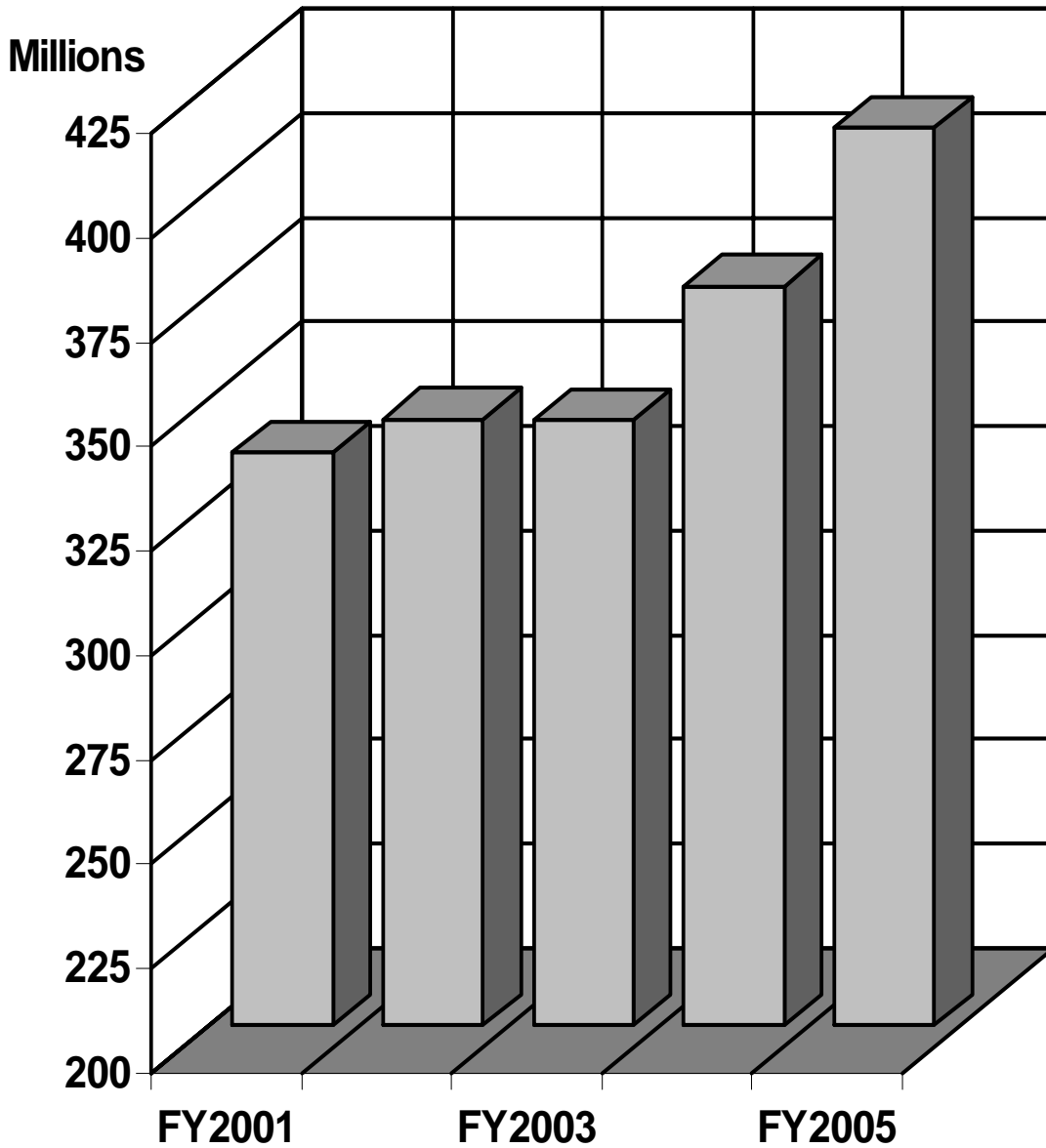
2004-05 All Funds Resources By Object



2003-04 All Funds Resources By Object



# All Operating Funds Budget Trends



From FY 2001 to FY 2005 the budget grew by 23.08%  
The current years budget has grown by 11.25%

**ALL FUNDS**  
**Budgeted Transfers**  
**Fiscal Year 2004/2005**

<b>TRANSFERS IN</b>	General Fund	Special Revenue	Debt Service Funds	Enterprise Funds	Internal Service Funds
Required:					
From General Fund:					
GOB 1987/92/98 Debt Service	\$ -	-	3,809,172	-	-
GOB 1997/2002 Debt Service	160,934	-	3,016,677	-	-
FIFC					
From General Fund			2,617,425		
Excise Tax Debt Service:					
From General Fund	-	-	1,487,941	-	-
From Water and Sewer	-	-	407,990	-	-
Tax Increment Debt Service:					
From CRA	-	-	1,330,202	-	-
Sunshine State Debt Service:					
From General Capital Projects	-	-	124,010	-	-
From General Fund	-	-	2,287,718	127,129	-
From Central Services Fund	-	-	140,455	-	-
From Parking Fund (Bond Pledge)	-	725,904	-	-	-
From General Fund					
Tax Increment (Beach)	-	829,128	-	-	-
Tax Increment (NWPFH)	-	1,049,881	-	-	-
Discretionary:					
Beach CRA Loan Repayment	829,128	-	-	-	-
Confiscated Property Fund	-	-	-	-	-
Vehicle Rental	-	-	-	-	125,277
<b>Total Transfers In</b>	<b>\$ 990,062</b>	<b>2,604,913</b>	<b>15,221,590</b>	<b>127,129</b>	<b>125,277</b>

**TRANSFERS OUT**

Required:					
GOB 1987 Debt Service	\$ 3,809,172	-	-	-	-
GOB 1997 Debt Service	3,016,677	-	160,934	-	-
Excise Tax Debt Service	1,487,941	-	-	407,990	-
Tax Increment	2,006,627	-	-	-	-
Tax Increment Debt Service	-	1,329,402	-	-	-
Sunshine State Debt Service	2,287,718	-	-	-	140,455
FIFC	2,617,425				
Discretionary:					
Grant Match	112,238	-	-	-	-
Capital Improvements	4,306,000	2,103,460	-	17,462,000	-
General Fund	-	-	-	-	-
Community Redevelopment	-	-	-	725,904	-
Repayment to Vehicle Rental Fund	125,277	-	-	-	-
Repayment to General Fund	-	829,128	-	-	-
Transfer to General CIP	-	-	-	1,392,010	-
Transfer to Excise Tax Bonds	-	-	-	-	-
Transfer to Central Services Fund	29,157	-	-	-	-
Transfer to Parking	127,129	-	-	-	-
<b>Total Transfers Out</b>	<b>\$ 19,925,361</b>	<b>4,261,990</b>	<b>160,934</b>	<b>19,987,904</b>	<b>140,455</b>

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.

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**GENERAL FUND  
RESOURCES BY OBJECT**

Character Object:	FY 2002/2003	FY 2003/2004	FY 2003/2004	VARIANCE-	ADOPTED	FY 2004/2005
Taxes:	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	BUDGET	% Change Increase (Decrease)
Property Taxes - Operating	\$ 74,616,872	84,447,731	84,470,000	22,269	103,858,669	23%
77 General Obligation Debt Taxes	141	-	-	-	-	-
87/92/98 General Obligation Debt Taxes	3,688,016	3,841,686	3,782,500	(59,186)	4,008,231	4%
97 General Obligation Debt Taxes	2,817,008	2,608,282	2,604,500	(3,782)	2,982,228	14%
Franchise Fees	12,395,405	12,750,000	13,783,200	1,033,200	13,800,400	8%
Utility Taxes	34,912,074	37,164,000	33,614,000	(3,550,000)	34,049,176	-8%
<i>Total Taxes</i>	<u>128,429,516</u>	<u>140,811,699</u>	<u>138,254,200</u>	<u>(2,557,499)</u>	<u>158,698,704</u>	<u>13%</u>
Licenses & Permits:						
Occupational Licenses	2,728,188	2,600,000	2,051,700	(548,300)	2,703,700	4%
Building Permits	8,110,951	6,075,438	8,087,000	2,011,562	8,252,000	36%
<i>Total Licenses/Permits</i>	<u>10,839,139</u>	<u>8,675,438</u>	<u>10,138,700</u>	<u>1,463,262</u>	<u>10,955,700</u>	<u>26%</u>
Intergovernmental:						
Federal Grants	128,304	-	-	-	-	-
State-Shared Revenues	15,247,946	13,445,000	14,644,055	1,199,055	14,913,545	11%
Other Local Grants	2,119,136	1,905,000	1,930,000	25,000	1,930,000	1%
<i>Total Services/Materials</i>	<u>17,495,386</u>	<u>15,350,000</u>	<u>16,574,055</u>	<u>1,224,055</u>	<u>16,843,545</u>	<u>10%</u>
Charges for Services:						
Internal Service Charges	32,170	35,000	35,000	-	35,000	0%
General Government	909,469	700,985	1,143,751	442,766	1,190,234	70%
Public Safety	6,476,549	9,149,623	7,942,814	(1,206,809)	7,734,898	-15%
Physical Environment	(32,882)	(15,500)	(49,277)	(33,777)	(35,700)	130%
Transportation	847,579	683,200	883,400	200,200	900,700	32%
Parks and Recreation	573,317	557,000	543,829	(13,171)	610,180	10%
Special Events	551,024	620,000	506,095	(113,905)	25,000	-96%
Special Facilities	5,631,619	5,638,755	5,386,963	(251,792)	5,614,372	0%
Pools	398,828	342,900	361,900	19,000	404,588	18%
Miscellaneous	116,267	40,000	93,548	53,548	267,655	569%
<i>Total Charges for Services</i>	<u>15,503,940</u>	<u>17,751,963</u>	<u>16,848,023</u>	<u>(903,940)</u>	<u>16,746,927</u>	<u>-6%</u>
Fines and Forfeits:						
Judgments and Fines	1,500,415	1,499,200	1,235,687	(263,513)	1,256,000	-16%
Violations of Local Ordinances	1,551,121	1,143,000	2,839,389	1,696,389	1,115,000	-2%
<i>Total Fines and Forfeits</i>	<u>3,051,536</u>	<u>2,642,200</u>	<u>4,075,076</u>	<u>1,432,876</u>	<u>2,371,000</u>	<u>-10%</u>
Miscellaneous:						
Interest Earnings	403,941	455,700	359,314	(96,386)	368,500	-19%
Rents and Royalties	2,009,319	2,078,926	2,271,364	192,438	2,388,933	15%
Special Assessments	7,113,872	8,725,000	8,872,925	147,925	12,996,833	49%
Disposal of Fixed Assets	14,401	16,000	78,378	62,378	16,000	0%
Contributions/Donations	277,911	678,000	516,420	(161,580)	450,000	-34%
Other Miscellaneous	16,397,411	16,688,993	16,720,941	31,948	17,725,166	6%
<i>Total Miscellaneous</i>	<u>26,216,855</u>	<u>28,642,619</u>	<u>28,819,342</u>	<u>176,723</u>	<u>33,945,432</u>	<u>19%</u>
Other Sources:						
Loan Proceeds	740,685	-	-	-	-	-
Operating Transfers	891,039	1,169,372	1,038,971	(130,401)	990,062	-15%
<i>Total Other Sources</i>	<u>1,631,724</u>	<u>1,169,372</u>	<u>1,038,971</u>	<u>(130,401)</u>	<u>990,062</u>	<u>-15%</u>
Balances and Reserves:						
Reserves	-	-	-	-	1,509,477	0%
Beginning Balances	5,735,398	86,330	875,122	788,792	3,000,000	3375%
<i>Total Balances and Reserves</i>	<u>5,735,398</u>	<u>86,330</u>	<u>875,122</u>	<u>788,792</u>	<u>4,509,477</u>	<u>5124%</u>
<i>Total Resources</i>	<u>\$ 208,903,494</u>	<u>215,129,621</u>	<u>216,623,489</u>	<u>1,493,868</u>	<u>245,060,847</u>	<u>14%</u>



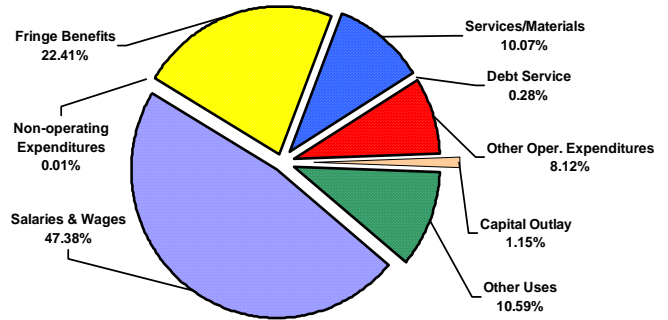
**GENERAL FUND  
EXPENDITURES BY OBJECT**

Character Object:	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>Salaries and Wages:</b>						
Regular Salaries	\$ 99,565,934	95,110,337	93,136,212	1,974,125	100,526,649	6%
Longevity	3,820,928	3,865,044	4,035,855	(170,811)	3,545,689	(8%)
Other Wages	4,205,286	4,360,868	4,184,072	176,796	4,165,532	(4%)
Employee Allowances	725,056	803,511	752,666	50,845	853,117	6%
Overtime	7,379,354	5,191,975	3,425,594	1,766,381	3,991,924	(23%)
Distributive Labor	-	(79,043)	5,208	(84,251)	-	(100%)
Termination Pay	709,557	107,481	2,455,621	(2,348,140)	3,015,737	2706%
<i>Total Salaries and Wages</i>	<u>116,406,115</u>	<u>109,360,173</u>	<u>107,995,228</u>	<u>1,364,945</u>	<u>116,098,648</u>	<u>6%</u>
<b>Fringe Benefits:</b>						
Employee Benefits	132,461	92,723	238,785	(146,062)	144,587	56%
Pension/Deferred Comp.	12,491,752	20,730,403	20,690,389	40,014	25,625,331	24%
FICA Taxes	8,504,435	8,263,995	7,805,911	458,084	8,223,484	(0%)
Insurance Premiums	14,584,381	17,785,880	17,157,038	628,842	20,931,291	18%
<i>Total Fringe Benefits</i>	<u>35,713,029</u>	<u>46,873,001</u>	<u>45,892,123</u>	<u>980,878</u>	<u>54,924,693</u>	<u>17%</u>
<b>Services/Materials:</b>						
Professional Services	1,988,558	2,006,423	1,975,542	30,881	2,609,019	30%
Other Services	5,411,159	5,424,023	5,038,070	385,953	6,020,596	11%
Leases and Rentals	1,491,245	1,285,445	1,690,819	(405,374)	1,300,398	1%
Repair and Maintenance	2,156,243	2,543,463	2,364,824	178,639	2,862,395	13%
Photo/Printing	257,913	311,964	302,729	9,235	352,967	13%
Utilities, Communication	6,883,886	5,683,910	6,228,225	(544,315)	6,105,121	7%
Chemicals	70,785	101,139	147,721	(46,582)	142,247	41%
Fuel & Oil	1,292,841	926,516	1,396,690	(470,174)	1,492,110	61%
Supplies	4,029,612	3,642,799	3,709,576	(66,777)	3,782,302	4%
<i>Total Services/Materials</i>	<u>23,582,242</u>	<u>21,925,682</u>	<u>22,854,196</u>	<u>(928,514)</u>	<u>24,667,155</u>	<u>13%</u>
<b>Other Operating Expenditures:</b>						
Meetings/Schools	785,876	538,166	376,362	161,804	737,616	37%
Contributions/Subsidies	1,372,612	1,140,506	1,221,844	(81,338)	1,260,961	11%
Intragovernmental Charges	10,029,009	10,081,045	10,815,080	(734,035)	11,537,257	14%
Insurance Premiums	3,630,152	4,837,516	4,886,327	(48,811)	6,359,303	31%
<i>Total Other Expenditures</i>	<u>15,817,649</u>	<u>16,597,233</u>	<u>17,299,613</u>	<u>(702,380)</u>	<u>19,895,137</u>	<u>20%</u>
<b>Nonoperating Expenditures:</b>	<u>(4,042)</u>	<u>3,000</u>	<u>100,262</u>	<u>(97,262)</u>	<u>19,956</u>	<u>565%</u>
<b>Capital Outlay:</b>						
Equipment	2,892,813	1,962,449	1,962,449	-	2,829,003	44%
<i>Total Capital Outlay</i>	<u>2,892,813</u>	<u>1,962,449</u>	<u>1,962,449</u>	<u>(506,073)</u>	<u>2,829,003</u>	<u>94%</u>
<b>Debt Service</b>	<u>435,461</u>	<u>514,783</u>	<u>514,833</u>	<u>(50)</u>	<u>676,591</u>	<u>31%</u>
<b>Other Uses:</b>						
Transfers	14,060,227	15,399,373	15,495,307	(95,934)	19,925,361	29%
Balances and Reserves	-	3,000,000	4,509,478	(1,509,478)	6,024,303	101%
<i>Total Other Uses</i>	<u>14,060,227</u>	<u>18,399,373</u>	<u>20,004,785</u>	<u>(1,605,412)</u>	<u>25,949,664</u>	<u>41%</u>
<b>Total Expenditures</b>	<u>\$ 208,903,494</u>	<u>215,129,621</u>	<u>216,623,489</u>	<u>(1,493,868)</u>	<u>245,060,847</u>	<u>14%</u>

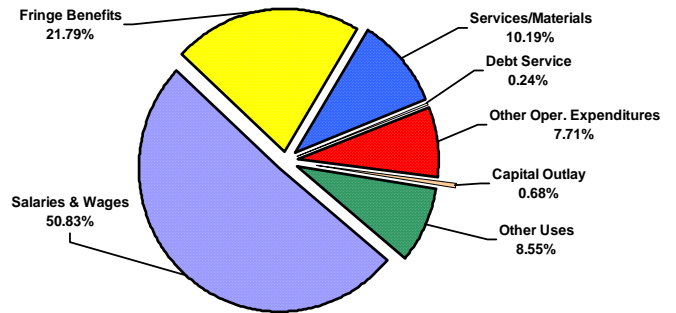
# Approved General Fund Expenditures by Object

	FY2005		FY2004	
Salaries & Wages	116,098,648	47.38%	109,360,173	50.83%
Non-operating Expenditures	19,956	0.01%	3,000	0.00%
Fringe Benefits	54,924,693	22.41%	46,873,001	21.79%
Services/Materials	24,667,155	10.07%	21,925,682	10.19%
Debt Service	676,591	0.28%	514,783	0.24%
Other Operating Expenditures	19,895,137	8.12%	16,597,233	7.71%
Capital Outlay	2,829,003	1.15%	1,456,376	0.68%
Other Uses	25,949,664	10.59%	18,399,373	8.55%
<b>Total Expenditures</b>	<b>245,060,847</b>	<b>100.00%</b>	<b>215,129,621</b>	<b>100.00%</b>

2004-05 Budgeted General Fund Expenditures By Object



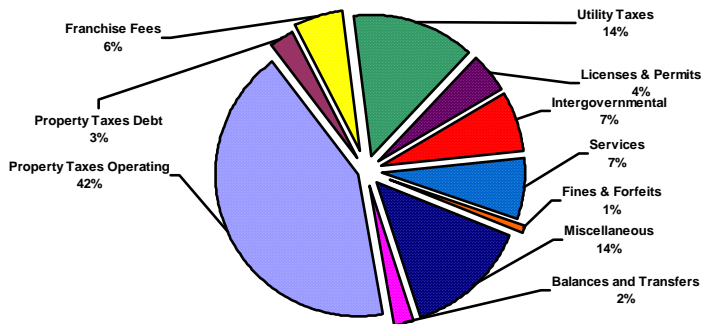
2003-04 Budgeted General Fund Expenditures By Object



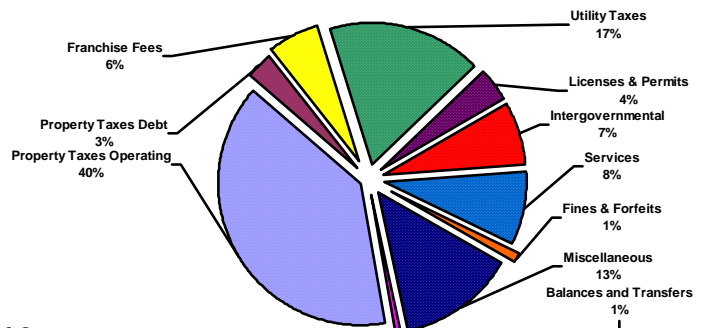
# Approved General Fund Resources by Object

	FY2005		FY2004	
Property Taxes Operating	103,858,669	42.38%	84,447,731	39.25%
Property Taxes Debt	6,990,459	2.85%	6,449,968	3.00%
Franchise Fees	13,800,400	5.63%	12,750,000	5.93%
Utility Taxes	34,049,176	13.89%	37,164,000	17.28%
Licenses & Permits	10,955,700	4.47%	8,675,438	4.03%
Intergovernmental	16,843,545	6.87%	15,350,000	7.14%
Services	16,746,927	6.83%	17,751,963	8.25%
Fines & Forfeits	2,371,000	0.97%	2,642,200	1.23%
Miscellaneous	33,945,432	13.85%	28,642,619	13.31%
Balances and Transfers	245,060,847	100.00%	215,129,621	100.00%

2004-05 General Fund Resources By Object



2003-04 General Fund Resources By Object



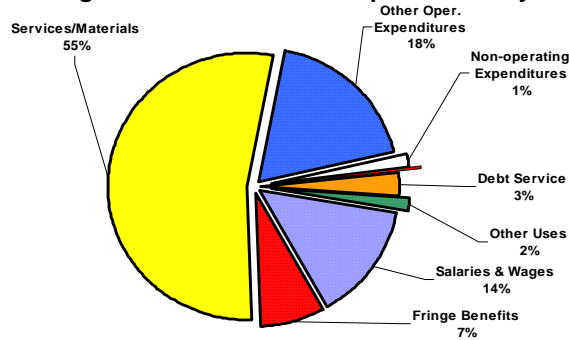
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## SANITATION FUND

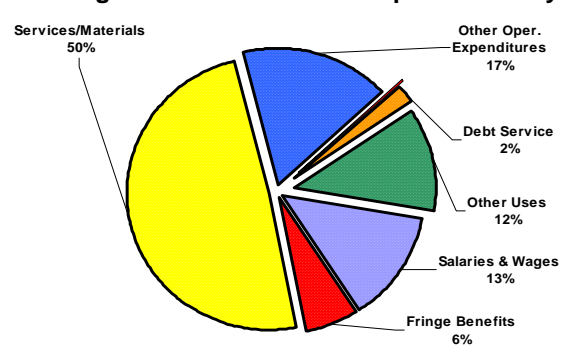
RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>Revenues:</b>						
Charges for Services	\$ 18,903,027	20,940,340	18,710,619	(2,229,721)	18,564,440	(11%)
Miscellaneous Revenue	1,034,648	1,005,000	1,737,099	732,099	1,376,000	37%
<i>Total Revenues</i>	<u>19,937,675</u>	<u>21,945,340</u>	<u>20,447,718</u>	<u>(1,497,622)</u>	<u>19,940,440</u>	<u>(9%)</u>
<b>Other Financial Resources:</b>						
Reserves		712,190	776,710	64,520	941,487	32%
Prior Year Operating Balance	2,252,846	2,037,605	1,623,798	(413,807)	398,000	(80%)
<i>Total Other Financial Resources</i>	<u>2,252,846</u>	<u>2,749,795</u>	<u>2,400,508</u>	<u>(349,287)</u>	<u>1,339,487</u>	<u>(51%)</u>
<i>Total Resources Available</i>	<u>\$ 22,190,521</u>	<u>24,695,135</u>	<u>22,848,226</u>	<u>(1,846,909)</u>	<u>21,279,927</u>	<u>(14%)</u>
<b>RESOURCES ALLOCATED</b>						
<b>Expenses:</b>						
Salaries and Wages	\$ 3,282,176	3,227,630	2,970,126	(257,504)	3,004,568	(7%)
Fringe Benefits	1,281,862	1,527,982	1,840,173	312,191	1,586,064	4%
Services/Materials	11,570,099	12,143,154	11,124,251	(1,018,903)	11,457,002	(6%)
Other Operating Expenses	3,517,132	4,147,316	4,248,959	101,643	3,899,448	(6%)
Capital Outlay	11,250	-	13,911	13,911	310,000	-
Debt Service	545,106	546,528	547,978	1,450	547,166	-
Non-Operating Expenditures	48,794	88,889	98,989	10,100	98,416	-
<i>Total Expenses</i>	<u>20,256,419</u>	<u>21,681,499</u>	<u>20,844,387</u>	<u>(837,112)</u>	<u>20,902,664</u>	<u>(4%)</u>
<b>Other Financial Uses:</b>						
Year End Balance	-	2,137,218	398,000	(1,739,218)	-	-
Transfer to Vehicle Rental Fund	-	-	-	-	-	-
Transfer to Insurance Fund	-	-	-	-	-	-
Transfer to CIP	1,934,102	-	664,353	664,353	50,000	-
Reserves	-	876,418	941,486	65,068	327,263	(63%)
<i>Total Other Financial Uses</i>	<u>1,934,102</u>	<u>3,013,636</u>	<u>2,003,839</u>	<u>(1,009,797)</u>	<u>377,263</u>	<u>(87%)</u>
<i>Total Resources Allocated</i>	<u>\$ 22,190,521</u>	<u>24,695,135</u>	<u>22,848,226</u>	<u>(1,846,909)</u>	<u>21,279,927</u>	<u>(14%)</u>

## Budgeted Sanitation Fund Expenditures By Object

2004-05 Budgeted Sanitation Fund Expenditures By Object

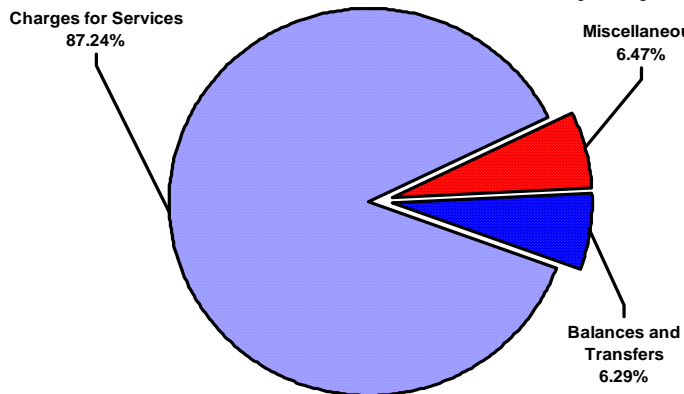


2003-04 Budgeted Sanitation Fund Expenditures By Object

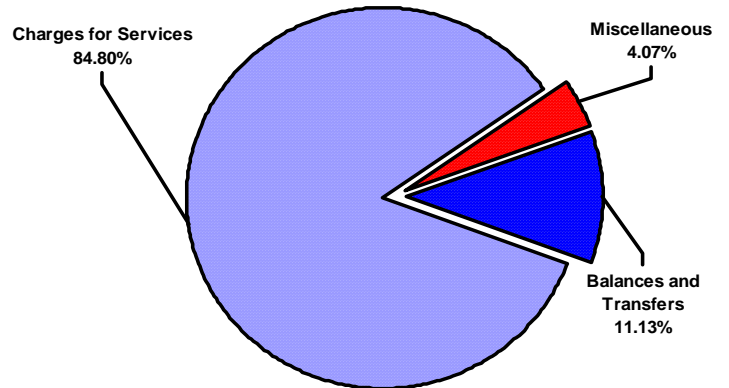


## Sanitation Fund Resources By Object

2004-05 Sanitation Fund Resources By Object



2003-04 Sanitation Fund Resources By Object

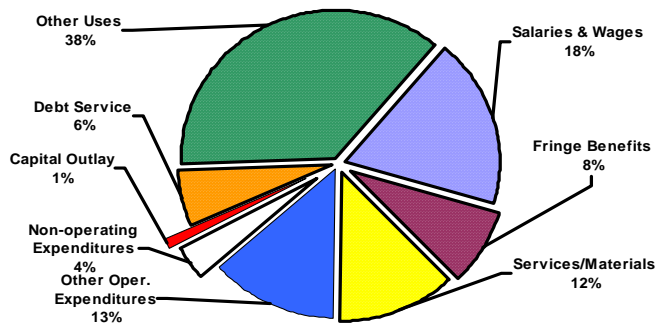


## WATER AND SEWER FUND

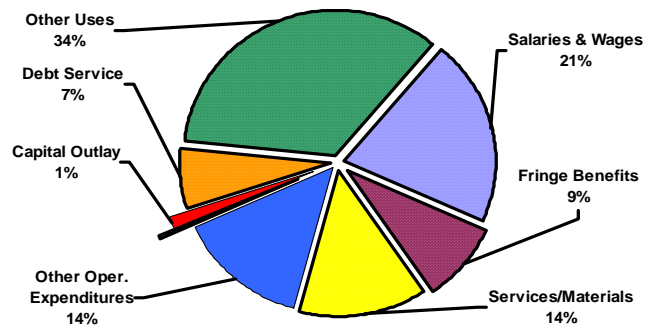
RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	PROPOSED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>Revenues:</b>						
Charges for Services	\$ 57,409,662	57,208,300	58,036,397	828,097	59,689,319	4%
Intergovernmental	-	-	-	-	-	
Miscellaneous Revenues	3,542,549	4,353,402	4,883,933	530,531	4,668,402	7%
<i>Total Revenues</i>	<u>60,952,211</u>	<u>61,561,702</u>	<u>62,920,330</u>	<u>1,358,628</u>	<u>64,357,721</u>	<u>5%</u>
<b>Other Financial Resources:</b>						
Prior Year Operating Balance	-	8,016,524	9,903,453	1,886,929	11,005,068	37%
Transfer In	9,960,817	-	-	-	-	0%
Reserves	318,451	2,500,000	4,391,533	1,891,533	5,643,000	126%
<i>Total Other Financial Resources</i>	<u>10,279,268</u>	<u>10,516,524</u>	<u>14,294,986</u>	<u>3,778,462</u>	<u>16,648,068</u>	<u>58%</u>
<i>Total Resources Available</i>	<u>\$ 71,231,479</u>	<u>72,078,226</u>	<u>77,215,316</u>	<u>5,137,090</u>	<u>81,005,789</u>	<u>12%</u>
<b>RESOURCES ALLOCATED</b>						
<b>Expenses:</b>						
Salaries and Wages	\$ 13,678,035	14,802,532	13,433,095	(1,369,437)	14,896,439	1%
Fringe Benefits	4,988,386	6,359,556	6,456,090	96,534	6,804,637	7%
Services/Materials	9,466,779	9,936,891	9,758,171	(178,720)	10,052,426	1%
Other Operating Expenses	9,365,222	10,153,872	10,679,687	525,815	10,749,235	6%
Non-Operating Expenditures	7,698,164	257,005	2,617,946	2,360,941	2,907,594	1031%
Capital Outlay	460,898	919,945	678,553	(241,392)	960,650	4%
Debt Service	2,575,674	4,905,629	4,943,706	38,077	4,926,685	-
<i>Total Expenses</i>	<u>48,233,158</u>	<u>47,335,430</u>	<u>48,567,248</u>	<u>1,231,818</u>	<u>51,297,666</u>	<u>8%</u>
<b>Other Financial Uses:</b>						
Year End Balance	9,903,453	-	11,005,068	11,005,068	7,262,923	-
Required Reserves	2,500,000	12,742,796	5,643,000	(7,099,796)	5,645,200	(56%)
Transfers Out	10,594,868	12,000,000	12,000,000	-	16,800,000	40%
<i>Total Other Financial Uses</i>	<u>22,998,321</u>	<u>24,742,796</u>	<u>28,648,068</u>	<u>3,905,272</u>	<u>29,708,123</u>	<u>20%</u>
<i>Total Resources Allocated</i>	<u>\$ 71,231,479</u>	<u>72,078,226</u>	<u>77,215,316</u>	<u>5,137,090</u>	<u>81,005,789</u>	<u>12%</u>

# Budgeted Water and Sewer Fund Expenditures By Object

## 2004-05 Budgeted Water and Sewer Fund Expenditures By Object

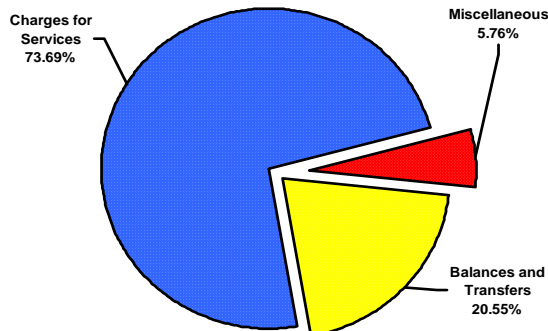


## 2003-04 Budgeted Water and Sewer Fund Expenditures By Object

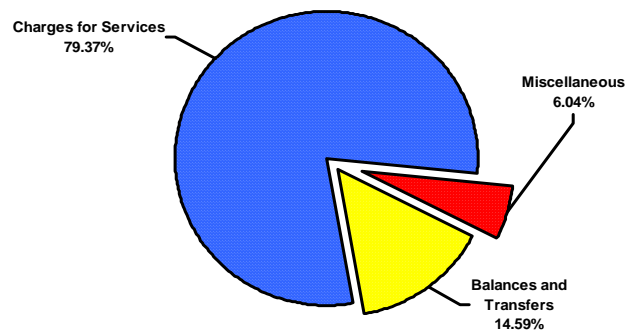


# Water and Sewer Fund Resources By Object

## 2004-05 Water and Sewer Fund Resources By Object



## 2003-04 Water and Sewer Fund Resources By Object



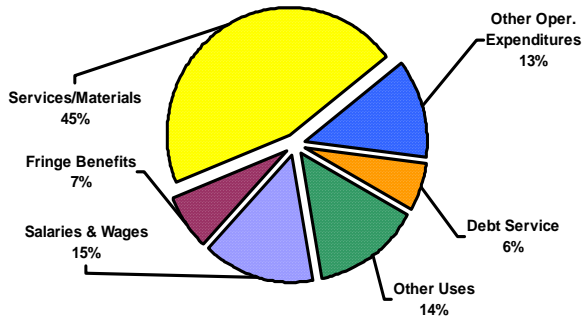
CENTRAL REGIONAL WASTEWATER SYSTEM FUND

RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 9,127,950	11,137,587	10,365,444	(772,143)	11,044,240	(1%)
Miscellaneous Revenue	153,564	125,500	125,500	-	125,500	0%
<i>Total Revenues</i>	<u>9,281,514</u>	<u>11,263,087</u>	<u>10,490,944</u>	<u>(772,143)</u>	<u>11,169,740</u>	<u>(1%)</u>
Other Financial Resources:						
Prior Year Operating Balance	-	104,402	93,304	(11,098)	167,990	61%
Transfer In	18,720,331	-	-	-	-	-
Reserve for Debt Service	-	-	-	-	-	-
Replacement Account	-	-	22,948	22,948	123,454	-
<i>Total Other Financial Resources</i>	<u>18,720,331</u>	<u>104,402</u>	<u>116,252</u>	<u>11,850</u>	<u>291,444</u>	<u>179%</u>
<i>Total Resources Available</i>	<u>\$ 28,001,845</u>	<u>11,367,489</u>	<u>10,607,196</u>	<u>(760,293)</u>	<u>11,461,184</u>	<u>1%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries & Wages	\$ 1,632,264	1,676,156	1,632,033	(44,123)	1,702,466	2%
Fringe Benefits	623,600	774,582	785,526	10,944	842,396	9%
Services/Materials	3,948,031	5,187,808	4,774,554	(413,254)	5,619,906	8%
Other Operating Expenditures	1,333,839	1,432,076	1,366,314	(65,762)	1,636,858	14%
Non-Operating Expenditures	1,661,044	2,089	4,493	2,404	4,445	-
Capital Outlay	7,555	-	3,530	3,530	-	-
Debt Service	351,228	669,245	674,620	5,375	675,898	-
<i>Total Expenses</i>	<u>9,557,561</u>	<u>9,741,956</u>	<u>9,241,070</u>	<u>(500,886)</u>	<u>10,481,969</u>	<u>8%</u>
Other Financial Uses:						
Year End Balance	-	200,576	291,444	90,868	307,215	-
Reserve for Debt Service	-	-	-	-	-	-
Replacement Capital	15,908,502	-	-	-	672,000	-
Other Transfers Out	2,535,782	1,000,000	1,074,682	74,682	-	-
Replacement Account	-	424,957	-	(424,957)	-	-
<i>Total Other Financial Uses</i>	<u>18,444,284</u>	<u>1,625,533</u>	<u>1,366,126</u>	<u>(259,407)</u>	<u>979,215</u>	<u>(40%)</u>
<i>Total Resources Allocated</i>	<u>\$ 28,001,845</u>	<u>11,367,489</u>	<u>10,607,196</u>	<u>(760,293)</u>	<u>11,461,184</u>	<u>1%</u>

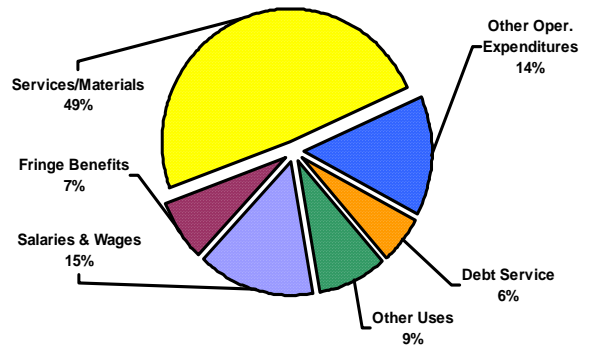


## Central Regional Wastewater System Fund Expenditures By Object

**2004-05 Budgeted Central Regional Wastewater System  
Fund Expenditures By Object**

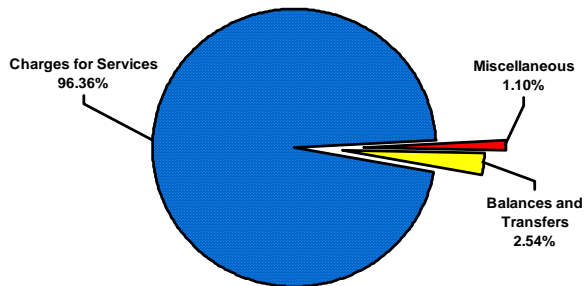


**2003-04 Budgeted Central Regional Wastewater System  
Fund Expenditures By Object**

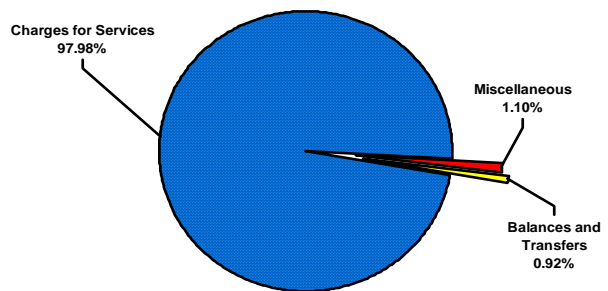


## Central Regional Wastewater System Fund Resources By Object

**2004-05 Central Regional Wastewater System Fund  
Resources By Object**



**2003-04 Central Regional Wastewater System  
Fund Resources By Object**

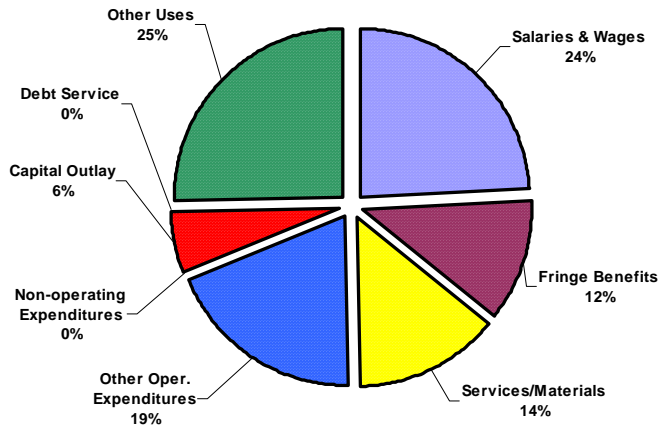


## PARKING FUND

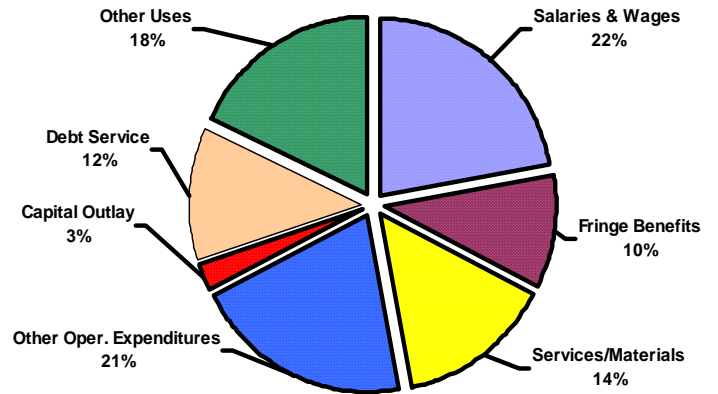
RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>Revenues:</b>						
Charges for Services	\$ 5,909,399	7,506,800	7,418,200	(88,600)	7,064,000	(6%)
Fines	2,833,057	3,303,000	2,914,990	(388,010)	3,305,000	0%
Miscellaneous	220,558	247,500	157,000	(90,500)	210,782	(15%)
<i>Total Revenues</i>	<u>8,963,014</u>	<u>11,057,300</u>	<u>10,490,190</u>	<u>(567,110)</u>	<u>10,579,782</u>	<u>(4%)</u>
<b>Other Financial Resources:</b>						
Transfers In	-	-	-	-	127,129	-
Reserves	2,382,654	1,497,340	1,497,340	-	907,353	(39%)
Prior Year Operating Balance	1,293,889	(1,122,031)	(160,727)	961,304	-	(100%)
<i>Total Other Financial Resources</i>	<u>3,676,543</u>	<u>375,309</u>	<u>1,336,613</u>	<u>961,304</u>	<u>1,034,482</u>	<u>176%</u>
<i>Total Resources Available</i>	<u>\$ 12,639,557</u>	<u>11,432,609</u>	<u>11,826,803</u>	<u>394,194</u>	<u>11,614,264</u>	<u>2%</u>
<b>RESOURCES ALLOCATED</b>						
<b>Expenses:</b>						
Salaries and Wages	\$ 2,221,322	2,550,209	2,300,301	(249,908)	2,807,784	10%
Fringe Benefits	831,092	1,168,139	1,488,271	320,132	1,348,541	15%
Services/Materials	1,133,588	1,643,902	1,726,933	83,031	1,603,015	(2%)
Other Operating Expenses	1,896,613	2,353,640	2,390,927	37,287	2,228,073	(5%)
Non-Operating Expenditures	960,811	-	16,298	16,298	-	0%
Debt Service	1,900,481	1,348,900	1,350,130	1,230	-	(100%)
Capital Outlay	404,652	301,300	393,120	91,820	682,000	126%
<i>Total Expenses</i>	<u>9,348,559</u>	<u>9,366,090</u>	<u>9,665,980</u>	<u>299,890</u>	<u>8,669,413</u>	<u>(7%)</u>
<b>Other Financial Uses:</b>						
Year End Balance	-	(335,021)	-	335,021	-	0%
Capital Projects	-	300,000	-	(300,000)	300,000	0%
Reserves	-	1,497,340	657,354	(839,986)	1,618,947	8%
Transfers Out	3,290,998	604,200	1,503,469	899,269	1,025,904	70%
<i>Total Other Financial Uses</i>	<u>3,290,998</u>	<u>2,066,519</u>	<u>2,160,823</u>	<u>94,304</u>	<u>2,944,851</u>	<u>43%</u>
<i>Total Resources Allocated</i>	<u>\$ 12,639,557</u>	<u>11,432,609</u>	<u>11,826,803</u>	<u>394,194</u>	<u>11,614,264</u>	<u>2%</u>

## Budgeted Parking Fund Expenditures By Object

2004-05 Budgeted Parking Fund Expenditures By Object

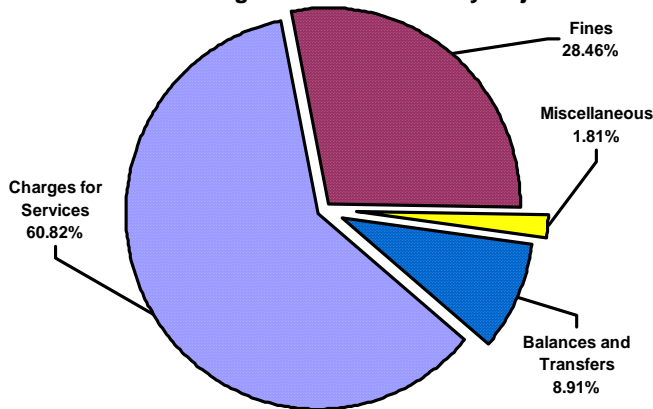


2003-04 Budgeted Parking Fund Expenditures By Object

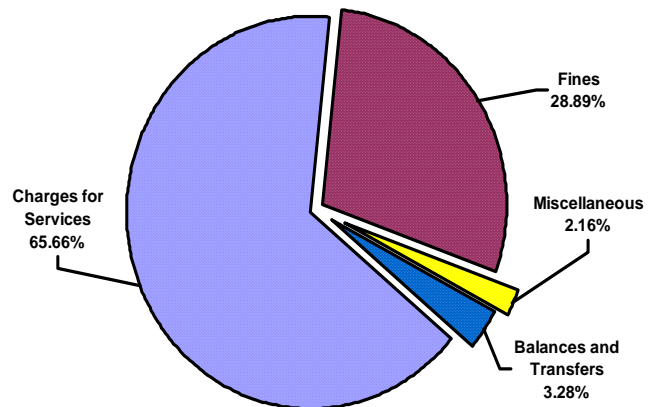


## Parking Fund Resources By Object

2004-05 Parking Fund Resources By Object



2003-04 Parking Fund Resources By Object

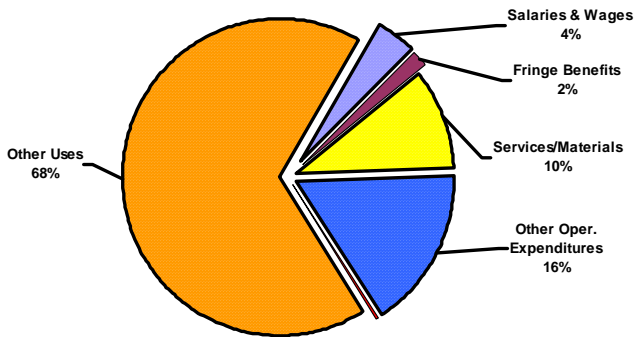


## AIRPORT FUND

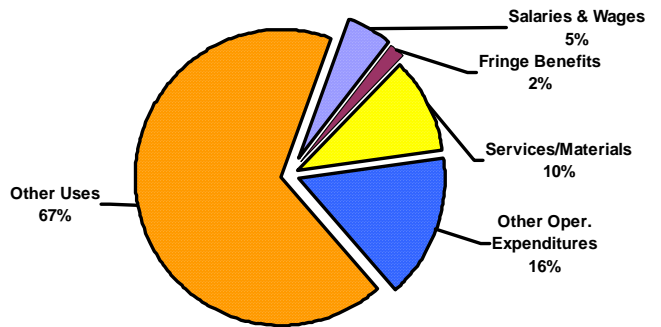
RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>Revenues:</b>						
Charges for Services	\$ 1,812,857	1,682,524	1,698,524	16,000	1,727,517	3%
Miscellaneous Revenue	3,286,720	3,113,078	3,160,510	47,432	3,280,456	5%
<i>Total Revenues</i>	<u>5,099,577</u>	<u>4,795,602</u>	<u>4,859,034</u>	<u>63,432</u>	<u>5,007,973</u>	<u>4%</u>
<b>Other Financial Resources:</b>						
Prior Year Operating Balance		8,716,896	11,514,000	2,797,104	10,788,943	24%
<i>Total Other Financial Resources</i>	-	8,716,896	11,514,000	2,797,104	10,788,943	24%
<i>Total Resources Available</i>	<u>\$ 5,099,577</u>	<u>13,512,498</u>	<u>16,373,034</u>	<u>2,860,536</u>	<u>15,796,916</u>	<u>17%</u>
<b>RESOURCES ALLOCATED</b>						
<b>Expenses:</b>						
Salaries and Wages	\$ 621,846	660,460	547,385	(113,075)	644,424	(2%)
Fringe Benefits	207,944	243,965	242,368	(1,597)	259,083	6%
Services/Materials	803,304	1,407,437	1,394,562	(12,875)	1,636,715	16%
Other Operating Expenses	1,850,574	2,168,995	2,343,466	174,471	2,599,589	20%
Non-Operating Expenditures	80,128	-	-	-	-	0%
Capital Outlay	9,669	4,470	64,310	59,840	17,000	280%
<i>Total Expenses</i>	<u>3,573,465</u>	<u>4,485,327</u>	<u>4,592,091</u>	<u>106,764</u>	<u>5,156,811</u>	<u>15%</u>
<b>Other Financial Uses:</b>						
Year End Balance	1,333,460	8,927,171	10,788,943	1,861,772	10,540,105	18%
Transfers Out	192,652	100,000	992,000	892,000	100,000	0%
<i>Total Other Financial Uses</i>	<u>1,526,112</u>	<u>9,027,171</u>	<u>11,780,943</u>	<u>2,753,772</u>	<u>10,640,105</u>	<u>18%</u>
<i>Total Resources Allocated</i>	<u>\$ 5,099,577</u>	<u>13,512,498</u>	<u>16,373,034</u>	<u>2,860,536</u>	<u>15,796,916</u>	<u>17%</u>

## Budgeted Airport Fund Expenditures By Object

2004-05 Budgeted Airport Fund Expenditures By Object

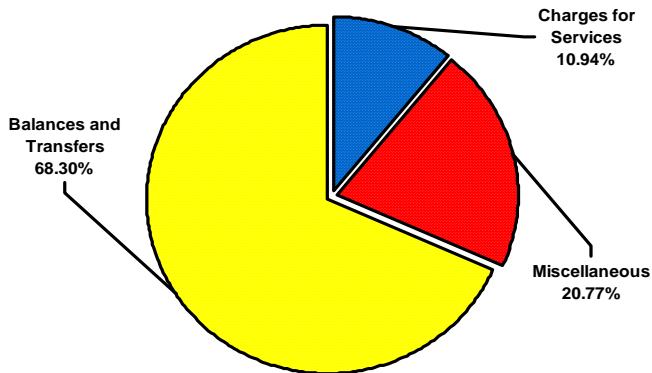


2003-04 Budgeted Airport Fund Expenditures By Object

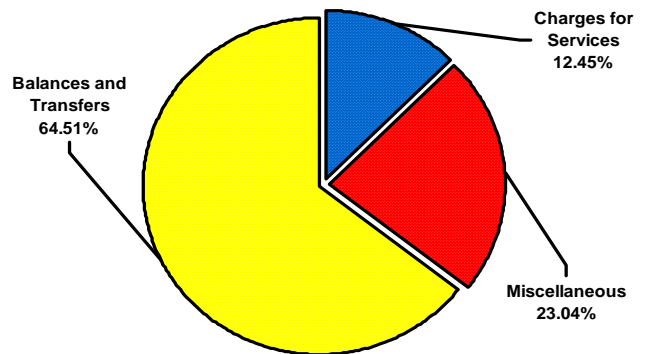


## Airport Fund Resources By Object

2004-05 Airport Fund Resources By Object



2003-04 Airport Fund Resources By Object

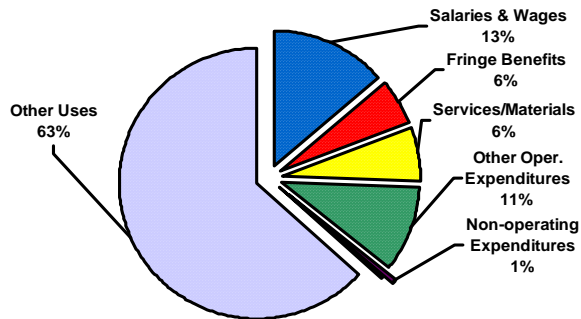


## STORMWATER FUND

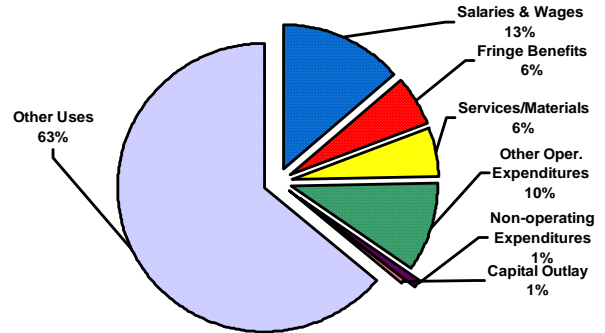
RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>Revenues:</b>						
Charges for Services	\$ 3,329,155	3,316,500	3,309,000	(7,500)	3,479,000	5%
Miscellaneous Revenue	234,744	75,000	95,000	20,000	75,000	0%
<i>Total Revenues</i>	<u>3,563,899</u>	<u>3,391,500</u>	<u>3,404,000</u>	<u>12,500</u>	<u>3,554,000</u>	<u>5%</u>
<b>Other Financial Resources:</b>						
Prior Year Operating Balance	920,294	3,544,430	3,461,798	(82,632)	3,442,786	(3%)
<i>Total Other Financial Resources</i>	<u>920,294</u>	<u>3,544,430</u>	<u>3,461,798</u>	<u>(82,632)</u>	<u>3,442,786</u>	<u>(3%)</u>
<i>Total Resources Available</i>	<u>\$ 4,484,193</u>	<u>6,935,930</u>	<u>6,865,798</u>	<u>(70,132)</u>	<u>6,996,786</u>	<u>1%</u>
 <b>RESOURCES ALLOCATED</b>						
<b>Expenses:</b>						
Salaries and Wages	\$ 968,683	937,993	865,958	(72,035)	944,539	1%
Fringe Benefits	334,367	383,414	429,715	46,301	399,850	4%
Services/Materials	309,699	391,484	383,251	(8,233)	434,458	11%
Other Operating Expenses	732,819	702,734	778,629	75,895	736,946	5%
Non-Operating Expenditures	541,191	50,385	37,535	(12,850)	36,000	(29%)
Capital Outlay	40,976	43,000	43,000	-	5,500	(87%)
<i>Total Expenses</i>	<u>2,927,735</u>	<u>2,509,010</u>	<u>2,538,088</u>	<u>29,078</u>	<u>2,557,293</u>	<u>2%</u>
<b>Other Financial Uses:</b>						
Year End Balance	-	3,086,920	3,442,786	355,866	3,099,493	0%
Transfers	1,556,458	1,340,000	884,924	(455,076)	1,340,000	0%
<i>Total Other Financial Uses</i>	<u>1,556,458</u>	<u>4,426,920</u>	<u>4,327,710</u>	<u>(99,210)</u>	<u>4,439,493</u>	<u>0%</u>
<i>Total Resources Allocated</i>	<u>\$ 4,484,193</u>	<u>6,935,930</u>	<u>6,865,798</u>	<u>(70,132)</u>	<u>6,996,786</u>	<u>1%</u>

# Budgeted Stormwater Fund Expenditures By Object

2004-05 Budgeted Fund Expenditures by Object

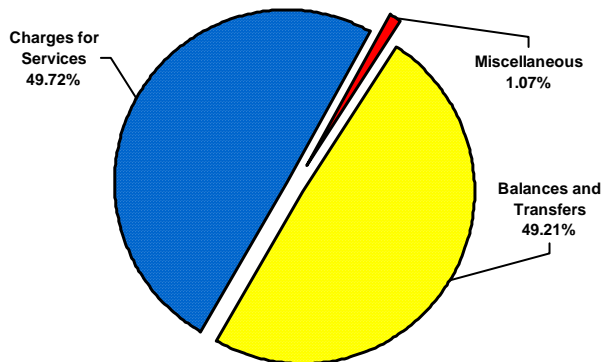


2003-04 Budgeted Fund Expenditures by Object

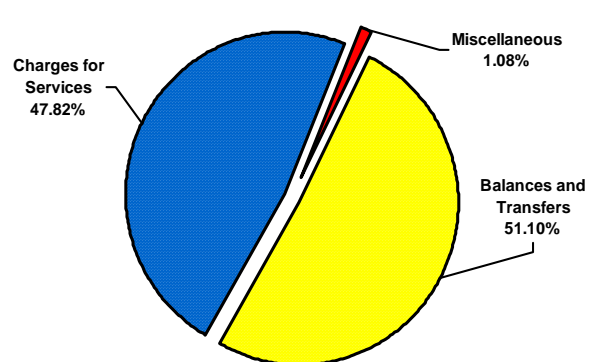


# Stormwater Fund Resources By Object

2004-05 Stormwater Fund Resources By Object



2003-04 Stormwater Fund Resources By Object



## SELF-INSURED HEALTH BENEFITS FUND

RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	PROPOSED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>Revenues:</b>						
Charges for Services	\$ 13,667,325	17,602,017	16,770,000	(832,017)	17,620,000	0%
Miscellaneous	896,526	-	380,794	380,794	-	-
<i>Total Revenues</i>	<u>14,563,851</u>	<u>17,602,017</u>	<u>17,150,794</u>	<u>(451,223)</u>	<u>17,620,000</u>	<u>0%</u>
<b>Other Financial Resources:</b>						
Transfers In	-	-	-	-	-	-
Prior Year Balance	(7,886,093)	(7,461,885)	(6,737,135)	724,750	(3,563,359)	(52%)
<i>Total Other Financial Resources</i>	<u>(7,886,093)</u>	<u>(7,461,885)</u>	<u>(6,737,135)</u>	<u>724,750</u>	<u>(3,563,359)</u>	<u>(52%)</u>
<i>Total Resources Available</i>	<u>\$ 6,677,758</u>	<u>10,140,132</u>	<u>10,413,659</u>	<u>273,527</u>	<u>14,056,641</u>	<u>39%</u>
<b>RESOURCES ALLOCATED</b>						
<b>Expenses:</b>						
Salaries and Wages	\$ (3,355)	-	-	-	-	-
Fringe Benefits	(257)	-	-	-	-	-
Services/Materials	1,345,597	1,552,000	1,502,000	(50,000)	1,502,000	(3%)
Non-Operating Expenses	12,797,658	15,000,000	12,475,018	(2,524,982)	13,725,000	(9%)
Capital Outlay	-	-	-	-	-	-
<i>Total Expenses</i>	<u>14,139,643</u>	<u>16,552,000</u>	<u>13,977,018</u>	<u>(2,574,982)</u>	<u>15,227,000</u>	<u>(8%)</u>
<b>Other Financial Uses:</b>						
Operating Balance Year End	(7,461,885)	(6,411,868)	(3,563,359)	2,848,509	(1,170,359)	(82%)
Claims	-	-	-	-	-	-
<i>Total Other Financial Uses</i>	<u>(7,461,885)</u>	<u>(6,411,868)</u>	<u>(3,563,359)</u>	<u>2,848,509</u>	<u>(1,170,359)</u>	<u>(82%)</u>
<i>Total Resources Allocated</i>	<u>\$ 6,677,758</u>	<u>10,140,132</u>	<u>10,413,659</u>	<u>273,527</u>	<u>14,056,641</u>	<u>39%</u>



## CITY INSURANCE FUND

RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
Revenues:						
Charges for Services	\$ 13,718,845	17,402,925	20,825,753	3,422,828	22,530,250	29%
Miscellaneous	836,125	431,250	207,290	(223,960)	201,100	(53%)
<i>Total Revenues</i>	<u>14,554,970</u>	<u>17,834,175</u>	<u>21,033,043</u>	<u>3,198,868</u>	<u>22,731,350</u>	<u>27%</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	-
Prior Year Balance	(5,037,244)	(10,959,070)	(13,786,276)	(2,827,206)	(14,475,465)	32%
<i>Total Other Financial Resources</i>	<u>(5,037,244)</u>	<u>(10,959,070)</u>	<u>(13,786,276)</u>	<u>(2,827,206)</u>	<u>(14,475,465)</u>	<u>32%</u>
<i>Total Resources Available</i>	<u>\$ 9,517,726</u>	<u>6,875,105</u>	<u>7,246,767</u>	<u>371,662</u>	<u>8,255,885</u>	<u>20%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 648,795	860,628	636,102	(224,526)	917,487	7%
Fringe Benefits	266,183	472,669	392,807	(79,862)	520,109	10%
Services/Materials	272,952	701,487	608,729	(92,758)	425,375	(39%)
Other Operating Expenses	261,644	393,337	395,545	2,208	259,535	(34%)
Capital Outlay	11,136	8,500	7,500	(1,000)	2,000	(76%)
<i>Total Expenses</i>	<u>1,460,710</u>	<u>2,436,621</u>	<u>2,040,683</u>	<u>(395,938)</u>	<u>2,124,506</u>	<u>(13%)</u>
Other Financial Uses:						
Operating Balance Year End	(10,959,070)	(15,532,631)	(14,475,465)	1,057,166	(10,107,068)	(35%)
Claims	19,016,086	19,971,115	19,681,549	(289,566)	16,238,447	-
<i>Total Other Financial Uses</i>	<u>8,057,016</u>	<u>4,438,484</u>	<u>5,206,084</u>	<u>767,600</u>	<u>6,131,379</u>	<u>38%</u>
<i>Total Resources Allocated</i>	<u>\$ 9,517,726</u>	<u>6,875,105</u>	<u>7,246,767</u>	<u>371,662</u>	<u>8,255,885</u>	<u>20%</u>

## CENTRAL SERVICES FUND

RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>Revenues:</b>						
Charges for Services	\$ 2,864,984	2,161,038	2,044,344	(116,694)	1,777,521	(18%)
Miscellaneous Revenue	175,378	132,629	148,830	16,201	111,653	(16%)
<i>Total Revenues</i>	<u>3,040,362</u>	<u>2,293,667</u>	<u>2,193,174</u>	<u>(100,493)</u>	<u>1,889,174</u>	<u>(18%)</u>
<b>Other Financial Resources:</b>						
Transfers In	33,749					
Prior Year Operating Balance	651,310	579,159	599,415	20,256	678,821	17%
<i>Total Other Resources</i>	<u>685,059</u>	<u>579,159</u>	<u>599,415</u>	<u>20,256</u>	<u>678,821</u>	<u>17%</u>
<i>Total Resources Available</i>	<u>\$ 3,725,421</u>	<u>2,872,826</u>	<u>2,792,589</u>	<u>(80,237)</u>	<u>2,567,995</u>	<u>(11%)</u>
<b>RESOURCES ALLOCATED</b>						
<b>Expenses:</b>						
Salaries and Wages	\$ 550,756	577,745	443,101	(134,644)	407,473	(29%)
Fringe Benefits	212,495	250,667	253,258	2,591	169,736	(32%)
Services/Materials	1,170,802	1,487,372	1,092,874	(394,498)	1,140,827	(23%)
Other Operating Expenditures	194,109	142,652	217,124	74,472	215,190	51%
Non Operating Expenditures	1,333,395	-	-	-	-	0%
Capital Outlay	152,963	31,500	107,411	75,911	-	(100%)
<i>Total Expenses</i>	<u>3,614,520</u>	<u>2,489,936</u>	<u>2,113,768</u>	<u>(376,168)</u>	<u>1,933,226</u>	<u>(22%)</u>
<b>Other Financial Uses:</b>						
Transfers Out	110,901	140,455	-	(140,455)	140,455	0%
Operating Balance Year End	-	242,435	678,821	436,386	494,314	-
<i>Total Other Uses</i>	<u>110,901</u>	<u>382,890</u>	<u>678,821</u>	<u>295,931</u>	<u>634,769</u>	<u>66%</u>
<i>Total Resources Allocated</i>	<u>\$ 3,725,421</u>	<u>2,872,826</u>	<u>2,792,589</u>	<u>(80,237)</u>	<u>2,567,995</u>	<u>(11%)</u>

## VEHICLE RENTAL FUND

RESOURCES AVAILABLE	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	PROPOSED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
Replacement Reserve:						
Beginning Balance	\$ 11,016,183	11,041,280	13,832,946	2,791,666	10,905,924	(1%)
Interest 50%	166,164	100,000	100,000	-	100,000	0%
Vehicle Sales	468,980	800,000	760,000	(40,000)	800,000	0%
Interfund Charge	7,143,514	6,638,400	7,536,739	898,339	7,601,960	15%
Loan Proceeds	1,738,598	-	-	-	-	-
Transfers In	918,784	125,277	125,277	-	125,277	0%
Operations:						
Beginning Balance	2,419,983	1,555,066	2,477,204	922,138	2,358,008	52%
Interest 50%	166,164	100,000	100,000	-	100,000	0%
Interfund Charge	6,180,538	7,843,140	6,749,803	(1,093,337)	6,963,360	(11%)
Other Revenue	49,199	134,730	117,811	(16,919)	43,500	(68%)
<i>Total Resources Available</i>	<u>\$ 30,268,107</u>	<u>28,337,893</u>	<u>31,799,780</u>	<u>3,461,887</u>	<u>28,998,029</u>	<u>2%</u>
RESOURCES ALLOCATED						
Replacement Reserve:						
Purchases	\$ 6,316,971	7,864,914	9,996,340	2,131,426	5,399,100	(31%)
Debt Service	1,302,306	1,454,016	1,452,698	(1,318)	1,736,796	19%
Ending Balance	13,832,946	9,386,027	10,905,924	1,519,897	12,397,265	32%
Operations:						
Salaries and Wages	223,103	297,725	219,146	(78,579)	202,768	(32%)
Fringe Benefits	66,069	118,953	109,619	(9,334)	50,832	(57%)
Services/Materials	5,817,182	7,089,155	6,444,233	(644,922)	6,868,757	(3%)
Other Operating Expenses	207,057	273,474	313,811	40,337	326,237	19%
Transfers Out	25,269	-	-	-	-	-
Ending Balance	2,477,204	1,853,629	2,358,009	504,380	2,016,274	9%
<i>Total Resources Allocated</i>	<u>\$ 30,268,107</u>	<u>28,337,893</u>	<u>31,799,780</u>	<u>3,461,887</u>	<u>28,998,029</u>	<u>2%</u>

**SPECIAL REVENUE FUNDS\***

	FY 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	PROPOSED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>RESOURCES AVAILABLE</b>						
Revenues:						
Taxes	\$ 81,726	42,368	41,050	(1,318)	58,597	-
Intergovernmental	2,039,357	2,769,325	2,699,833	(69,492)	2,936,879	6%
Charges for Services	121,331	79,323	11,709	(67,614)	93,721	-
Miscellaneous Revenue	363,938	273,057	564,238	291,181	564,319	107%
<i>Total Revenues</i>	<u>2,606,352</u>	<u>3,164,073</u>	<u>3,316,830</u>	<u>152,757</u>	<u>3,653,516</u>	<u>15%</u>
Other Financial Resources:						
Transfer from General Fund	1,932,579	1,706,627	1,944,383	237,756	2,604,913	53%
Transfer from Parking Fund	-	604,200	-	(604,200)	-	(100%)
Transfer from CIP Subfund	-	-	-	-	-	-
Debt Service Reserve	-	165,304	-	(165,304)	-	(100%)
Prior Year Operating Balance	-	146,527	168,155	21,628	146,527	0%
<i>Total Other Financial Resources</i>	<u>1,932,579</u>	<u>2,622,658</u>	<u>2,112,538</u>	<u>(510,120)</u>	<u>2,751,440</u>	<u>5%</u>
<i>Total Resources Available</i>	<u>\$ 4,538,931</u>	<u>5,786,731</u>	<u>5,429,368</u>	<u>(357,363)</u>	<u>6,404,956</u>	<u>11%</u>
<b>RESOURCES ALLOCATED</b>						
Expenses:						
Salaries and Wages	\$ 610,636	660,996	612,324	(48,672)	823,050	25%
Fringe Benefits	173,948	231,201	196,241	(34,960)	320,588	39%
Services/Materials	371,397	544,343	580,255	35,912	567,263	4%
Other Operating Expenses	229,005	95,311	64,857	(30,454)	179,665	89%
Debt Service	285,858	92,500	83,250	(9,250)	103,873	12%
Capital Outlay	2,463	2,500	1,817	(683)	2,000	(20%)
<i>Total Expenses</i>	<u>1,673,307</u>	<u>1,626,851</u>	<u>1,538,744</u>	<u>(88,107)</u>	<u>1,996,439</u>	<u>23%</u>
Other Financial Uses:						
Transfer to Capital Projects	2,740,630	936,059	3,874,071	2,938,012	2,103,460	125%
Transfer to Debt Service	-	2,306,200	-	(2,306,200)	1,329,402	(42%)
Transfer to Grants	-	-	-	-	-	-
Transfer to General Fund	-	606,372	-	(606,372)	829,128	37%
Transfer to Insurance Fund	-	-	-	-	-	-
Contingencies	-	1,200	-	(1,200)	-	(100%)
Debt Service Reserve	-	165,304	-	(165,304)	-	(100%)
Year End Balance	124,994	144,745	16,553	(128,192)	146,527	1%
<i>Total Other Financial Uses</i>	<u>2,865,624</u>	<u>4,159,880</u>	<u>3,890,624</u>	<u>(269,256)</u>	<u>4,408,517</u>	<u>6%</u>
<i>Total Resources Allocated</i>	<u>\$ 4,538,931</u>	<u>5,786,731</u>	<u>5,429,368</u>	<u>(357,363)</u>	<u>6,404,956</u>	<u>11%</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 2002/2003 ACTUAL	FY 2003/2004 ORIG. BUDGET	FY 2003/2004 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED FY 2004/2005 BUDGET	FY 2004/2005 % Change Increase (Decrease)
<b>Revenues:</b>						
Interest Earnings	\$ 66,032	26,500	5,990	(20,510)	18,890	(29%)
<i>Total Revenues</i>	<u>66,032</u>	<u>26,500</u>	<u>5,990</u>	<u>(20,510)</u>	<u>18,890</u>	<u>(29%)</u>
<b>Other Financial Resources:</b>						
Transfer from General Fund	8,525,537	10,017,469	11,420,049	1,402,580	13,218,933	32%
Transfer from Water and Sewer	407,990	407,990	407,990	-	407,990	0%
Transfer from Central Services	102,903	140,455	140,455	-	140,455	0%
Bond Proceeds	38,685,419	-	-	-	-	0%
Transfer from CRA	901,615	2,306,200	841,127	(1,465,073)	1,330,202	(42%)
Transfer from Parking	-	1,250,000	-	(1,250,000)	-	-
Transfer from General CIP	1,516,357	1,493,680	-	(1,493,680)	124,010	(92%)
Reserves	720,620	637,949	307,792	(330,157)	304,260	(52%)
<i>Total Other Financial Resources</i>	<u>50,860,441</u>	<u>16,253,743</u>	<u>13,117,413</u>	<u>(3,136,330)</u>	<u>15,525,850</u>	<u>(4%)</u>
<i>Total Resources Available</i>	<u>\$ 50,926,473</u>	<u>16,280,243</u>	<u>13,123,403</u>	<u>(3,156,840)</u>	<u>15,544,740</u>	<u>(5%)</u>
<b>RESOURCES ALLOCATED</b>						
<b>Expenses:</b>						
Debt Service	\$ 11,631,134	15,782,775	12,819,143	(2,963,632)	14,879,542	(6%)
<i>Total Expenses</i>	<u>11,631,134</u>	<u>15,782,775</u>	<u>12,819,143</u>	<u>(2,963,632)</u>	<u>14,879,542</u>	<u>(6%)</u>
<b>Other Financial Uses:</b>						
Transfer Out	92,207	-	-	-	160,934	-
Reserves	39,203,132	497,468	304,260	(193,208)	504,264	1%
<i>Total Other Financial Uses</i>	<u>39,295,339</u>	<u>497,468</u>	<u>304,260</u>	<u>(193,208)</u>	<u>665,198</u>	<u>34%</u>
<i>Total Resources Allocated</i>	<u>\$ 50,926,473</u>	<u>16,280,243</u>	<u>13,123,403</u>	<u>(3,156,840)</u>	<u>15,544,740</u>	<u>(5%)</u>

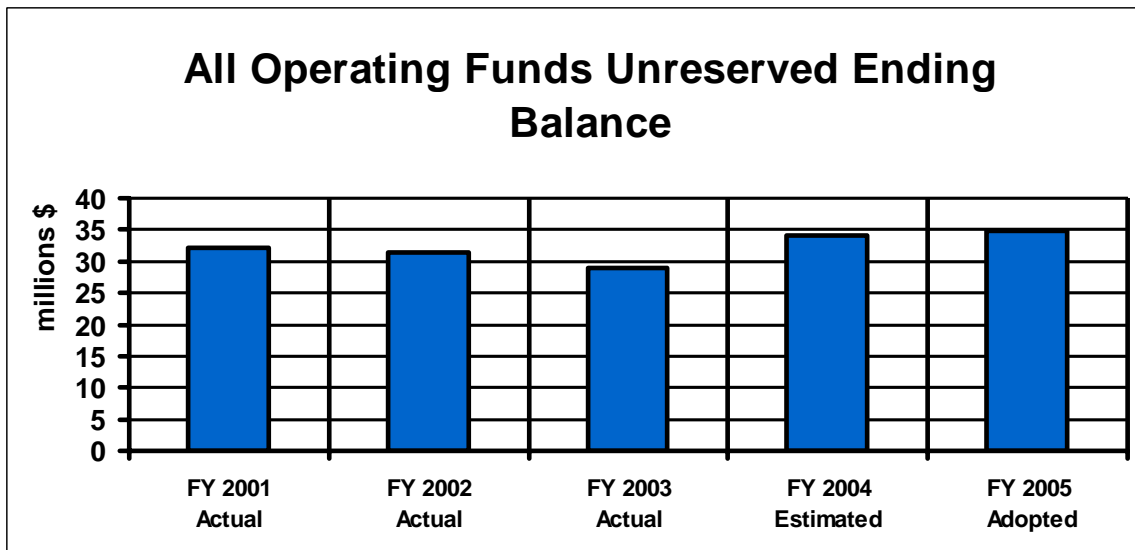
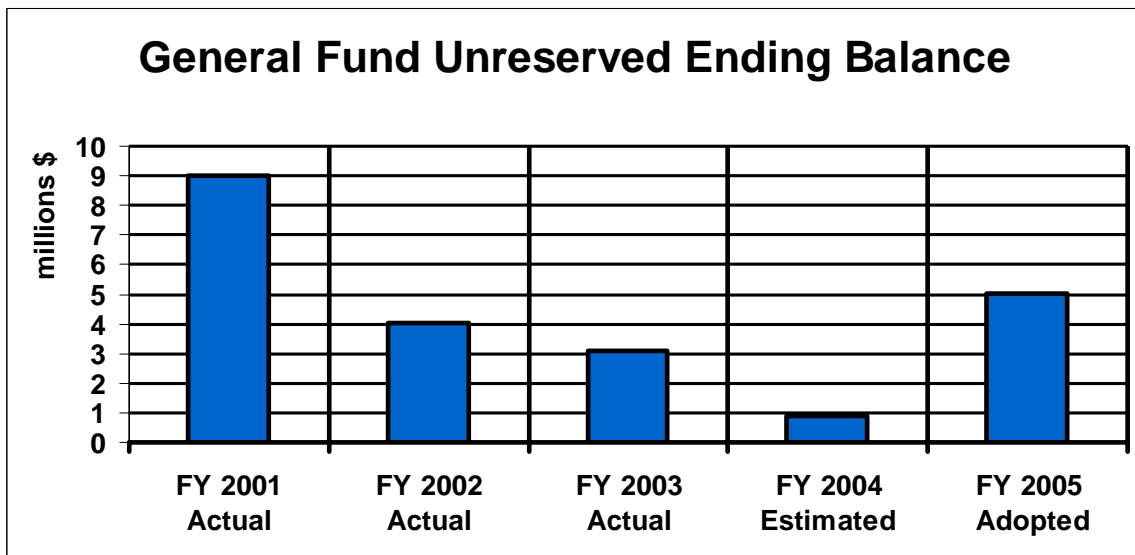
## Debt Service Requirements

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 2002/2003 Actual	FY 2003/2004 Adopted	FY 2003/2004 Estimated	FY 2004/2005 Adopted
<b>Governmental Funds Debt Service</b>				
General Obligation	\$ 6,733,704	6,469,822	6,470,145	6,468,921
General Fund Debt	435,461	514,833	514,781	676,591
Fla Intergovernmental Finance Commission	266,343	1,250,000	1,211,320	2,617,425
Sunshine State Loans	2,161,619	2,565,300	2,367,875	2,557,063
Excise Tax Bonds	1,789,914	3,191,453	1,916,392	1,905,931
CRA Debt	285,857	92,500	83,356	103,873
Tax Increment Revenue Bonds	<u>679,552</u>	<u>2,306,200</u>	<u>789,257</u>	<u>1,330,202</u>
Subtotal	<u>\$ 12,352,450</u>	<u>15,782,775</u>	<u>13,353,126</u>	<u>15,660,006</u>
<b>Enterprise Fund Debt Service</b>				
Sanitation Revenue Bonds	\$ 556,650	546,528	558,992	557,382
Water and Sewer Revenue Bonds	2,592,279	4,905,629	4,943,592	4,959,279
Central Region Revenue Bonds	353,493	669,245	678,618	680,343
Parking System Debt	<u>1,928,687</u>	<u>1,348,900</u>	<u>1,364,914</u>	<u>-</u>
Subtotal	<u>\$ 5,431,109</u>	<u>7,470,302</u>	<u>7,546,116</u>	<u>6,197,004</u>
<b>Internal Service Fund Debt</b>				
Vehicle Rental Fund	<u>\$ 1,302,305</u>	<u>1,454,016</u>	<u>1,452,583</u>	<u>1,736,796</u>
<b>TOTAL</b>	<u><u>\$ 19,085,864.00</u></u>	<u><u>24,707,093</u></u>	<u><u>22,351,825</u></u>	<u><u>23,593,806</u></u>

## Unreserved Ending Balances

Ending fund balances are shown for the General Fund and all funds. Enterprise Fund balance is a calculated amount since the accounting is different for proprietary funds versus governmental funds. As shown on the chart below, the General Fund balance has been in decline the last few years. The City has not budgeted for adequate reserves in the recent past. This was no more apparent than in FY 2003 when the City projected ending the year with an \$86,000 General Fund unreserved, undesignated balance or approximately 0.034 percent of operating expenditures. As the result of hiring and expenditure freezes, the year ended with \$875,000 in unreserved, undesignated fund balance – about 0.3 percent of the General Fund. With the budget for Fiscal Year 2004/2005, the City Commission has made a commitment to adequately fund the reserves. The three-year goal is to re-establish fiscal stability while continuing the sterling service provided to the citizens of the City of Fort Lauderdale. Due to the recent fiscal events the City has experienced, a new awareness of how budget decisions today affect funding options in future years has been instilled within the governing body.



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## **DEPARTMENT BUDGETS**

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### **INTRODUCTION**

The City government is organized into departments along functional lines. The City's organization chart on page D-30 reflects its operation under the "Commission-Manager" plan and identifies its twenty departments.

The table on page D-2 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 A-31 to A-34 for explanations of significant personnel changes, as well as impacts due to reorganization.

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; and
5. Assure consistency and commitment within the City to pursue similar outcomes and results.

Effective October 1, 2004, a major reorganization of City departments took place. These changes are indicated by footnotes on the organization charts and in the goals and objectives section as applicable. In a few cases budget information is unavailable for FY 02/03 and FY 03/04, due to the fact that only a portion of the area was reorganized.

The Administrative Services Department no longer exists. Therefore, only the organization chart is included for historical reference (see page D-4).

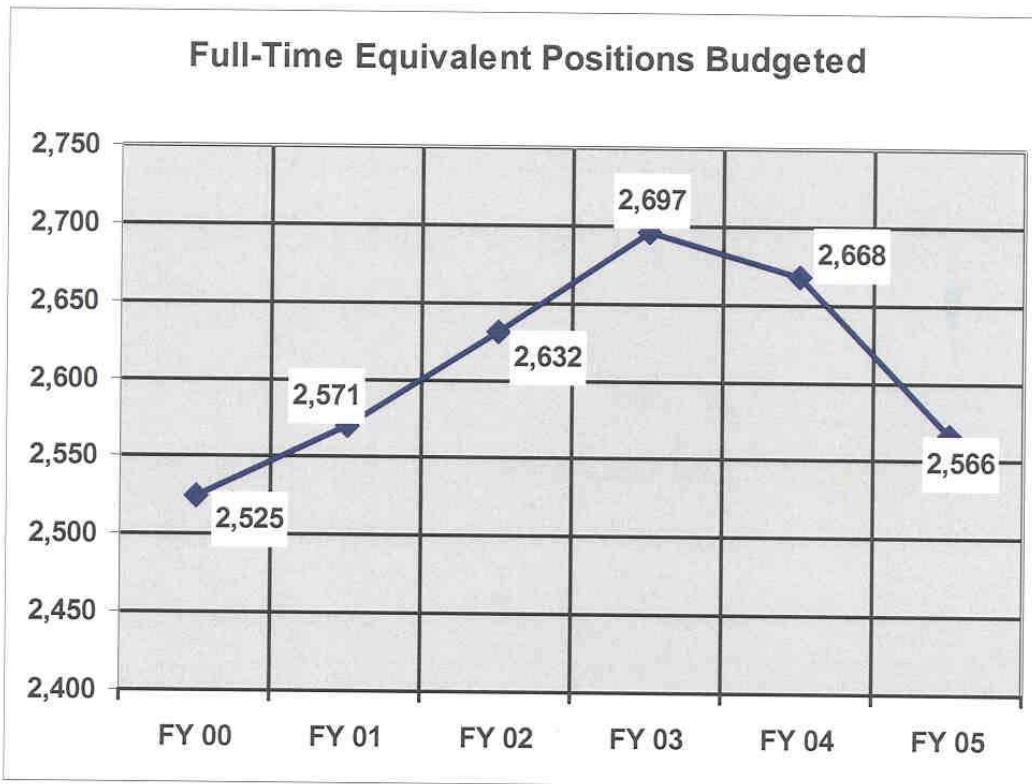
The former Community and Economic Development Department is now called the Economic Development Department.

The former Public Services Department is now the Public Works Department.

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

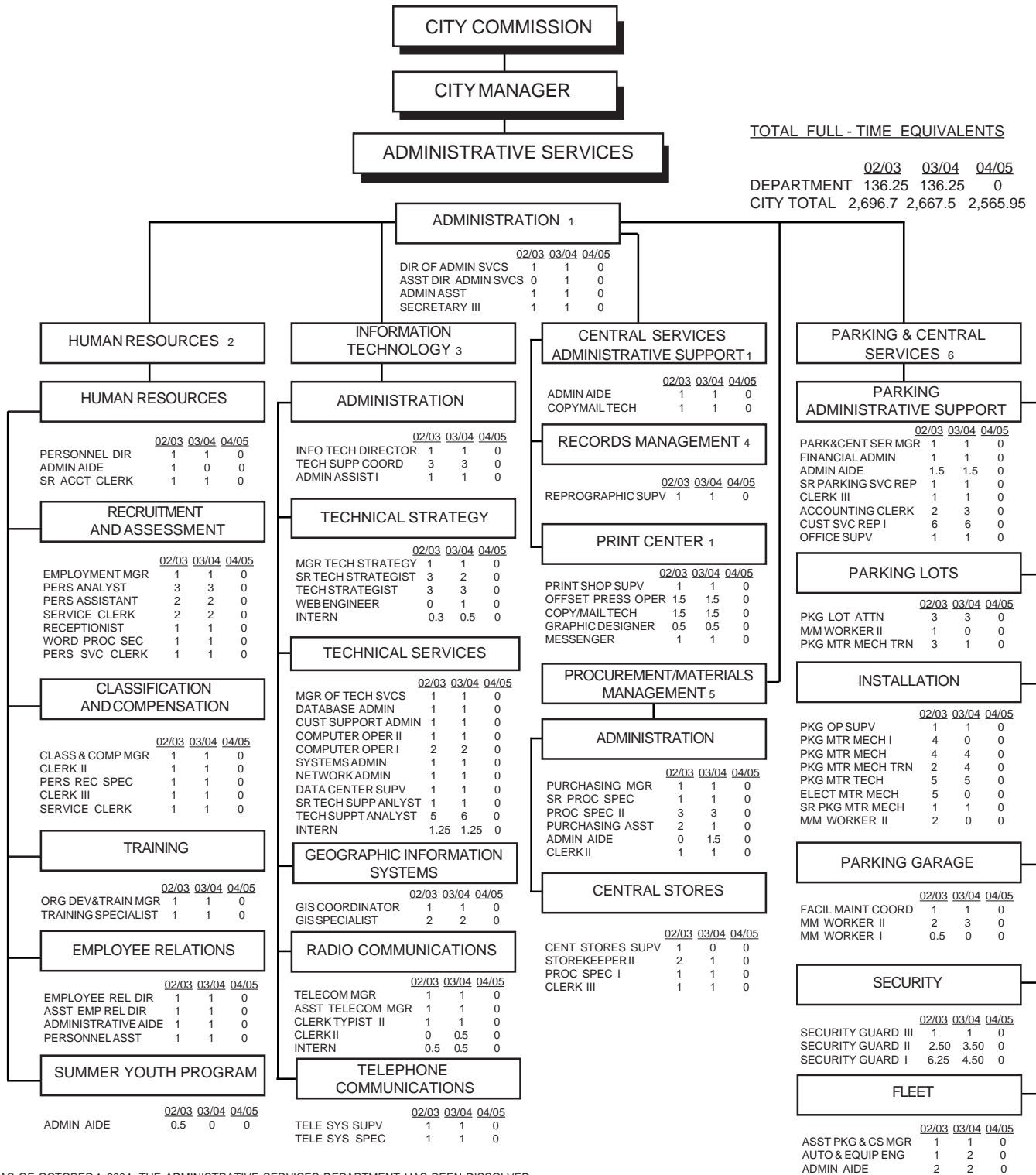
	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>
<b>GENERAL FUND:</b>			
Administrative Services	71.25	72.25	0.00
Building	0.00	0.00	120.50
Business Enterprises	0.00	0.00	40.50
City Attorney	24.00	24.00	24.00
City Clerk	12.50	11.50	12.00
City Commission	5.00	5.00	5.00
City Manager	31.50	27.50	10.00
Community & Economic Development	70.70	67.00	4.00
Finance	50.00	50.00	46.00
Fire-Rescue	410.50	445.70	438.20
Human Resources	0.00	0.00	25.00
Information Systems	0.00	0.00	32.50
Office of Management and Budget	0.00	0.00	12.00
Office of Professional Standards	0.00	4.00	3.00
Parks & Recreation	429.00	394.80	328.00
Planning and Zoning	0.00	0.00	37.00
Police	747.25	718.25	659.25
Procurement	0.00	0.00	12.50
Public Information	0.00	0.00	8.00
Public Services	242.00	240.00	0.00
Public Works	0.00	0.00	153.00
<b>General Fund Total</b>	<b>2,093.70</b>	<b>2,060.00</b>	<b>1,970.45</b>
<b>COMMUNITY REDEVELOPMENT FUND:</b>			
City Manager	1.00	1.00	0.00
Community & Economic Development	9.00	10.00	12.00
<b>Community Redevelopment Fund Total</b>	<b>10.00</b>	<b>11.00</b>	<b>12.00</b>
<b>ENTERPRISE FUNDS:</b>			
Sanitation	82.50	82.50	76.50
Water & Sewer	299.00	306.00	311.00
Central Region	35.00	35.00	34.00
Stormwater	21.00	21.00	21.00
Parking System - Administrative Services	47.00	47.00	0.00
Parking System - Parking and Fleet	0.00	0.00	43.50
Parking System - Police	23.00	23.00	23.00
Parking Systems - Public Works	0.00	0.00	4.00
Executive Airport	12.50	13.50	13.50
<b>Enterprise Funds Total</b>	<b>520.00</b>	<b>528.00</b>	<b>526.50</b>
<b>INTERNAL SERVICE FUNDS:</b>			
Insurance	9.50	10.00	9.00
Central Services - Administrative Services	14.00	12.00	0.00
Central Services - Business Enterprises	0.00	0.00	5.00
Central Services - Information Systems	0.00	0.00	5.50
Vehicle Rental - Administrative Services	4.00	5.00	0.00
Vehicle Rental - Parking and Fleet	0.00	0.00	4.00
<b>Internal Service Funds Total</b>	<b>27.50</b>	<b>27.00</b>	<b>23.50</b>
<b>LIGHT DUTY POSITIONS (Insurance Fund):*</b>			
Fire-Rescue	1.00	1.00	1.00
Parks & Recreation	2.00	2.00	2.00
Police	4.00	1.00	0.00
Public Services	2.00	2.00	0.00
Public Works	0.00	0.00	2.00
<b>Light Duty Positions Total</b>	<b>9.00</b>	<b>6.00</b>	<b>5.00</b>
<b>GRANTS AND CONFISCATION FUNDS:</b>			
Fire-Rescue	2.00	2.00	0.00
Community & Economic Development	20.50	20.50	0.00
Planning and Zoning	0.00	0.00	20.50
Police	14.00	13.00	8.00
<b>Grants and Confiscation Funds Total</b>	<b>36.50</b>	<b>35.50</b>	<b>28.50</b>
<b>ALL FUNDS TOTAL</b>	<b>2,696.70</b>	<b>2,667.50</b>	<b>2,565.95</b>

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



The trend in authorized full-time equivalent positions shows a 5 percent decrease from FY 03. Further review of the past five fiscal years show that the adopted staffing level for FY 05 is below the level of FY 01. The City has been carefully reviewing staffing levels. Outsourcing and privatization of operations have been used to reduce position levels when it is found to be in the best interest of the community. Please note that the position counts above include grant and confiscation fund positions.

# ORGANIZATION PLAN ADMINISTRATIVE SERVICES

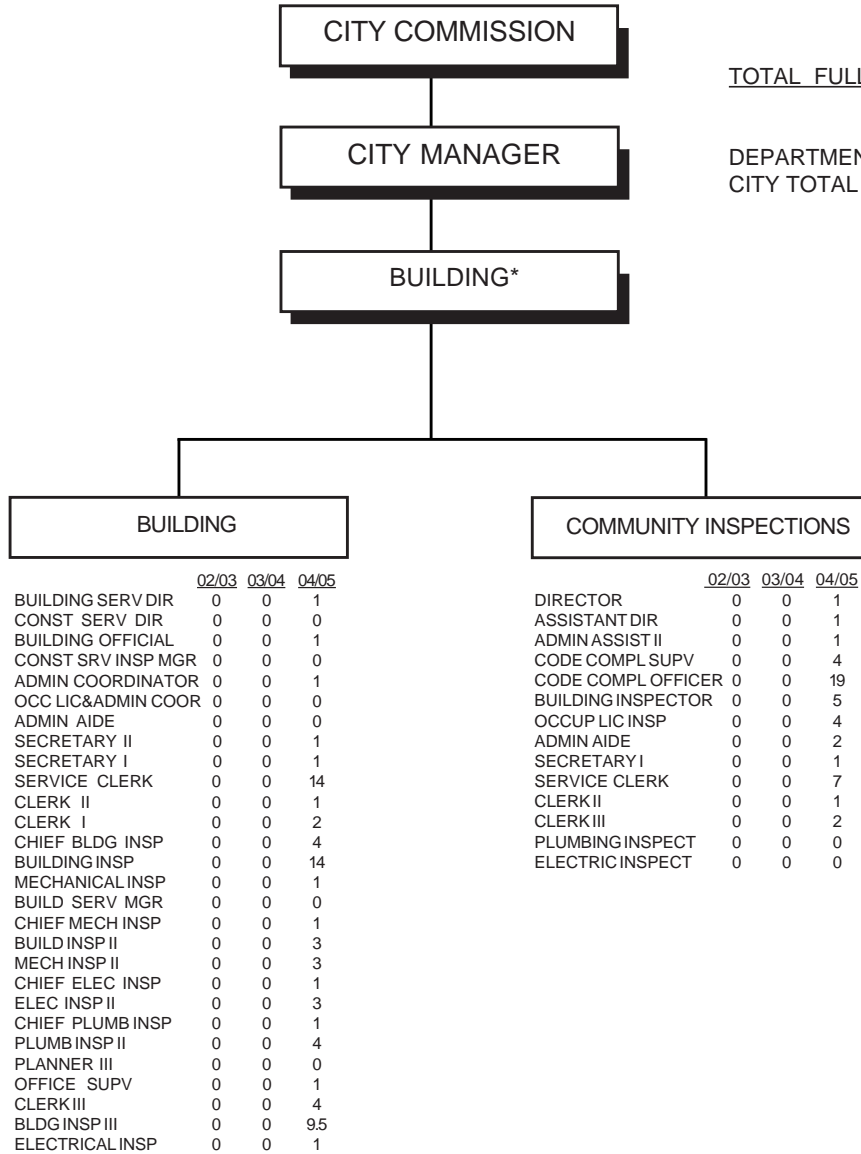


AS OF OCTOBER 1, 2004, THE ADMINISTRATIVE SERVICES DEPARTMENT HAS BEEN DISSOLVED. ITS FUNCTIONS HAVE BEEN TRANSFERRED TO THE FOLLOWING DEPARTMENTS AS FOOTNOTED:

- 1 MOVED TO BUSINESS ENTERPRISES
- 2 MOVED TO DEPARTMENT OF HUMAN RESOURCES
- 3 MOVED TO INFORMATION SYSTEMS
- 4 MOVED TO PUBLIC INFORMATION DEPARTMENT
- 5 MOVED TO PROCUREMENT SERVICES
- 6 MOVED TO PARKING AND FLEET SERVICES

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# ORGANIZATION PLAN BUILDING



TOTAL FULL - TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	0	0	120.5
CITY TOTAL	2,696.7	2,667.5	2,565.95

\*EFFECTIVE OCTOBER 1, 2004, BUILDING BECAME A SEPARATE DEPARTMENT. PREVIOUSLY, BUILDING WAS A DIVISION OF THE PUBLIC SERVICES DEPARTMENT AND COMMUNITY INSPECTIONS WAS A DIVISION OF THE COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT.

## BUILDING DEPARTMENT

### MISSION

Achieve total customer satisfaction by providing quality building department services and cooperative community inspections.

### FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

<u>DIVISION:</u> Building	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
Total Budget	\$4,421,132	\$4,587,326	\$6,366,735
Total FTE's	62	63	72.5

1. Goal: Provide community inspections 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 development needs and the provision of quality customer service.

- Objectives:
- a. Provide spontaneous responses to our customers in answering questions on plans review in progress, inspection activity, and other building services activities.
  - b. Provide for consistent responses to customers due to improved coordination between community inspections and the building department.
  - c. Improve customer information systems through the provision of an 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 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Citizen Services Resulting From Complaints (Weekly)	2.5	1.84	1.50
Customer Complaints (Weekly)	2.5	1.84	1.50
<b>Efficiency:</b>			
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
<b>Effectiveness:</b>			
Improved Customer Service-Increased Response Time	100 %	100 %	100 %

## BUILDING DEPARTMENT

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2. Goal: Ensure that all building permit activities are in compliance with the 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 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. Provide for alternatives to walk in permitting through the provision of fax permitting.
  - f. Participate with the Information Systems Department and Pentamation on developing on-line permitting.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Plans Reviewed	48,000	50,121	55,000
Inspections Performed	91,000	102,104	110,000
Fax Permits/Year	307	2,121	4,200
<b>Efficiency:</b>			
Average Plans Reviewed/Plan Reviewer/Year	4,000	3,866	4,000
Average Annual Inspections/Inspector	4,333	4,435	5,000
Average Fax Permits Issued/Month	307	176	350
<b>Effectiveness:</b>			
Inspections Performed on Schedule	94 %	96 %	100 %
Plan Reviews Meeting 15-Day Target	80 %	85 %	100 %
Building Code Effectiveness Grading Schedule/IOS*	3	3	2
Plan Review Turnaround Time (Days)	18	15	15
Fax Permit Turnaround Time (Days)	3	2	2

\*International Organization for Standardization



## BUILDING DEPARTMENT

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<b><u>DIVISION:</u></b> Community Inspections	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$3,448,755	3,532,705	\$3,717,701
Total FTE's	52	51	48

3. 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 (SM), and Code Enforcement Board (CEB).
  - e. Process City Commission agenda items and Citizen Services items.
  - f. Process customer complaints, and provide customer service via telephone and personal contact.
  - 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>	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Civic Association Presentations	411	360	75
Phone Calls to Associations	1,580	1,450	1,350
Action Items Addressed	254	200	300
Lots Cleared	500	425	275
Trash Piles Picked Up	594	550	400
Buildings Demolished	6	10	8
Buildings Boarded	46	40	25
Code Enforcement Board (CEB) Cases	581	525	700
Special Master (SM) Cases	2,706	2,500	2,000
Unsafe Structures Board Cases	46	35	30

## BUILDING DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 2002/2003 Actuals</u>	<u>FY 2003/2004 Estimated</u>	<u>FY 2004/2005 Target</u>
<b>Workloads/Outputs: (continued)</b>			
Initial Inspections	21,686	20,000	19,000
Re-inspections	34,190	32,000	26,000
Lien Settlements	236	200	200
Special Master Orders	811	700	650
Code Enforcement Board Orders	236	200	200
Unsafe Structures Board Orders	11	10	8
Vehicles Towed	142	160	250
Occupational License Inspections	10,053	9,500	10,000
<b>Efficiency:</b>			
Special Master Cases With Service	83 %	84 %	85 %
CEB Cases With Service	86 %	90 %	87 %
<b>Effectiveness:</b>			
SM Cases Complied Before Hearing	37 %	38 %	38 %
CEB Cases Complied Before Hearing	18 %	20 %	19 %

### FY 2003/2004 MAJOR ACCOMPLISHMENTS

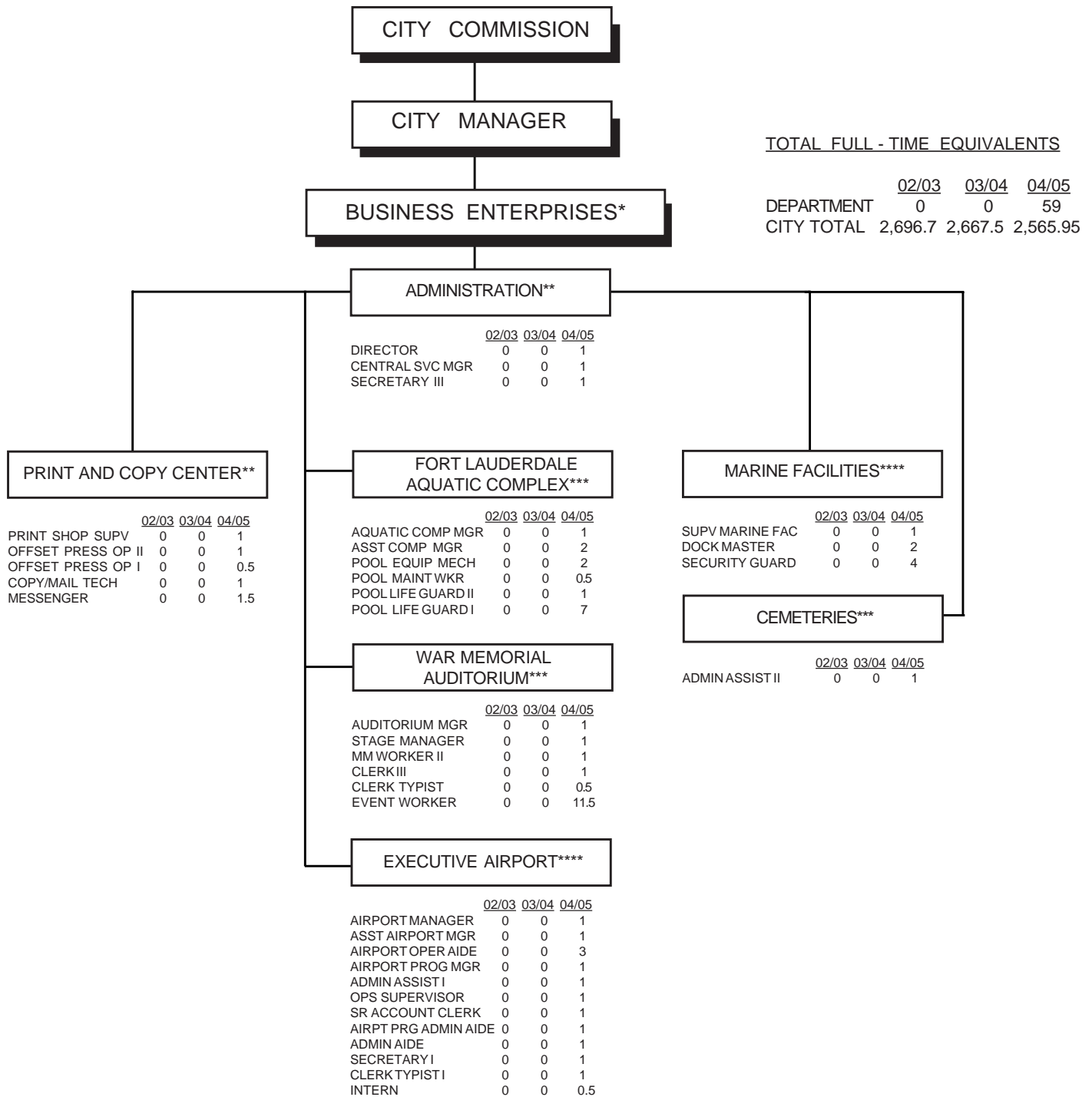
- In Construction Services over 50,000 plans were reviewed and over 102,000 inspections were performed.
- The review sign-off process for inspectors has been improved, making it easier for inspectors and less time consuming, resulting in a quicker issuance of Certificate of Occupancies to our customers.
- Coordinated with WaterWorks 2011 to facilitate permitting of sewer hookups for homeowners in project areas.
- Assisted Community Inspections with the Code Amnesty program.
- Participated in the planning and implementation of the Fire Assessment Program.
- Demolished 6 unsafe structures; cleared 295 lots; removed 383 illegal trash piles; and boarded 26 open and abandoned structures.
- Collected \$1,343,985 from amnesty program – target was \$550,000.

**BUILDING DEPARTMENT**

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	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<b><u>General Fund</u></b>		
<b>Revenues</b>				
Licenses and Permits	\$ 10,839,139	8,675,438	10,138,700	10,954,000
Intergovernmental Revenue	216,164	105,000	105,000	105,000
Charges for Service	79,682	61,650	44,499	41,650
Fines and Forfeitures	916,707	550,000	2,283,985	625,000
Miscellaneous Revenues	207,975	135,800	170,800	150,800
<i>Total</i>	\$ <u>12,259,667</u>	<u>9,527,888</u>	<u>12,742,984</u>	<u>11,876,450</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 5,517,612	5,151,547	5,404,215	6,599,675
Fringe Benefits	1,705,915	2,040,423	1,909,062	2,431,900
Services/Materials	405,731	543,562	586,228	555,801
Other Operating Expenses	285,168	284,439	308,721	412,060
Capital Outlay	22,202	78,000	78,000	85,000
<i>Total</i>	\$ <u>7,936,628</u>	<u>8,097,971</u>	<u>8,286,226</u>	<u>10,084,436</u>

# ORGANIZATION PLAN BUSINESS ENTERPRISES



\*EFFECTIVE OCTOBER 1, 2004, BUSINESS ENTERPRISES BECAME A SEPARATE DEPARTMENT.

\*\*TRANSFERRED IN FROM THE FORMER ADMINISTRATIVE SERVICES DEPARTMENT.

\*\*\*TRANSFERRED IN FROM THE PARKS AND RECREATION DEPARTMENT.

\*\*\*\*TRANSFERRED IN FROM THE COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT.

**BUSINESS ENTERPRISES DEPARTMENT**

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**MISSION**

Seek to apply sound business principles to the management of the diverse group of City assets assembled in this new department in order to maximize their revenue potential, service delivery and customer service.

**FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

<b><u>DIVISION:</u></b> Office of the Director	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	N/A *	N/A *	\$700,379
Total FTE's	N/A *	N/A *	3

\* This information was previously reported by the Department of Administrative Services in a combined form with other department functions.

1. Goal: Foster a departmental commitment to further the overall mission. 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, preparing and monitoring the departmental budget and contract administration.

<b><u>DIVISION:</u></b> Marine Facilities	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$1,242,991	\$1,155,153	\$1,241,925
Total FTE's	8.7	8	7

2. Goal: Operate City Marine Facilities utilizing sound business practices while achieving recognition for outstanding customer service, and providing the most cost effective and economical service in a clean and safe environment.

Objectives:

- a. In conjunction with the New River Trading Post Project at the site of the former New River Branch U.S. Post Office Property, finalize 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.
- b. Continue to work with City Engineering in the development of the next phase of capital improvements planned for the City's Downtown Marine Facilities.
- c. Continue to work with the Marine Industries of South Florida for the deepening of both the New River and the Intracoastal Waterway.
- d. 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.
- e. 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.

**BUSINESS ENTERPRISES DEPARTMENT**

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- f. 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.
- g. Continue to provide liaison services to the Marine Advisory Board.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
<u>Downtown Facilities:</u>			
Slips Rented/New River Docks	18,615	14,600	20,075
Slips Rented/Cooley's Landing Marina	5,582	5,582	5,582
<u>Intracoastal Facilities:</u>			
Slips Rented/Las Olas Marina Fixed Piers	9,782	10,658	10,658
Slips Rented/Las Olas Marina Floating Docks	3,855	3,972	3,972
Slips Rented/Las Olas Marina Anchorage	2,154	2,154	2,372
<b>Efficiency:</b>			
Occupancy:			
<u>Downtown Facilities</u>			
New River Docks	51 %	40 %*	55 %
Cooley's Landing Marina	61 %	61 %	61 %
<u>Intracoastal Facilities</u>			
Las Olas Marina Fixed Piers	67 %	73 %	73 %
Las Olas Marina Floating Docks	66 %	68 %	68 %
Las Olas Marina Anchorage	59 %	59 %	65 %
<b>Effectiveness:</b>			
Occupancy Over (Under) Prior Years:			
<u>Downtown Facilities</u>			
New River Docks	(16) %	(11) %	15 %
Cooley's Landing Marina	10 %	0 %	0 %
<u>Intracoastal Facilities</u>			
Las Olas Marina Fixed Piers	2 %	6 %	0 %
Las Olas Marina Floating Docks	(22) %	2 %	0 %
Las Olas Anchorage	6 %	0 %	6 %
Advisory/Community Meeting Hours	66	66	66
Outside 40 Hour Week/2 FTE's			
Visitors' Satisfaction Rating	Good-Excel.	Good-Excel.	Good-Excel.

\*Occupancy levels on the New River were down in FY 2004 due to construction and development impacts requiring closure of 36 of 100 dock slips available for transient or seasonal rental. During FY 2005, some improvement should be made with the scheduled opening of 16 of the 36 closed slips.

**BUSINESS ENTERPRISES DEPARTMENT**

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<b><u>DIVISION:</u></b> Fort Lauderdale Aquatic Complex	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	N/A *	N/A *	\$2,177,677
Total FTE's	N/A *	N/A *	13.5

3. 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 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Days of Operation Per Year	365	365	365
Hours of Operation Per Year	4,100	3,750	3,750
Total Event Days	95	104	100
Recreational Swim Attendance	52,673	49,895	50,000
Swimming/Diving Program Attendance	50,732	48,991	51,000
<b>Efficiency:</b>			
Cost Per Participant (Net)	\$9.23	\$11.02	\$9.66
<b>Effectiveness:</b>			
Revenue	\$349,701	\$369,556	\$372,588
Economic Impact (Millions)	\$10.50	\$11.2	\$12.0

<b><u>DIVISION:</u></b> War Memorial Auditorium	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	N/A *	N/A *	\$1,109,680
Total FTE's	N/A *	N/A *	16

4. Goal: Present a variety of events to the residents of Fort Lauderdale and Broward County.

- Objectives:
- a. Book and present as many events as possible.
  - b. Lower expenses; increase revenue.
  - c. Finish the enhanced Capital Improvement Project (CIP) project to upgrade and improve the Auditorium's appearance.

\*This information was previously reported by the Parks & Recreation Department in a combined form with other department functions.

**BUSINESS ENTERPRISES DEPARTMENT**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Contracts	70	52	55
Event Days	203	176	180
<b>Efficiency:</b>			
Events Booked to Dates Available	56 %	48 %	49 %
Event Days/Set Up Tear Down	203	176	180
<b>Effectiveness:</b>			
Attendance	189,716	162,702	175,000
Rate of Recovery	109 %	114 %*	110 %

\*Expenditure savings and revenue increases boosted rate of recovery despite fewer events due to construction.

<b><u>DIVISION:</u></b> Executive Airport	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
Total Budget	\$3,573,464	\$4,592,091	\$5,156,811
Total FTE's	12.5	13.5	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.
  - 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. 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.



**BUSINESS ENTERPRISES DEPARTMENT**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Leases Administered	47	47	47
Invoices Processed	606	555 *	550
Financial Transactions Handled	1,046	790 *	800
Aviation Advisory Board (AAB) Transactions Handled	6,258	6,480	7,243
Airfield/Heliport Inspections Conducted	706	732	732
Notices/Alerts/Call Outs	147	99	123
People Trained in Airport Operating Area (AOA) Safety Program Classes	184	163	152
Individuals on Airport Tours	111	66	42
Citizen Responses/Noise Program Interactions	4,820	9,160	6,980
Plans Reviewed/Monitored/Coordinated	66	100	83
AOA Recurrent Training Program	86	83	84
Gate Cards Issued	N/A	1,218	600
<b>Efficiency:</b>			
Invoices Processed/1 FTE	606	555	550
Financial Transactions Handled/1 FTE	1,046	790	800
AAB Items Distributed/1 FTE	6,258	6,480	7,243
Airfield/Heliport Inspections/3 FTEs	235	244	244
Notices/Alerts/Call Outs/3 FTEs	49	33	41
Citizen Responses/Noise Program Interactions/1 FTE	4,820	9,160	6,980
Gate Cards Issued/3 FTEs	N/A	406	200
<b>Effectiveness:</b>			
Revenue Generated	\$5,099,577	\$4,795,602	\$5,007,973
Real Estate Taxes Assessed	\$1,931,521	\$2,047,273	\$2,100,000
AOA Badges Awarded	184	163	152
Grant Dollars Received	\$1,720,482	\$6,660,231	\$4,262,000

\*Increased use of procurement-cards led to reduction in invoices and financial transactions handled.

**BUSINESS ENTERPRISES DEPARTMENT**

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<b><u>DIVISION:</u></b> Printing & Graphics, City	FY 2002/2003	FY 2003/2004	FY 2004/2005
Hall Copy Center	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	N/A *	N/A *	\$465,999
Total FTE's	N/A *	N/A *	5

\*This information was previously reported by the Department of Administrative Services in a combined form with other department functions.

6. 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.
  - b. Continue to market printing and graphic services to Fort Lauderdale civic associations and downtown area not-for-profits.

<u>Selected Performance Measures</u>	<u>FY 2002/2003 Actuals</u>	<u>FY 2003/2004 Estimated</u>	<u>FY 2004/2005 Target</u>
<b>Workloads/Outputs:</b>			
Sheets Thru Press (Impressions)	8,837,000	7,000,000	8,000,000
<b>Efficiency:</b>			
Impressions per Operator	4,418,000	3,500,000	4,000,000
Cost per 1,000 Impressions	\$46.68	\$50.26	\$51.99 *
<b>Effectiveness:</b>			
Lower Than Outside Printing Companies	30 %	25 %	25 %

\*A General Fund position was transferred to this Fund beginning FY04/05, which results in increased expenditures thus a slight increase in the "Cost per 1,000 Impressions" measurement.

**FY 03/04 MAJOR ACCOMPLISHMENTS**

The Department of Business Enterprises was newly formed effective October 1, 2004; therefore, please refer to Community & Economic Department and Parks & Recreation Department sections of this publication for FY 03/04 major accomplishments of those divisions that were previously located in those departments.

- The Aquatic Complex hosted the 2004 National YMCA Swimming & Diving Championships for the 26<sup>th</sup> year. The meet attracted over 3000 athletes, coaches, officials and spectators during the 4-day event.
- The Fort Lauderdale Swim Team won their 13<sup>th</sup> and 14<sup>th</sup> National Team Championships at the 2004 USA Swimming National 10K Open Water Championships in Fort Myers.
- The Aquatic Complex had a total of 104 event days at the facility, generating an estimated \$11.2 million in economic impact and filling approximately 35,000 hotel rooms.

**BUSINESS ENTERPRISES DEPARTMENT**

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- Marine Facilities staff, in coordination with City Engineering, prepared and submitted a permit application to the Florida Department of Environmental Protection for a floating dock to be installed on the New River providing maritime exhibition and day dockage in connection with the New River Trading Post/Maritime Museum development project. They also coordinated with City Engineering and Marine Police on development plans and grant funding for replacement of \$160,000 in navigational signage on the Intracoastal Waterway and New River.
- The initial draft specifications for the Request for Proposal to upgrade electrical power centers located at Allied Marine Richard Bertram Marine Group in conjunction with the approved Capital Improvement Program were completed.
- Airport staff continued to coordinate a number of Capital Improvement Program projects: \$3 million Phase III security enhancements; construction of the \$2.8 million Aircraft Rescue and Fire Fighting/Emergency Operations Center/Fire Station #88 facility; \$5 million rehabilitation of Runway 8/26, and \$700,000 for installation of identification and directional signage around the airport roadways and entrances.
- The Airport recently celebrated the two-year anniversary of the elevated John Fuhrer Downtown Helistop, which provides a vital transportation link to the City's Central Business District. The facility offers one landing and one parking position and a fully furnished lobby.

	<b>FY 2002/2003 *</b>	<b>FY 2003/2004 *</b>	<b>FY 2003/2004 *</b>	<b>FY 2004/2005</b>
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<b><u>General Fund</u></b>		
<b>Revenues</b>				
Licenses & Permits	\$ -	-	-	1,700
Charges for Service	-	-	-	3,958,540
Miscellaneous Revenues	-	-	-	232,043
<i>Total</i>	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>4,192,283</u>
<b>Expenditures</b>				
Salaries & Wages	\$ -	-	-	2,333,603
Fringe Benefits	-	-	-	628,598
Services/Materials	-	-	-	2,007,855
Other Operating Expenses	-	-	-	259,605
Capital Outlay	-	-	-	-
<i>Total</i>	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>5,229,661</u>

\*N/A - Dollar amounts not able to be separated from previous locations due to being combined with other functions.

**BUSINESS ENTERPRISES DEPARTMENT**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
	<b><u>Airport Fund</u></b>			
<b>Revenues</b>				
Charges for Service	\$ 1,812,857	1,682,524	1,698,524	1,727,517
Miscellaneous Revenues	3,286,720	3,113,078	3,160,510	3,280,456
<i>Total</i>	<u>\$ 5,099,577</u>	<u>4,795,602</u>	<u>4,859,034</u>	<u>5,007,973</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 621,845	660,460	547,385	644,424
Fringe Benefits	207,944	243,965	242,368	259,083
Services/Materials	803,304	1,407,437	1,394,562	1,636,715
Other Operating Expenses	1,850,574	2,168,995	2,343,466	2,599,589
Non-Operating Expenses	80,128	-	-	-
Capital Outlay	9,669	4,470	64,310	17,000
<i>Total</i>	<u>\$ 3,573,464</u>	<u>4,485,327</u>	<u>4,592,091</u>	<u>5,156,811</u>

**Central Services Fund\***

<b>Revenues</b>				
Charges for Service	\$ -	-	-	399,900
Miscellaneous Revenues	-	-	-	36,000
Other Revenues	-	-	-	-
<i>Total</i>	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>435,900</u>
<b>Expenditures</b>				
Salaries & Wages	\$ -	-	-	142,928
Fringe Benefits	-	-	-	61,168
Services/Materials	-	-	-	185,514
Other Operating Expenses	-	-	-	76,389
Capital Outlay	-	-	-	-
<i>Total</i>	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>465,999</u>

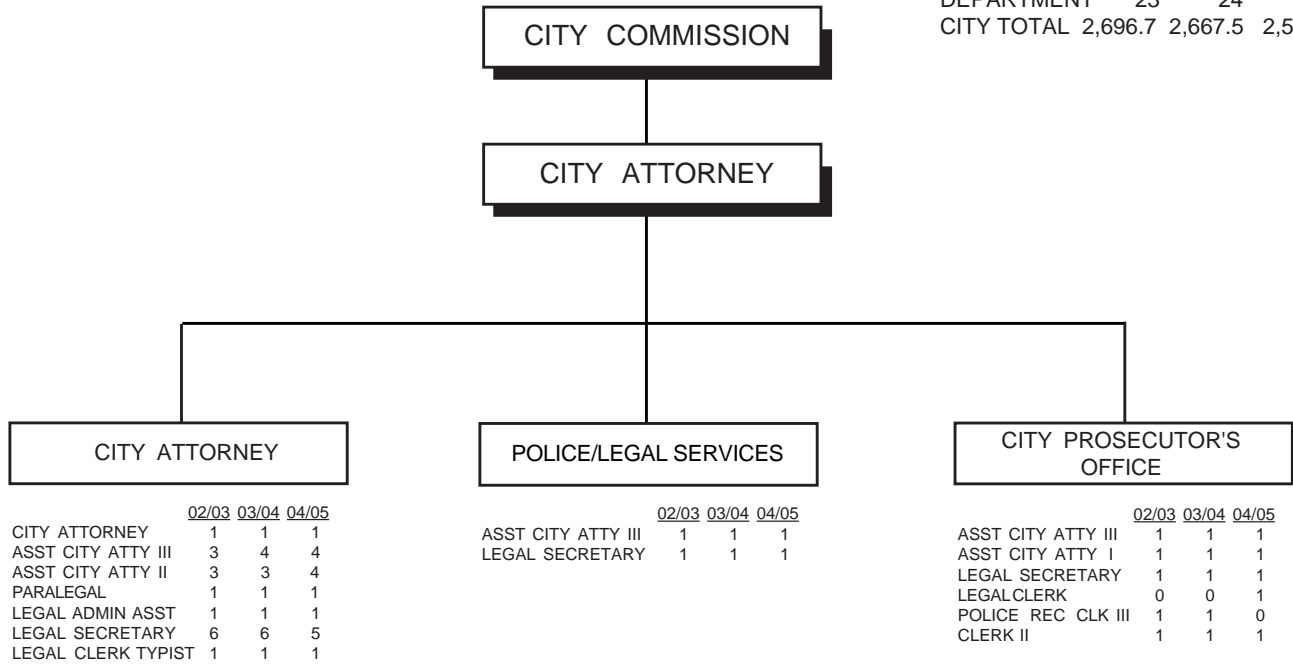
\*N/A - Dollar amounts not able to be separated from previous locations due to being combined with other functions.

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## ORGANIZATION PLAN CITY ATTORNEY

TOTAL FULL - TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	23	24	24
CITY TOTAL	2,696.7	2,667.5	2,565.95



**CITY ATTORNEY'S OFFICE**

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**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 2004/2005 GOALS AND OBJECTIVES**

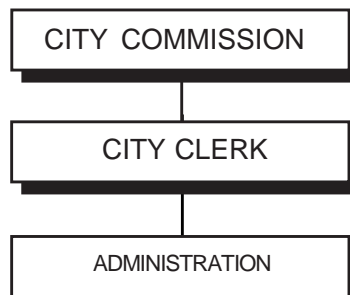
<b><u>DIVISION</u></b> : City Attorney	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$2,273,840	\$2,439,096	\$2,822,406
Total FTE's	23	24	24

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.

	<b><u>FY 2002/2003</u></b>	<b><u>FY 2003/2004</u></b>	<b><u>FY 2003/2004</u></b>	<b><u>FY 2004/2005</u></b>
	<b><u>Actual</u></b>	<b><u>Orig. Budget</u></b>	<b><u>Est. Actual</u></b>	<b><u>Adopted</u></b>
<b><u>General Fund</u></b>				
<b>Revenues</b>				
Charges for Service	\$ -	-	2,500	-
Fines & Forfeitures	162,050	110,000	72,404	-
Miscellaneous Revenues	183,047	159,602	214,402	424,850
<i>Total</i>	\$ <u>345,097</u>	<u>269,602</u>	<u>289,306</u>	<u>424,850</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 1,554,204	1,660,274	1,616,879	1,874,162
Fringe Benefits	482,713	580,101	520,370	666,597
Services/Materials	175,978	156,343	211,240	206,985
Other Operating Expenses	48,264	46,302	56,189	63,962
Capital Outlay	12,681	33,343	34,418	10,700
<i>Total</i>	\$ <u>2,273,840</u>	<u>2,476,363</u>	<u>2,439,096</u>	<u>2,822,406</u>

## ORGANIZATION PLAN CITY CLERK



### TOTAL FULL-TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	12.5	11.5	12
CITY TOTAL	2,696.7	2,667.5	2,565.95

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
CITY CLERK	1	1	1
ASST CITY CLERK	1	1	1
COMMISS ASST COORD	1	1	1
COMMISS ASST IV	1	1	0
COMMISS ASST III	3	3	5
COMMISS ASST II	2	3	2
COMMISS ASST I	1	0.5	1
SERVICE CLERK	1	1	1
SECRETARY I	0.5	0	0



**CITY CLERK**

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**MISSION**

Ensure the integrity and accessibility of the City’s official records and to assist in the delivery of services in a culture of sensitivity, responsiveness, and versatility.

**FY 2004/2005 GOALS, OBJECTIVES, AND SELECTED PERFORMANCE MEASURES**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$1,292,935	\$895,309	\$1,279,980
Total FTE’s	12.5	11.5	12

1. Goal: Create all Commission meeting/workshop agendas and coordinate dissemination of agenda and support documentation according to policy. Ensure accurate and easily accessible historical record of all Commission meetings/workshops.

- Objectives:
- a. Publish Commission regular and conference meeting agendas and deliver received support documentation three business days prior to meeting.
  - b. Preserve an accurate history of Commission actions.
  - c. Maintain City’s official records in a manner that is easily accessible.
  - d. Scan Commission agenda and support documentation by the Friday prior to the Tuesday Commission regular meeting.

<u>Selected Performance Measures</u>	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs</b>			
<b>Agenda Preparation:</b>			
Conference Items	317	362	308
Regular Items	1,268	1,216	1,282
Special Items	71	77	60
Average Pages in Agenda Package	1,210	1,406	1,210
Research/Public Records Requests	N/A	N/A	260
<b>Efficiency:</b>			
Agenda Items Processed/1.5 FTE’s	1,104	1,103	1,100
Agenda Pages Reviewed, Corrected & Typed /Agenda/1.5 FTE’s	807	937	807
Research Requests/1 FTEs	N/A	N/A	260

**CITY CLERK**

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<u>Selected Performance Measures</u>	<u>FY 2002/2003 Actuals</u>	<u>FY 2003/2004 Estimated</u>	<u>FY 2004/2005 Target</u>
<b>Effectiveness:</b>			
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 %

2. Goal: Coordinate advisory board membership and related administrative support including such aspects as application process, financial disclosure, terms.

- Objectives:
- a. Inform new board members by the Friday following each Commission regular meeting.
  - b. Provide advisory board liaisons with up-to-date membership lists and communicate Commission actions pertaining to advisory boards by the Friday following each Commission regular meeting.
  - c. Mail all correspondence necessitated from Commission action (appointment letters, reappointment letters, certificates etc.) by the Friday following each Commission regular meeting.
  - d. Update master file of all addresses, applications/resumes, and board member history following each Commission regular meeting.

<u>Selected Performance Measures</u>	<u>FY 2002/2003 Actuals</u>	<u>FY 2003/2004 Estimated</u>	<u>FY 2004/2005 Target</u>
<b>Workloads/Outputs</b>			
Citizen and Advisory Board Correspondence	545	545	550
Advisory Board Telephone Inquiries	491	437	486
Advisory Boards	28	28	28
Advisory Board Membership	245	250	250
<b>Efficiency:</b>			
Citizen and Advisory Board Correspondence/2 FTE's	272.5	272.5	275
Telephone Inquiries/2 FTE's	245.5	218.5	243
Advisory Boards/1.5 FTE's	18.7	18.7	18.7
Advisory Board Membership/1.5 FTE's	163	166.6	166.6
<b>Effectiveness:</b>			
Timely Notification to Advisory Board Members and Board Liaisons	100 %	96 %	100 %

## CITY CLERK

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

- Objectives:
- a. Assist citizens with inquiries and refer matters to the appropriate department or agency.
  - b. Respond to requests for information received by the Commission.
  - c. Represent the City in all matters pertaining to municipal elections.

<u>Selected Performance Measures</u>	<u>FY 2002/2003</u> <u>Actuals</u>	<u>FY 2003/2004</u> <u>Estimated</u>	<u>FY 2004/2005</u> <u>Target</u>
<b>Workloads/Outputs</b>			
Proclamations	200	200	250
Customer Telephone Inquiries	75,360	85,000	85,000
Correspondence Processed	13,008	13,008	15,000
Travel Arrangements Made	48	36	48
<b>Efficiency:</b>			
Proclamations/1.5 FTE's	133	133	167
Customers Assisted by Telephone/6 FTE	12,560	14,167	14,167
Letters/Memos Sent/5 FTE's	2,602	2,602	3,000
Travel Arrangements Made/1 FTE	48	36	48
<b>Effectiveness:</b>			
Days to Respond to Requests	2	2	1

### **FY 2003/2004 MAJOR ACCOMPLISHMENTS**

The City Clerk's office staff acted as liaison to the EMS Coalition of Broward County and the Ad Hoc City Manager Search Committee managing all meetings and related documents. Additionally, five Citizen Volunteer Corps projects were completed. Staff members are also working with Friends of Southside on the restoration of the old Southside School site.

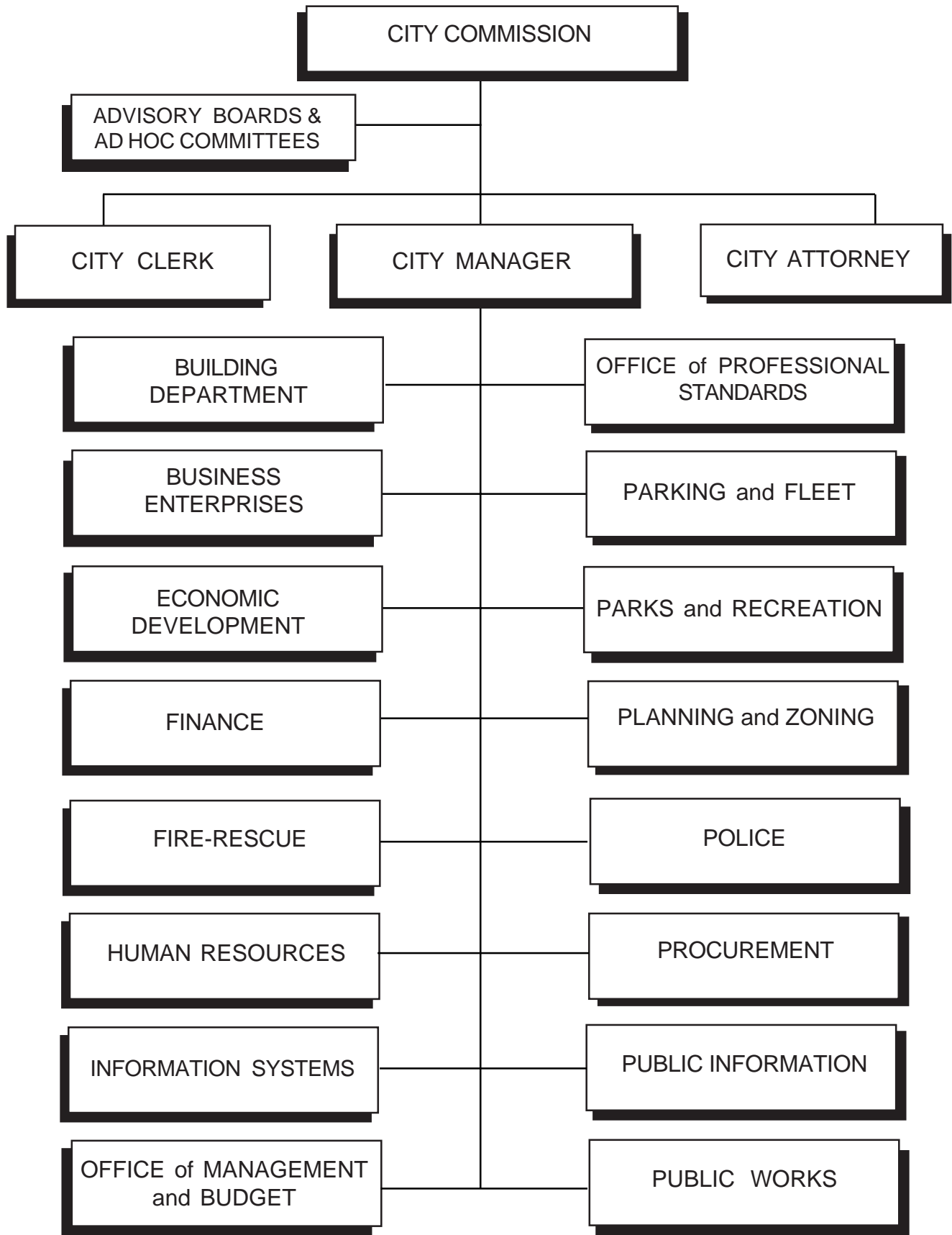
**CITY CLERK**

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	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
	<b><u>General Fund</u></b>			
<b>Revenues</b>				
Charges for Service	\$ 3,843	1,400	1,700	1,600
Miscellaneous Revenues	-	-	-	-
<i>Total</i>	<u>\$ 3,843</u>	<u>1,400</u>	<u>1,700</u>	<u>1,600</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 645,699	574,457	570,324	614,235
Fringe Benefits	220,776	254,614	233,733	267,051
Services/Materials	383,875	70,541	66,682	268,453
Other Operating Expenses	34,201	31,628	24,570	25,241
Capital Outlay	8,384	-	-	105,000
<i>Total</i>	<u>\$ 1,292,935</u>	<u>931,240</u>	<u>895,309</u>	<u>1,279,980</u>

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# THE PEOPLE OF FORT LAUDERDALE



**CITY COMMISSION**

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**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 2004/2005 GOALS AND OBJECTIVES**

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

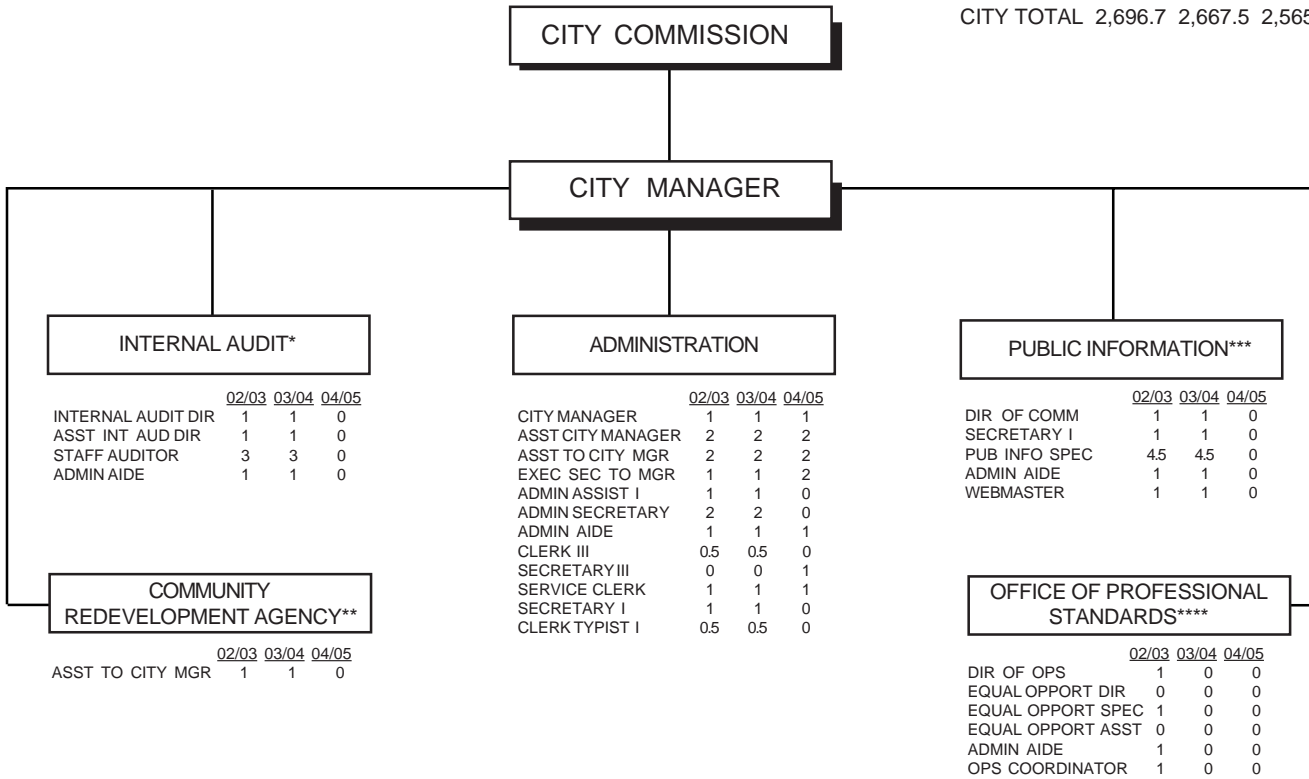
- Objectives:
- a. Establish City policy and enact ordinances, rules and regulations providing for the general health and welfare of citizens and property.
  - b. Adopt the annual budget.
  - c. Authorize most contracts.
  - d. Appoint the City Manager, City Attorney, City Clerk and the advisory board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

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
<b>Expenditures</b>		<b><u>General Fund</u></b>		
Salaries & Wages	\$ 130,890	175,400	144,967	171,800
Fringe Benefits	32,175	34,078	33,025	34,800
Services/Materials	29,027	33,048	25,275	23,776
Other Operating Expenses	76,994	48,315	57,049	76,582
Capital Outlay	-	-	-	-
<i>Total</i>	<u>\$ 269,086</u>	<u>290,841</u>	<u>260,316</u>	<u>306,958</u>

# ORGANIZATION PLAN CITY MANAGER

## TOTAL FULL-TIME EQUIVALENTS

	02/03	03/04	04/05
DEPARTMENT	32.5	28.5	10
CITY TOTAL	2,696.7	2,667.5	2,565.95



\*EFFECTIVE 10/01/04 TRANSFERRED TO OFFICE OF MANAGEMENT AND BUDGET  
 \*\*EFFECTIVE 10/01/04 TRANSFERRED TO ECONOMIC DEVELOPMENT DEPARTMENT  
 \*\*\*EFFECTIVE 10/01/04 TRANSFERRED TO PUBLIC INFORMATION DEPARTMENT  
 \*\*\*\*EFFECTIVE 10/01/03 TRANSFERRED TO THE OFFICE OF PROFESSIONAL STANDARDS



**CITY MANAGER DEPARTMENT**

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**MISSION**

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 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

<b><u>DIVISION:</u></b> Administration	<u>FY 2002/2003</u> <u>Actuals</u>	<u>FY 2003/2004</u> <u>Estimated</u>	<u>FY 2004/2005</u> <u>Adopted</u>
Total Budget	\$1,571,592	\$1,399,516	\$1,745,936
Total FTE's	13	13	10

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>	<u>FY 2002/2003</u> <u>Actuals</u>	<u>FY 2003/2004</u> <u>Estimated</u>	<u>FY 2004/2005</u> * <u>Target</u>
<b>Workloads/Outputs:</b>			
City Commission Inquiries/Citizen Referrals	1,386	1,479	-
Other Citizen Inquiries/Requests	2,221	2,896	-

\*Transferred to Public Information Department

**CITY MANAGER DEPARTMENT**

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u> (3.5 FTE's)	FY 2003/2004 <u>Estimated</u> (3 FTE's)	FY 2004/2005 * <u>Target</u>
<b>Effectiveness:</b>			
City Commission Inquiries/Citizen Referrals	396	500	-
Other Citizen Inquiries/Requests	635	965	-

\* Transferred to the Public Information Department

**FY 2003/2004 MAJOR ACCOMPLISHMENTS**

The City Manager's Administration Division focused its energies in the past year on overseeing the implementation of policies set by the City Commission to restore and enhance fiscal stability to the City, including the streamlining of City services for greater efficiencies, the analysis of expenditures and revenues in order to reduce costs and increase revenues, and the establishment of procedures to effectively monitor the budget. In addition, it continued to offer leadership, guidance, and support to the initiatives and projects undertaken by City Departments as described throughout this document.

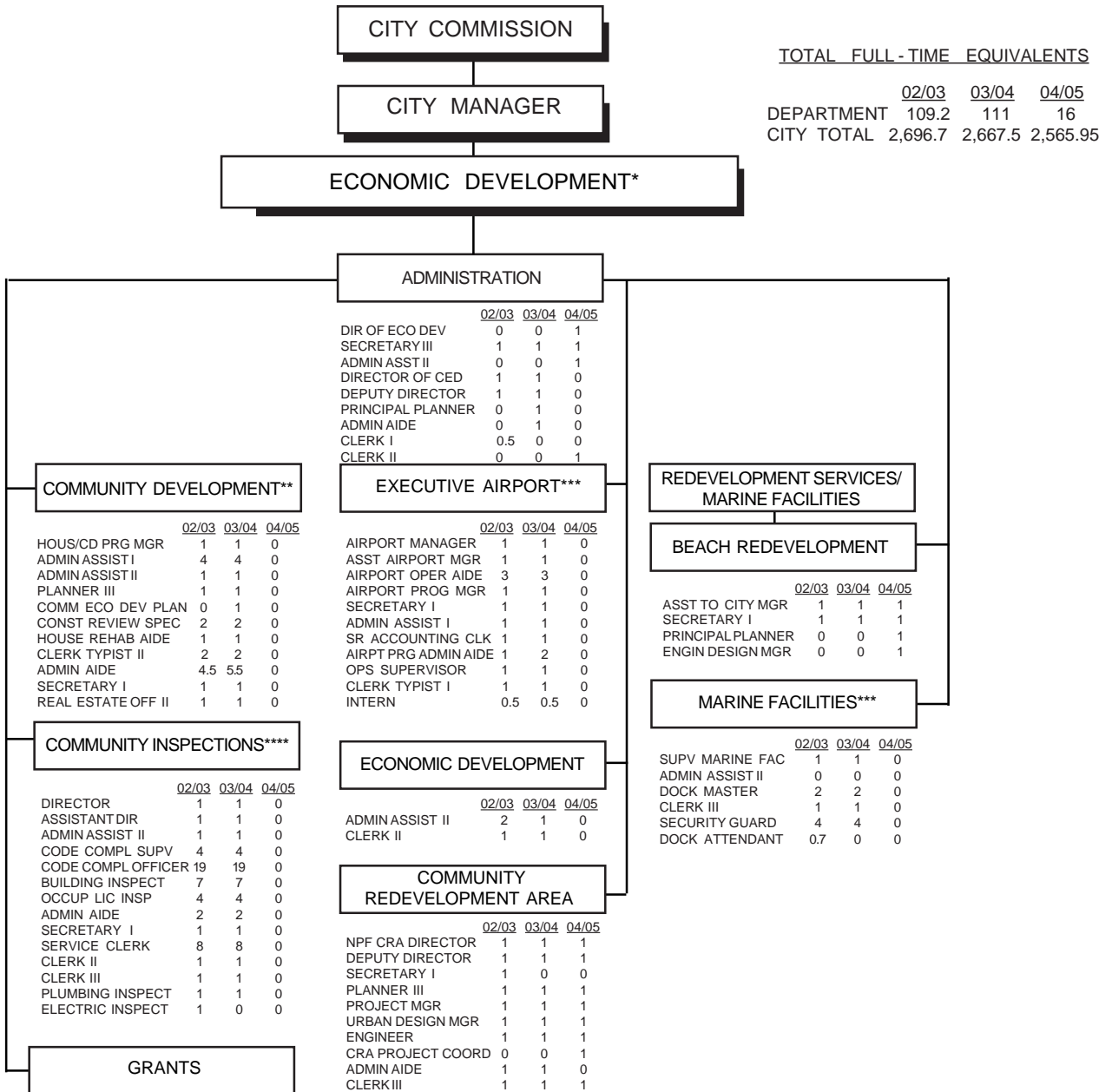
	<u>FY 2002/2003</u> <u>Actual</u>	<u>FY 2003/2004</u> <u>Orig. Budget</u>	<u>FY 2003/2004</u> <u>Est. Actual</u>	<u>FY 2004/2005</u> <u>Adopted</u>
		<b><u>General Fund</u></b>		
<b>Revenues</b>				
Miscellaneous Revenues	\$ 431,040	476,103	371,455	-
<i>Total</i>	<u>\$ 431,040</u>	<u>476,103</u>	<u>371,455</u>	<u>-</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 2,133,135	1,752,641	1,680,319	1,167,787
Fringe Benefits	616,576	714,436	637,300	324,350
Services/Materials	279,337	247,582	312,372	194,144
Other Operating Expenses	103,882	72,299	75,433	45,655
Capital Outlay	19,760	-	2,553	14,000
<i>Total</i>	<u>\$ 3,152,690</u>	<u>2,786,958</u>	<u>2,707,977</u>	<u>1,745,936</u>

**Community Redevelopment Fund**

<b>Expenditures</b>				
Salaries & Wages	\$ 100,266	101,386	33,419	-
Fringe Benefits	34,496	41,160	24,546	-
<i>Total</i>	<u>\$ 134,762</u>	<u>142,546</u>	<u>57,965</u>	<u>-</u>

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# ORGANIZATION PLAN ECONOMIC DEVELOPMENT



\*EFFECTIVE OCTOBER 1, 2004 THE FORMER COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT BECAME THE NEW ECONOMIC DEVELOPMENT DEPARTMENT.  
 \*\*TRANSFERRED TO THE PLANNING AND ZONING DEPARTMENT.  
 \*\*\*TRANSFERRED TO THE BUSINESS ENTERPRISES DEPARTMENT.  
 \*\*\*\*TRANSFERRED TO THE BUILDING DEPARTMENT.

**ECONOMIC DEVELOPMENT DEPARTMENT**

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**MISSION**

Be the catalyst for economic development, embracing the diversity of the City and enhancing the quality of life for residents, businesses and visitors.

**FY 2004/2005 APPROPRIATION LEVEL**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Administration*	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$6,101,320	\$6,020,640	\$1,099,972
Total FTE's	76	79.5	4

\* - This department has been reorganized. Budgets are for department totals.

	FY2002/2003	FY2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Central Beach/CRA	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$353,773	\$306,971	\$600,658
Total FTE's	3	3	4

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> NWPFH/CRA	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$891,299	\$1,099,875	\$1,230,708
Total FTE's	10	8	8

The Economic Development Department is currently in a state of reorganization. The City is in search of key personnel to help build an economic strategic plan that will lead the City into the future. As part of the overall reorganization of the City, the departments responsible for many of the divisions have been changed. The Executive Airport and Marine Facilities divisions have been transferred to the new Business Enterprises Department, the Community Inspections division has been transferred to the Building Department, and the Community Development division (grants) has been transferred to the Planning and Zoning Department.

The remaining divisions include the Administration, funded by the General Fund, and two divisions of the Community Redevelopment Area, the Central Beach and the Northwest-Progresso-Flagler Heights.

**ECONOMIC DEVELOPMENT DEPARTMENT**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>2003/2004</b>	<b>FY 2004/2005</b>
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<b><u>General Fund</u></b>		
<b>Revenues</b>				
Licenses and Permits	\$ 2,728,188	2,600,000	2,051,700	-
Intergovernmental Revenue	216,164	105,000	105,000	-
Charges for Service	2,185,496	2,221,405	2,180,031	-
Fines and Forfeits	916,707	550,000	2,283,985	-
Miscellaneous Revenues	547,033	426,396	541,290	218,446
<i>Total</i>	\$ <u>6,593,588</u>	<u>5,902,801</u>	<u>7,162,006</u>	<u>218,446</u>

<b>Expenditures</b>				
Salaries & Wages	\$ 3,065,693	3,021,507	2,921,813	355,585
Fringe Benefits	1,036,565	1,269,467	1,196,176	158,441
Services/Materials	1,409,685	1,442,015	1,399,574	381,365
Other Operating Expenses	576,808	524,779	418,507	199,481
Non Operating	-	-	82,070	3,900
Capital Outlay	12,570	-	2,500	1,200
<i>Total</i>	\$ <u>6,101,321</u>	<u>6,257,768</u>	<u>6,020,640</u>	<u>1,099,972</u>

**Community Redevelopment Fund**

<b>Revenues</b>				
Intergovernmental Revenue	\$ 2,039,357	2,645,061	2,699,833	2,936,879
Charges for Service	121,331	75,860	11,709	93,721
Miscellaneous Revenues	360,744	174,728	561,716	561,716
Other Sources	1,932,579	1,849,183	1,944,383	2,604,913
<i>Total</i>	\$ <u>4,454,011</u>	<u>4,744,832</u>	<u>5,217,641</u>	<u>6,197,229</u>

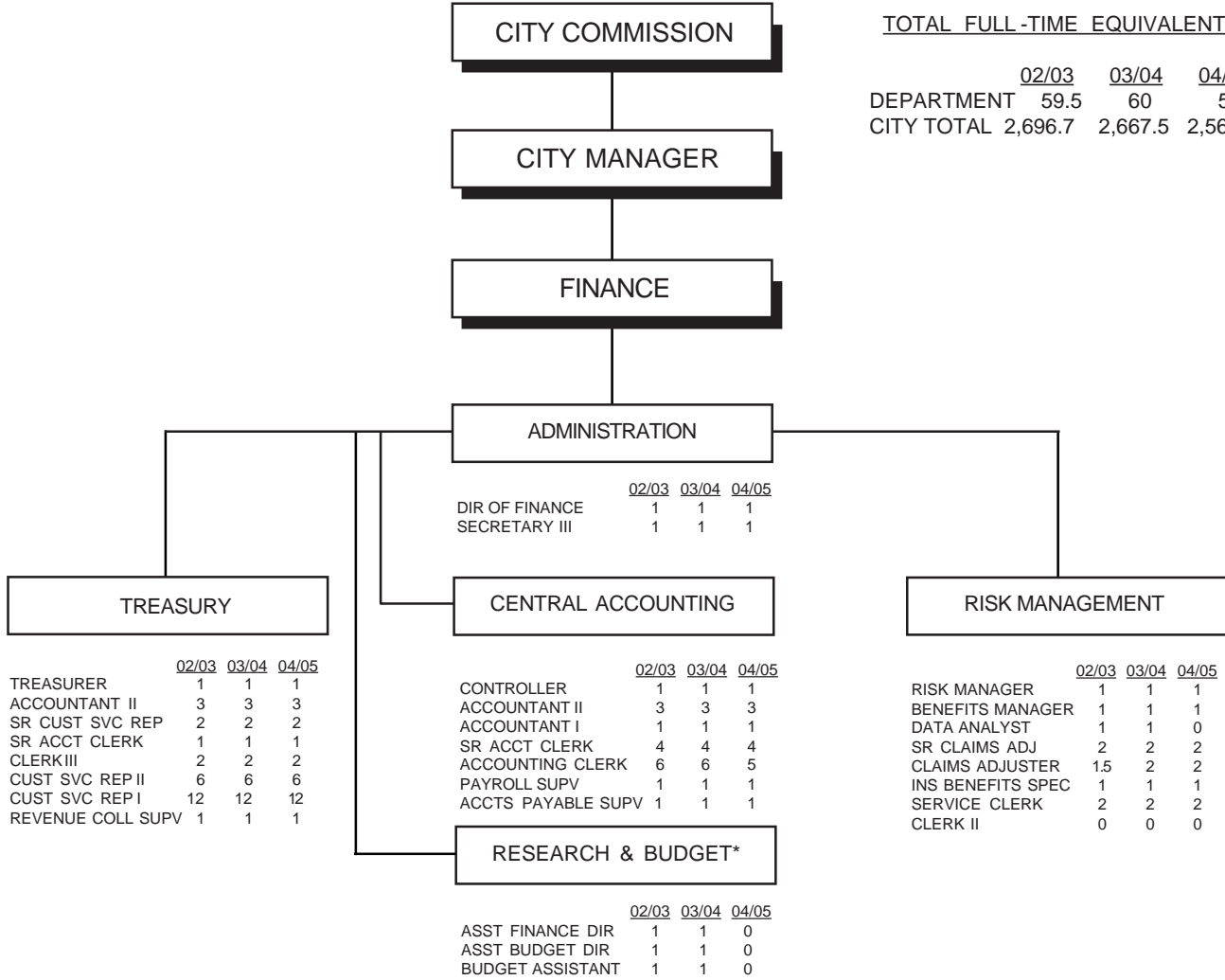
<b>Expenditures</b>				
Salaries & Wages	\$ 610,636	539,215	627,702	823,050
Fringe Benefits	173,949	190,198	197,416	320,588
Services/Materials	334,672	417,214	524,838	506,063
Other Operating Expenses	123,353	63,782	55,074	179,665
Capital Outlay	2,463	1,817	1,817	2,000
<i>Total</i>	\$ <u>1,245,073</u>	<u>1,213,226</u>	<u>1,406,847</u>	<u>1,831,366</u>

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# ORGANIZATION PLAN FINANCE

## TOTAL FULL-TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	59.5	60	55
CITY TOTAL	2,696.7	2,667.5	2,565.95



\*TRANSFERRED TO THE OFFICE OF MANAGEMENT AND BUDGET DEPARTMENT



## FINANCE DEPARTMENT

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### **MISSION**

Direct/oversee, process, maintain, and report all financial transactions for all departments in order to assist management in making informed economic decisions, enabling them to work in the best interests of our community, instill the City's value system among our employees to effectively and efficiently provide related support services for citizens and City operations, while achieving an outstanding level of service at a reasonable cost.

### **FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$454,965	\$304,031	\$340,986
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.

<u>Selected Performance Measures</u>	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b><u>Effectiveness:</u></b>			
Moody's Bond Rating:			
General Obligation	Aa2	Aa3	Aa3
Excise Tax	A1	A1	A1
Water & Sewer	Aa3	Aa3	Aa3
Sanitation	A1	A1	A1
Standard & Poor's Rating:			
General Obligation	AA	AA	AA
Excise	A+	A+	A+
Water & Sewer	AA-	AA-	AA-
General Fund Balance/Revenues	1 %	1 %	3 %
Fitch's Rating			
Sanitation	A1	A1	A1

## FINANCE DEPARTMENT

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<b><u>DIVISION:</u></b> Central Accounting	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$1,074,505	\$1,093,269	\$1,230,298
Total FTE's	17	17	16

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 2005.
  - 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. Implement 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>	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Vendor Checks Issued	30,708	25,165	24,000
Invoices Processed	30,000	23,200	23,200
Payroll Checks/Direct Deposit	101,719	94,237	95,000
Financial Transactions	440,024	450,000 *	440,000
<b>Efficiency:</b>			
Invoices/2 FTE's	10,000	11,600 **	9,333
Employees on Direct Deposit	74 %	73 %	75 %
Retirees/Beneficiaries on Direct Deposit	86 %	86 %	87 %
<b>Effectiveness:</b>			
Received GFOA Financial Reporting Award	Yes	Yes	Yes

\*Estimated will not be final until complete of year-end close.

\*\*Due to vacancies/freeze, 2 FTE's not present throughout the year.

## FINANCE DEPARTMENT

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<b><u>DIVISION:</u></b> Risk Management	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
Total Budget	\$1,023,273	\$1,197,810	\$1,985,836
Total FTE's	7.0	9.5	9

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 minimize per member per month average costs and improve year-over-year loss ratio.
  - d. Develop risk management reporting for use in loss/cost control efforts.
  - e. Reduce total cost of risk by realigning insurance policies and retention levels.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Open Auto Claims Files	248	391	400
Open General Liability Claims Files	176	296	290
Open Employee Practices Files	58	117	110
Open Police Professional Liability Files	82	107	110
Workers' Compensation Claims	558	435	530
Closed Auto Claims Files	123	124	104
Closed Auto Claims Without Litigation	121	118	112
General Liability Claims Closed	395	309	300
General Liability Claims Closed With Litigation	32	37	35
Employee Practices Claims Closed	52	6	5
Employee Practices Claims Closed Without Litigation	43	5	5
Police Professional Liability Files Closed	88	43	40
Police Professional Liability Files Closed Without Litigation	68	23	20
<b>Effectiveness:</b>			
Claims Settlement Rate (No Litigation)	97 %	78 %	64 %

## FINANCE DEPARTMENT

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<b><u>DIVISION:</u></b> Treasury	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
Total Budget	\$1,735,105	\$1,902,850	\$2,054,566
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 while safeguarding principal through the administration of a prudent 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. Improve the City's billing systems.
  - h. Fully implement internet billing.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Utility Bills*	655,000	648,000	610,000
Utility Billing Work Orders	72,000	70,000	65,000
Automatic Utility Billing Payments	3,800	4,000	7,000
<b>Efficiency:</b>			
Utility Bills/22 FTE's	29,773	32,400	27,727
Reconciliations Performed Timely	100 %	100 %	100 %
<b>Effectiveness:</b>			
Difference in General Fund Revenue Estimates vs. Actuals	%	%	%

\*Number of bills reduced by combining accounts

## FINANCE DEPARTMENT

### FY 2003/2004 MAJOR ACCOMPLISHMENTS

- Filled key vacancies in the managers responsible for research and budget as well as risk management
- Transitioned the Lauderdale Isles Water Control District from Broward County to the City as part of the annexation of the Riverland/Southwest area
- Implemented changes in the health plan for general, management and confidential employees leading to a financial turnaround in the self-insured plan
- Established an Audit Advisory Board appointed by the City Commission to strengthen the review of City financial activities
- Implemented the Commission-approved changes in the General Employees Retirement System for employees that were hired at age 55 or older
- Facilitated budget changes in the FY 2004 budget to ensure a financially prudent fiscal year
- Facilitated the preparation of the FY 2005 operating budget which provides for additional General Fund reserves
- Conducted an evaluation of opportunities to privatize City operations
- Revised the investment policy for the City's cemetery trust fund
- Obtained financing for community redevelopment agency projects in the Northwest Progresso Flagler Heights area

	FY 2002/2003 Actual	FY 2003/2004 Orig. Budget	FY 2003/2004 Est. Actual	FY 2004/2005 Adopted
<b><u>General Fund</u></b>				
<b>Revenues</b>				
Taxes	\$ 128,429,516	140,811,699	138,254,200	158,583,504
Intergovernmental Revenue	17,071,448	15,245,000	16,469,055	16,738,545
Charges for Services	99,637	91,210	137,210	205,759
Miscellaneous Revenues	11,289,384	11,581,111	11,305,981	2,968,620
<i>Total</i>	\$ 156,889,985	167,729,020	166,166,446	178,496,428
<b>Expenditures</b>				
Salaries & Wages	\$ 2,201,610	2,109,394	2,126,488	2,072,685
Fringe Benefits	805,963	976,232	874,642	893,194
Services/Materials	406,426	448,040	454,919	533,198
Other Operating Expenses	114,049	120,285	119,398	119,773
Capital Outlay	17,452	2,310	2,300	7,000
<i>Total</i>	\$ 3,545,500	3,656,261	3,577,747	3,625,850

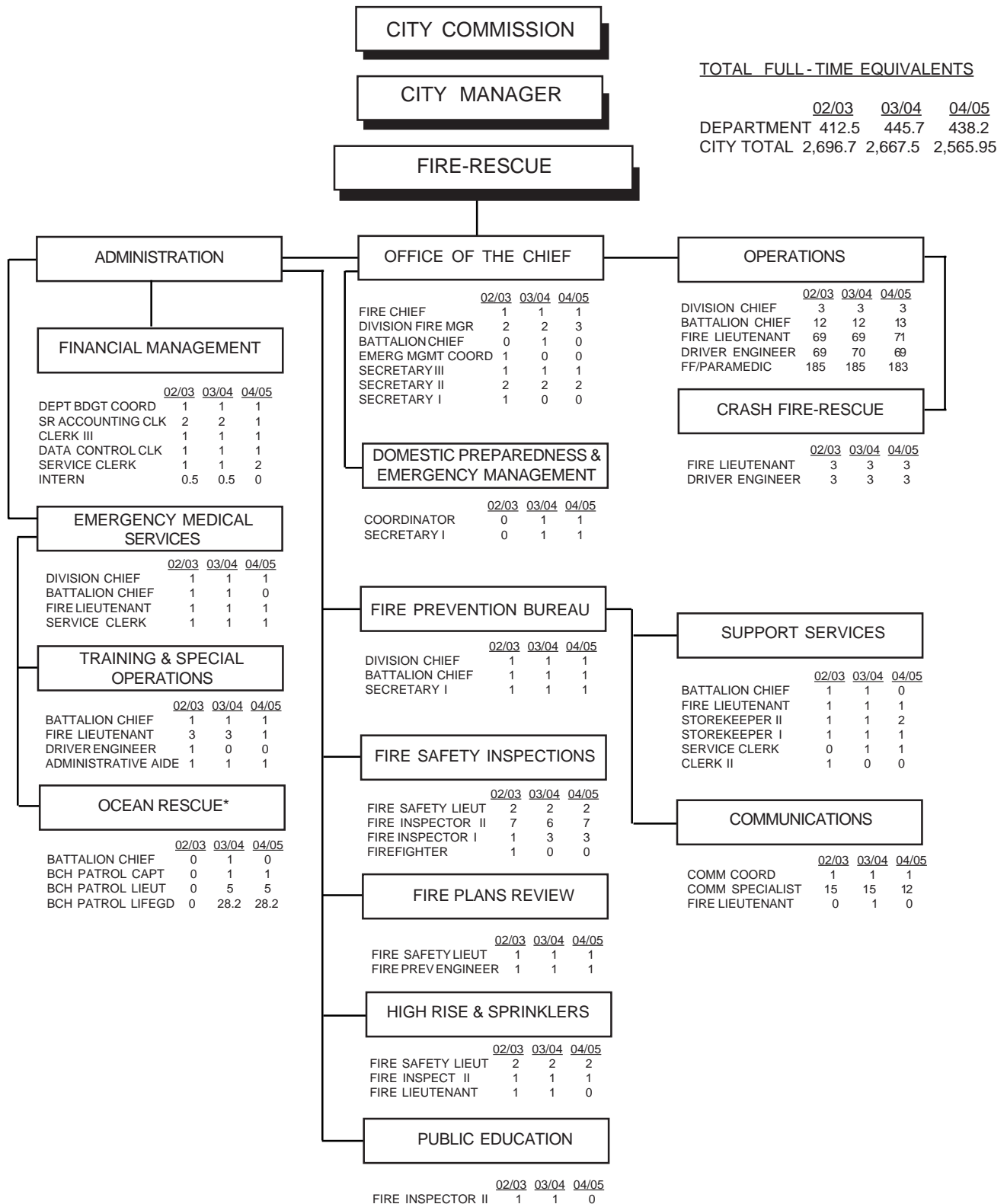
**FINANCE DEPARTMENT**

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	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
	<b><u>Insurance Fund</u></b>			
<b>Revenues</b>				
Charges for Service	\$ 27,386,170	35,004,942	37,595,753	40,150,250
Miscellaneous Revenues	713,181	431,250	207,290	201,100
<i>Total</i>	<u>\$ 28,099,351</u>	<u>35,436,192</u>	<u>37,803,043</u>	<u>40,351,350</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 379,129	548,517	484,415	611,544
Fringe Benefits	222,518	494,982	363,674	444,982
Services/Materials	182,164	540,500	562,729	320,375
Other Operating Expenses	261,644	393,337	395,563	259,535
Non-Operating Expenses	20,696	-	-	-
Capital Outlay	11,136	8,500	7,500	2,000
<i>Total</i>	<u>\$ 1,077,287</u>	<u>1,985,836</u>	<u>1,813,881</u>	<u>1,638,436</u>

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# ORGANIZATION PLAN FIRE-RESCUE



TOTAL FULL-TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	412.5	445.7	438.2
CITY TOTAL	2,696.7	2,667.5	2,565.95

\*TRANSFERRED FROM PARKS AND RECREATION OCTOBER 1, 2003



## FIRE-RESCUE DEPARTMENT

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### **MISSION STATEMENT**

“Dedicated to Excellence Since 1912...”

**Excellence Through Service:**

**S**haping the future

**E**xcellence in training

**R**educing risk

**V**aluing technology

**I**nitiating community partnerships

**C**ustomer focus & quality service 24/7

**E**nhancing 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 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$9,806,927	\$11,135,241	\$12,264,626
Total FTE’s	68.5	68.5	93.2

1. **Goal:** Continue to overhaul and re-structure all employee personnel files in conjunction with the use of the City’s new document imaging system by the 2<sup>nd</sup> quarter of FY 04/05.  
**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 re-modeling of current fire stations by the first quarter of FY 04/05.  
**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 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.
  - b. Act as liaison between City and other local, state and federal emergency management systems.

## FIRE-RESCUE DEPARTMENT

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- 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 04/05.
- 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: Implement the provisions of the 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.
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.

## FIRE-RESCUE DEPARTMENT

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- 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.

11. Goal: Support Fire Prevention and Support Services Bureau efforts through enhanced technology, annual life/safety inspections, and plan review, implementation of the 2005 Florida Fire Prevention Code, Fire Rescue Explorer Post 713 program, and electronic inventory systems.

Objectives: a. Enforce the 2005 Florida Fire Prevention Code.  
 b. Purchase and provide mobile palm pilots for field fire inspectors to prevent the delay of annual inspection downloading, and eliminate the need to manually input inspection results by support staff, thus causing significant delay for revenue and records updating.  
 c. Enhance the inventory accountability system for Support Services during the FY04/05 period.

12. Goal: Develop a comprehensive Strategic Plan for the Fire-Rescue Department and submit it to the City Commission for review in the first quarter of FY05.

Objective: a. Replace nine existing fire stations and build a new fire station in the southeast quadrant of the City as part of the Fire-Safety General Obligation Bond (GOB) program.

13. Goal: Develop an organization and milestone plan for the Fire-Safety GOB.

Objective: a. Prepare the coordination tool for charting the needed activities and progress of the Fire-Safety GOB by January 1, 2005.

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION</u></b> : Fire-Rescue Operations	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$33,248,354	\$33,113,197	\$36,905,986
Total FTE's	344	345	345

14. 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.

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.

## FIRE-RESCUE DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 2002/2003 Actuals</u>	<u>FY 2003/2004 Estimated</u>	<u>FY 2004/2005 Adopted</u>
<b>Workloads/Outputs:</b>			
Total Incidents	38,239	41,007	39,000
Total Medical Call Incidents	23,361	25,270	25,000
Total Unit Responses	75,463	80,307	80,000
Unit Responses to Medical Calls	43,232	47,201	45,000
Medical Transports	17,874	20,121	20,000
Inspections Performed	17,631	20,993	18,000
Inspection Revenue (High Rise, Sprinkler, Territory)	\$707,567	\$915,811	\$1,696,000
Plan Review Revenue	\$458,693	\$488,295	\$518,100
<b>Efficiency:</b>			
Response Time Compliance:			
Medical Incidents			
6 Min./0 Sec First Unit Time At 90%	82 %	84 %	90 %
8 Min./0 Sec First Paramedic Time At 95%	96 %	96 %	95 %
10 Min./0 Sec First Transport At 95%	94 %	94 %	95 %
Response Time Compliance Average:	4:18	4:27	4:27
Dispatch To Arrival Time (Min., Sec.)			
<b>Effectiveness:</b>			
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 2003/2004 MAJOR ACCOMPLISHMENTS**

During FY 2003/04 the Public Safety Grants Office was able to obtain a total of \$1,969,256 in grant funds in support of Fire-Rescue efforts. These grant funds, coupled with cash matches and other funding, leveraged a total of \$2,333,537 to support the purchase of Fire-Rescue equipment [a new fireboat], equipment and medical supplies for emergency preparedness, exercise equipment and wellness physical program, safety equipment and other equipment and training efforts. Funds were also obtained that allowed over 100 waterway signs to be repaired, replaced or installed.

The Fort Lauderdale Fire Rescue Explorer Post 713 enjoyed a successful year of community involvement with the Air and Sea Show, Promenade in the Park, National Night Out Against Crime, and during hurricanes Frances and Jeanne where their assistance with the distribution of storm supplies was invaluable. In addition, the post is one of the most respected groups of future firefighters in the State of Florida and has won competitive awards during the annual "Explorer Combat Challenge" Competitions in Broward County and the Florida Regional.

## FIRE-RESCUE DEPARTMENT

Assumed responsibility for Ocean Rescue effective October 1, 2003, with an operating budget of \$1,831,533. During the fiscal year, accomplishments achieved included: new radio distribution, training and integration with Fire Rescue dispatch, new designations for all personnel, design and distribution of new Ocean Rescue badges, patches, uniforms, new maps, re-numeration designating locations of life guard towers, TeleStaff and SunPro incident report writing training for all Ocean-Rescue employees; and certification and/or re-certification of personnel.

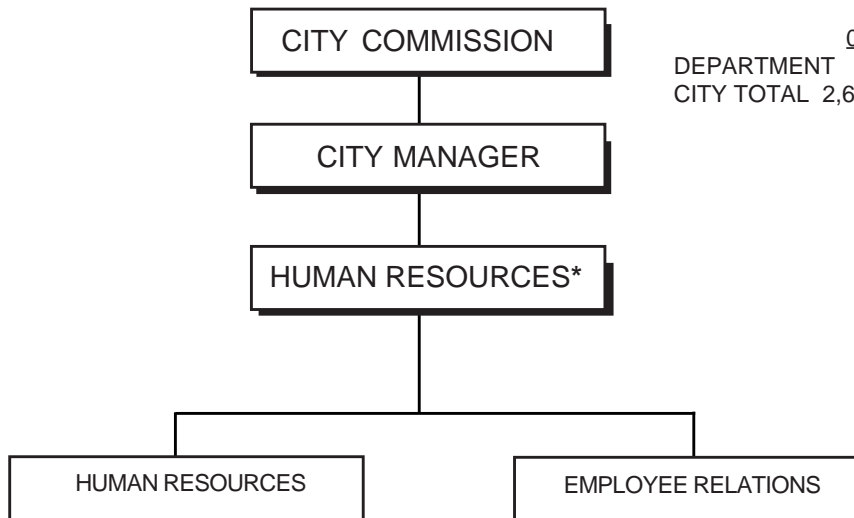
The City of Fort Lauderdale was a recipient of two federally supported domestic preparedness programs. A Domestic Preparedness and Emergency Management Coordinator and Secretary were hired to manage these functions and federal grants. They authored a City Ordinance establishing The Emergency Management Organization which will prepare and carry out Emergency Management Planning relative to mitigation, preparedness, response and recovery operations due to natural or man made disasters. The Bureau also successfully completed the Federal requirements of the Metropolitan Medical Response System, which allows the City to manage a \$1.2 million terrorist response system, which includes expenditures for both equipment and training.

Implemented the Rapid Impact Assessments for hurricanes Frances and Jeanne reducing the need for the Damage Assessment Teams. This provided fire inspection staff to conduct rapid assessments from flood and wind damage and allowed the Community Inspections Bureau code and building inspectors to perform detailed assessments in their assigned areas.

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
	<b><u>General Fund</u></b>			
<b>Revenues</b>				
Intergovt Revenue	\$ 128,304	-	-	-
Charges for Service	4,843,315	5,476,173	6,235,549	6,472,732
Miscellaneous Revenues	7,263,660	9,995,421	10,022,554	14,329,754
Other Revenues	740,685	-	-	-
<i>Total</i>	\$ 12,975,964	15,471,594	16,258,103	20,802,486
<b>Expenditures</b>				
Salaries & Wages	\$ 58,5025,594	20,008,474	27,693,928	29,106,797
Fringe Benefits	7,971,526	10,713,438	10,724,558	13,487,680
Services/Materials	1,774,325	1,759,326	1,795,903	1,886,444
Other Operating Expenses	3,078,452	3,429,070	3,347,711	4,182,320
Capital Outlay	1,725,384	904,129	686,338	507,372
Debt Service	-	-	-	288,515
<i>Total</i>	\$ 43,055,280	44,814,437	44,248,438	49,459,127

## ORGANIZATION PLAN HUMAN RESOURCES

TOTAL FULL-TIME EQUIVALENTS



	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	24.5	24.5	25
CITY TOTAL	2,696.7	2,667.5	2,565.95

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
HUMAN RES. DIR	0	0	1
ADMIN AIDE	0	0	1
SR ACCT CLERK	0	0	1
EMPLOYMENT MGR	0	0	1
PERS ANALYST	0	0	4
PERS ASSISTANT	0	0	1
PERS SVC CLERK	0	0	1
WORD PROC SEC	0	0	1
SERVICE CLERK	0	0	2
RECEPTIONIST	0	0	1
CLASS & COMP MGR	0	0	1
PERS REC SPEC	0	0	1
CLERK III	0	0	1
CLERK II	0	0	1
ORG DEV&TRAIN MGR	0	0	1
TRAINING SPECIALIST	0	0	1

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
EMPLOYEE REL DIR	0	0	1
ASST EMP REL DIR	0	0	1
PERSONNEL ASST	0	0	1
ADMINISTRATIVE AIDE	0	0	1

\*HUMAN RESOURCES WAS PREVIOUSLY A DIVISION WITHIN THE FORMER ADMINISTRATIVE SERVICES DEPARTMENT. EFFECTIVE JULY, 2004 IT BECAME A SEPARATE DEPARTMENT.

## HUMAN RESOURCES DEPARTMENT

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### **MISSION**

Develop, implement and administer a comprehensive human resources program, while being a service oriented partner with all human resource customers.

### **FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DEPARTMENT:</u></b> Human Resources	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (General Fund)	\$2,337,053	\$2,527,969	\$2,432,463
Total Budget (Insurance Fund)	\$92,589	\$48,000	\$107,000
Total FTE's	24.5	24.5	25

1. **Goal:** Provide professional and responsive human resource services by recruiting, developing, and retaining a highly qualified, diverse workforce, through best human resource practices, and by monitoring compliance with established policies and procedures, labor contracts, and employment laws enabling the City to achieve its established goals and objectives.

- 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.

<b><u>Selected Performance Measures</u></b>	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b><u>Workloads/Outputs:</u></b>			
Applications Processed	8,379	3,248	8,500
Appointments, Hires, Promotions, etc.	457	181	500
<b><u>Efficiency:</u></b>			
Human Resource Division Budget as a % of City Total Expenditures*	0.7 %	0.7 %	0.6 %

\*The 2004 Median National Benchmark was 0.9% as published in the annual survey/report conducted by the Bureau of National Affairs, Inc.

## HUMAN RESOURCES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 2002/2003 Actuals</u>	<u>FY 2003/2004 Estimated</u>	<u>FY 2004/2005 Target</u>
<b>Effectiveness:</b>			
Customer Service Survey (% Rated as Excellent)	96.3 %	93.6 %	90.0 %

### FY 2003/2004 MAJOR ACCOMPLISHMENTS

Human Resources completed development of workflow procedures, testing of new Document Workflow and Imaging Software System, and 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.

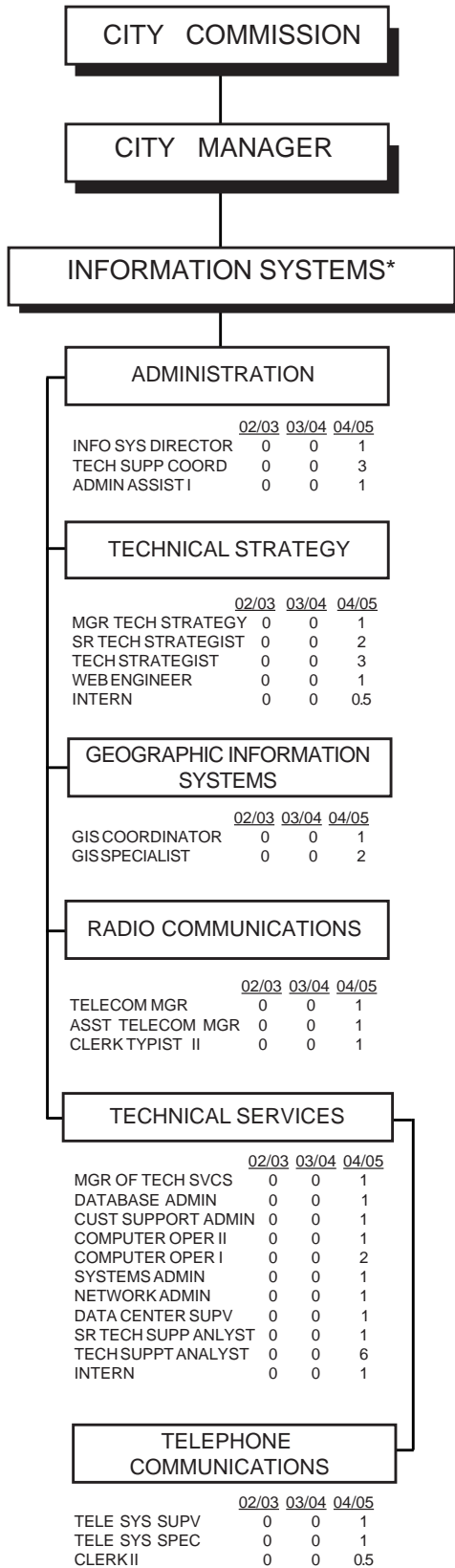
Successfully negotiated three-year successor agreements for two labor unions (IAFF and FOP).

	<u>FY 2002/2003 Actual</u>	<u>FY 2003/2004 Orig. Budget</u>	<u>FY 2003/2004 Est. Actual</u>	<u>FY 2004/2005 Adopted</u>
<b><u>General Fund</u></b>				
<b>Revenues</b>				
Charges for Service	\$ 286	350	390	350
Miscellaneous Revenues	<u>5,441</u>	<u>-</u>	<u>-</u>	<u>-</u>
<i>Total</i>	<u>\$ 5,727</u>	<u>350</u>	<u>390</u>	<u>350</u>
<b>Expenditure</b>				
Salaries & Wages	\$ 1,508,374	1,526,577	1,588,556	1,576,925
Fringe Benefits	507,696	603,112	612,613	652,003
Services/Materials	271,643	225,233	288,084	180,233
Other Operating Expenses	23,989	36,610	38,716	23,302
Capital Outlay	<u>25,351</u>	<u>-</u>	<u>-</u>	<u>-</u>
<i>Total</i>	<u>\$ 2,337,053</u>	<u>2,391,532</u>	<u>2,527,969</u>	<u>2,432,463</u>
<b><u>Insurance Fund</u></b>				
<b>Expenditures</b>				
Services/Materials	\$ 92,589	107,000	48,000	107,000
<i>Total</i>	<u>\$ 92,589</u>	<u>107,000</u>	<u>48,000</u>	<u>107,000</u>



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# ORGANIZATION PLAN INFORMATION SYSTEMS



## TOTAL FULL - TIME EQUIVALENTS

	02/03	03/04	04/05
DEPARTMENT	0	0	38
CITY TOTAL	2,696.7	2,667.5	2,565.95

\*EFFECTIVE OCTOBER 1, 2004, INFORMATION SYSTEMS BECAME A SEPARATE DEPARTMENT. PREVIOUSLY IT WAS A DIVISION OF THE FORMER ADMINISTRATIVE SERVICES DEPARTMENT.

## INFORMATION SYSTEMS DEPARTMENT

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### **MISSION**

We make IT work for you.

### **FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

<b><u>DEPARTMENT:</u></b> Information Systems	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (General Fund)	\$3,652,925	\$3,882,303	\$4,549,962
Total FTE's	31.25	32.75	32.5
Total Budget (Central Services Fund)	\$1,626,562	\$1,474,021	\$1,467,227
Total FTE's	5.5	5.5	5.5

1. Goal: Provide, support, and maintain quality information technology (IT) products and services to City employees for the purpose of creating performance efficiency and effectiveness using innovative implementation of new technologies. Also, 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. Provide Helpdesk support for 1,200 users, 35 software applications, 800 workstations, 2,400 telephones, and associated operating systems, hardware, and databases.
- b. Implement technologies to improve the speed and reliability of the City's e-mail and Internet services.
- c. Purchase additional disk capacity to support the growing needs of users due to increased computer usage, multimedia files, and public records retention laws.
- d. Implement technologies to enhance streaming video capabilities taking advantage of the increased bandwidth of the Institutional Network (I-Net) implemented last year.
- e. Assist departments in expanding their use of the Internet and Intranet to enhance delivery of information and services to customers. This fiscal year will include the addition of Community Inspections data to the Internet, renewal of occupational licenses online and self-reporting for pawnshops to the Police Department – including collection of the per ticket fee.
- f. Expand the document imaging and workflow system into the City Clerk's office to automate the agenda preparation process and provide access to the agenda, complete with backup materials, on the Internet prior to the Commission meetings.
- g. Coordinate and assist with the deployment of technology throughout the City via the annual Department Technology Plans.

## INFORMATION SYSTEMS DEPARTMENT

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- h. Complete the implementation of a new records management system, including mobile computing units, for the Fire Department's rescue operations.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Network Users	1,000	1,150	1,190
Telephone Users*	N/A	2,400	2,400
Helpline Calls	10,332	10,504	*15,000
<b>Efficiency:</b>			
Average ITS Personnel Cost/Call	\$19.21	\$19.04	\$19.04
<b>Effectiveness:</b>			
Helpline Calls Resolved At First Contact	32 %	37 %	41 %

\* At the end of FY 03-04 telephone support calls were handled via the IT Helpline, which increased the number of Helpline calls. FY 04-05 target number reflects this increase.

2. Goal: Provide effective and economical radio 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. Continue developing plans for expanded coverage and infrastructure upgrades for the City radio system.
  - b. Implement SmartZone radio system to network City Public Safety radio system with Broward County radio system.
  - c. Continue working with Broward County on dispatch console upgrades.
  - d. Develop plans for upgrading the aging radio system subscriber units to permit continued maintenance support.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Radios in Service	1,807	1,908	1,880
Radios Repaired Monthly (Average)	55	35	40
<b>Efficiency:</b>			
Turnaround Time for Radio Repairs (Days)	6.7	8.7 *	6
<b>Effectiveness:</b>			
Radios Returned Due to Improper Repair	<1 %	<1 %	<1 %
Radio System Uptime	99.99 %	99.99 %	99.99 %

\*Less expensive radios proved to be problematic, taking longer to repair and return to customer. Less of these radios will be used in FY04/05.

## **INFORMATION SYSTEMS DEPARTMENT**

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### **FY 2003/2004 MAJOR ACCOMPLISHMENTS**

- Improved the City's web site by creating or adding the following features:
  - Online portal for acceptance of Utility Billing payments to allow citizens to pay those bills on the Internet. The system can also track historical water consumption.
  - Developed pages to sell tickets for events in conjunction with the Parks and Recreation Department's Festivals office. Also created the "back office" application to track the orders and fulfillment of them by mailing out the tickets.
  - Alarm Registration and Payment portal to allow residents and business owners with alarm systems to register online and pay for service bills via the Internet.
  - Calendar of Events to provide a comprehensive view of scheduled events at City facilities, color coordinated by facility for quick reference.
  - Messaging component to the Charter Review Board's page to provide a mechanism for people to send comments or questions to the Board members via the Internet.
  
- Implemented the FTR Gold digital audio recording system for the City Clerk's office to manage and allow the rapid retrieval of Commission meeting discussions.
  
- Designed and implemented a fiber optic Institutional Network (I-Net) drastically increasing data communication speeds, improving reliability, and saving thousands of dollars each year in leased line costs. This infrastructure improvement will also 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. The City saved approximately \$90,000 in Fiscal Year 2003/04 payments to Bell South for the leased lines currently used to provide those voice and data services, and will save approximately \$180,000 every year thereafter.
  
- Finished the year under budget through a combination of aggressive support contract renegotiations, in-sourcing various tasks, reorganization of jobs and responsibilities, and the implementation of more cost effective technologies.
  
- Cellular Telephones - Saved approximately \$100,000 on City-wide expense for cellular telephones and pagers. This was accomplished by reducing the number of cellular telephones issued and paid for by the City and by the implementation of a new policy creating cellular telephone allowances for eligible employees.

**INFORMATION SYSTEMS DEPARTMENT**

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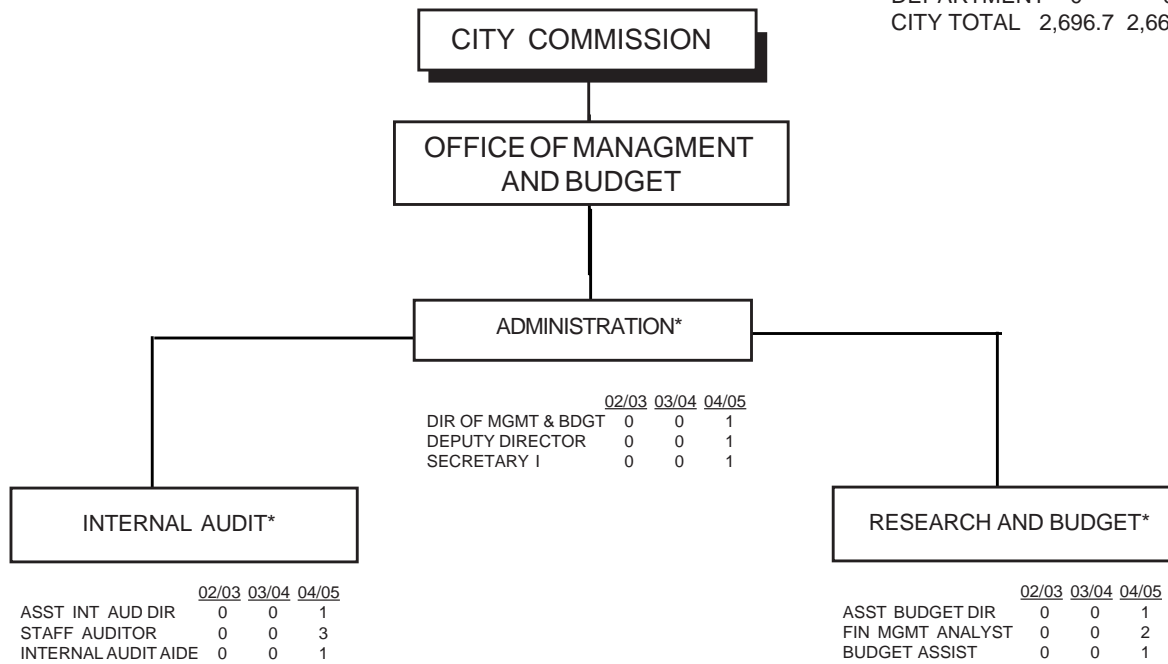
	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
<b><u>General Fund</u></b>				
<b>Revenues</b>				
Charges for Service	\$ 353,636	352,675	353,590	348,991
Miscellaneous Revenues	373,350	439,032	386,053	524,048
<i>Total</i>	\$ 726,986	791,707	739,643	988,239
 <b>Expenditure</b>				
Salaries & Wages	\$ 1,887,993	2,007,926	1,941,183	2,091,177
Fringe Benefits	610,477	776,292	702,685	847,472
Services/Materials	935,293	1,231,759	1,051,775	1,177,038
Other Operating Expenses	64,836	12,600	38,936	26,414
Capital Outlay	154,326	72,000	147,724	263,000
<i>Total</i>	\$ 3,652,925	4,100,577	3,882,303	4,549,962
 <b><u>Central Services Fund</u></b>				
<b>Revenues</b>				
Charges for Service	\$ 1,281,483	1,726,138	1,674,508	1,377,621
Miscellaneous Revenues	137,861	103,279	109,698	75,653
<i>Total</i>	\$ 1,419,344	1,829,417	1,784,206	1,453,274
 <b>Expenditures</b>				
Salaries & Wages	\$ 298,179	294,587	222,713	264,545
Fringe Benefits	108,366	124,215	101,740	108,568
Services/Materials	977,429	1,304,279	935,505	955,313
Other Operating Expenses	96,125	87,548	106,652	138,801
Capital Outlay	146,463	20,000	107,411	-
<i>Total</i>	\$ 1,626,562	1,830,629	1,474,021	1,467,227

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# ORGANIZATION PLAN OFFICE OF MANAGEMENT AND BUDGET

TOTAL FULL-TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	0	0	12
CITY TOTAL	2,696.7	2,667.5	2,565.95



\*THESE POSITIONS WERE PREVIOUSLY LOCATED IN THE CITY MANAGER'S OFFICE AND IN THE FINANCE DEPARTMENT.



**OFFICE OF MANAGEMENT AND BUDGET**

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**MISSION**

Develop the budget, monitor the City's financial policies, and promote efficient and effective use of taxpayers dollars.

**FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

	FY 2002/2003 *	FY 2003/2004 *	FY 2004/2005 *
<b><u>DIVISION:</u></b> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	-	-	-
Total FTE's	-	-	3

\*This information was previously part of the City Manager's Office and The Finance Department. The Administration Division was not established until November 2004 and therefore it is not part of the originally adopted budget.

1. Goal: Ensure 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 the divisions.
  - b. Coordinate City Commission agenda items and other departmental correspondence.
  - c. Ensure goals and objectives are being met.

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Internal Audit	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$402,654	\$467,402	\$515,563
Total FTE's	6	6	5

2. 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 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b><u>Workloads/Outputs:</u></b>			
Financial/Compliance Audits	8	8	8
Performance Audits	13	8	12

**OFFICE OF MANAGEMENT AND BUDGET**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Effectiveness:</b>			
Millions of Dollars Audited	\$17.3	\$80.4	*
Collections	\$106,915	\$363,060	*
Cost Savings	\$1,767,613	\$4,264,318	*

\*Based on audits to be performed during audit year.

	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
<b><u>DIVISION:</u></b> Research and Budget			
Total Budget	\$280,925	\$277,597	\$696,514
Total FTE's	3	3	4

3. 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 December 2004.
  - 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. Implement and test enhancements to the payroll projection system by the end of March, 2005.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Special Projects & Research Studies	36	38	40
Advisory Board Staff Hours	73	80	75
<b>Efficiency:</b>			
Research Studies/2 FTE's	18	19	20
<b>Effectiveness:</b>			
Received GFOA** Budget Presentation Award	Yes	Yes	Yes
Difference in General Fund Budget Estimates vs. Actuals	(0.9) %	1.0 %	1.0 %

\*\*Government Finance Officers Association

**OFFICE OF MANAGEMENT AND BUDGET**

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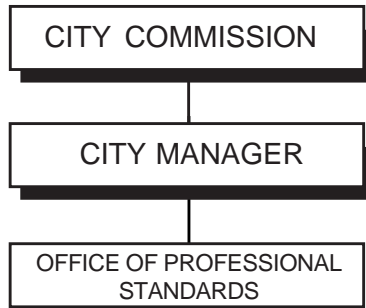
**FY 2003/2004 MAJOR ACCOMPLISHMENTS**

Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada.

The Research & Budget Division facilitated the adoption of the FY 2005 operating budget.

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
		<b><u>General Fund</u></b>		
<b>Revenues</b>				
Miscellaneous Revenues	\$ 8,382,266	8,698,381	8,665,635	9,068,532
<i>Total</i>	<u>\$ 8,382,266</u>	<u>8,698,381</u>	<u>8,665,635</u>	<u>9,068,532</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 477,799	529,753	526,509	792,987
Fringe Benefits	175,437	230,200	197,072	272,261
Services/Materials	13,691	12,054	13,430	97,740
Other Operating Expenses	12,185	6,019	7,988	28,089
Capital Outlay	4,468	-	-	21,000
<i>Total</i>	<u>\$ 683,580</u>	<u>778,026</u>	<u>744,999</u>	<u>\$1,212,077</u>

# ORGANIZATION PLAN OFFICE OF PROFESSIONAL STANDARDS



## TOTAL FULL-TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	0	4	3
CITY TOTAL	2,696.7	2,667.5	2,565.95

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DIR OF OPS	0	1	1
PROF STND COORD	0	1	1
ADMIN AIDE	0	1	1
EQUAL OPPORT SPEC	0	1	0

**OFFICE OF PROFESSIONAL STANDARDS**

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**MISSION**

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 improve employee morale and promote accountability.

**FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
Office of Professional Standards (OPS)	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$447,522	\$488,669	\$455,146
Total FTE's	4	4	3

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 and all applicable employment laws.
  - c. Consult and investigate on specific incidents or issues, as brought to the attention of OPS by employees or managers.
  - d. Assist departments in developing and implementing programs and strategies to promote equity in the workplace.
  
2. Goal: Establish and implement standards of professionalism and ethical conduct in the workplace.  
Objectives:
  - a. Implement an internal Code of Professional Conduct by February 2005.
  - b. Educate and train employees regarding state ethics laws and the City's Code of Professional Conduct once implemented.
  - c. Consult and investigate on specific incidents or issues, as brought to the attention of OPS by the City Manager, department directors or City employees.
  
3. Goal: Assist the City Manager's Office and individual departments in their efforts to promote fairness in the workplace 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.

## OFFICE OF PROFESSIONAL STANDARDS

<u>Selected Performance Measures</u>	<u>FY 2002/2003 Actuals</u>	<u>FY 2003/2004 Estimated</u>	<u>FY 2004/2005 Target</u>
<b>Workloads/Outputs:</b>			
Code of Professional Conduct Development	1	1	1
Conduct Employee Workshops/Conflict Resolution Sessions	5	5	10
Inquiries/Consultations/Interventions	129	120	140
Develop Conflict Resolution Policy and Program	N/A	1	1
Conduct Ethics Training	N/A	10	20
Facilitate EEO Training and Education	N/A	10	15
<b>Effectiveness:</b>			
Development of Code of Professional Conduct/1 FTE	1	1	1
Employee Workshops/1 FTE	5	5	10
Inquiries/Consultations/Interventions/2 FTE's	64	60	70

### **FY 2003/2004 MAJOR ACCOMPLISHMENTS**

The 2003/2004 fiscal year was the second year that the Office of Professional Standards (OPS) was functioning in its new and expanded capacity. OPS handled a caseload similar to that of the prior fiscal year and began to develop a more preventative approach to addressing employee concerns. Such efforts included the development of a Code of Professional Conduct and a more formal conflict resolution program.

Unfortunately, due to the City's budgetary constraints, the Office of Professional Standards was forced to lay off its principal complaint investigator. OPS staff was reduced to three (3) employees who shared responsibility for the caseloads. While OPS was able to continue its investigatory functions, the department was forced to scale back on some of its pro-active initiative.

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 the Code of Professional Conduct, which should be finalized for implementation during the first half of the 2004/2005 fiscal year.

The positive impact that OPS has had on the City of Fort Lauderdale is evidenced by the reduction in the number of EEOC charges and employment litigation matters. This decrease has further contributed to reduced expenditures for outside labor counsel and lower costs for the City's employment practices liability insurance premiums and deductibles.

**OFFICE OF PROFESSIONAL STANDARDS**

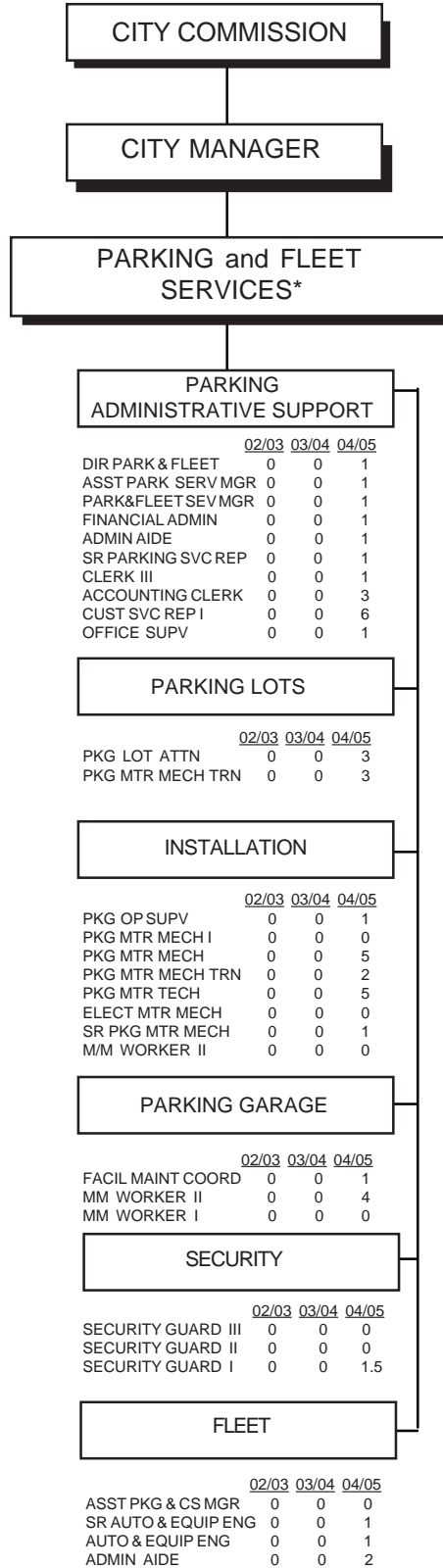
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	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Estimate</b>	<b>Adopted</b>
		<b><u>General Fund</u></b>		
<b>Expenditures</b>				
Salaries & Wages	\$ 243,673	275,168	233,012	223,308
Fringe Benefits	72,121	101,355	80,543	87,557
Services/Materials	116,575	108,728	106,831	133,787
Other Operating Expenses	13,553	3,418	8,555	10,494
Capital Outlay	1,600	-	-	-
<i>Total</i>	\$ 447,522	488,669	428,941	455,146

# ORGANIZATION PLAN PARKING and FLEET SERVICES



TOTAL FULL - TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	0	0	47.5
CITY TOTAL	2,696.7	2,667.5	2,565.95

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DIR PARK & FLEET	0	0	1
ASST PARK SERV MGR	0	0	1
PARK&FLEET SEVMGR	0	0	1
FINANCIAL ADMIN	0	0	1
ADMIN AIDE	0	0	1
SR PARKING SVC REP	0	0	1
CLERK III	0	0	1
ACCOUNTING CLERK	0	0	3
CUST SVC REP I	0	0	6
OFFICE SUPV	0	0	1

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
PKG LOT ATTN	0	0	3
PKG MTR MECH TRN	0	0	3

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
PKG OP SUPV	0	0	1
PKG MTR MECH I	0	0	0
PKG MTR MECH	0	0	5
PKG MTR MECH TRN	0	0	2
PKG MTR TECH	0	0	5
ELECT MTR MECH	0	0	0
SR PKG MTR MECH	0	0	1
M/M WORKER II	0	0	0

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
FACIL MAINT COORD	0	0	1
MM WORKER II	0	0	4
MM WORKER I	0	0	0

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
SECURITY GUARD III	0	0	0
SECURITY GUARD II	0	0	0
SECURITY GUARD I	0	0	1.5

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
ASST PKG & CS MGR	0	0	0
SR AUTO & EQUIP ENG	0	0	1
AUTO & EQUIP ENG	0	0	1
ADMIN AIDE	0	0	2

\*EFFECTIVE OCTOBER 1, 2004, PARKING AND FLEET SERVICES BECAME A SEPARATE DEPARTMENT. PREVIOUSLY THEY WERE DIVISIONS OF THE FORMER ADMINISTRATIVE SERVICES DEPARTMENT.



## PARKING AND FLEET SERVICES DEPARTMENT

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### **MISSION**

Dedicated to furnish functional, reliable, and economical vehicles and fleet-related equipment necessary for the conduct of City operations. Provide safe and convenient parking for the public in a professional, efficient, and innovative manner.

### **FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DEPARTMENT:</u></b> Parking & Fleet Services	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (Parking Fund)	\$6,382,502	\$6,966,358	\$7,003,764
Total FTE's	61.5	47	43.5
Total Budget (Vehicle Rental Fund)	\$19,192,122	\$17,083,150	\$12,847,694
Total FTE's	4	4	4

1. 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 139 vehicles and pieces of equipment.
  - b. Update the "Fleet Plan" and projected vehicle and equipment replacement costs through FY 2005/2006.
  - 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 year two of the new contract with First Vehicle Services.

<u>Selected Performance Measures</u>	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workload:</b>			
Vehicle/Equip. Work Orders Completed	16,247	19,017	19,050
Vehicle/Equipment PM's Completed	4,838	4,929	4,950
<b>Efficiency:</b>			
Reduce Veh/Equip Turnaround Time for Public Safety Units Repairs (Police & Fire): No. of Repairs > 24 Hrs/Month	71	60	<60
Reduce No. of Fleet Veh/Equip Repairs > 48 Hours/Month	91	92	<95
<b>Effectiveness:</b>			
Maintain Overall Fleet Availability >95%	97.0 %	97.7 %	>95%

## PARKING AND FLEET SERVICES DEPARTMENT

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

- Objectives:
- a. Provide well-maintained parking meters thus minimizing meter malfunctions while increasing meter revenue.
  - b. Provide excellent and courteous customer service when assisting the public.
  - c. Continue providing safe, secure, well-maintained parking facilities for the public, utilizing security services and police detail officers where necessary to complement parking staff.
  - d. 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.
  - e. Develop design specifications and bid documents for the replacement/upgrade of the City Park Garage (CPG) elevators.
  - f. Complete the scheduled ADA compliance projects for all Parking system lots and garages.
  - g. Implement the Duncan meter auditing system for all single-space meters to strengthen revenue controls and develop a database of meter utilization rates and revenues.
  - h. Promote an array of cashless meter payment options for the convenience of the public and to enhance operating efficiencies while exploring technologies to implement a universal, one-card payment system for all City meters.
  - i. Position the Parking and Fleet Services Department on the leading edge of a regional transportation system by cooperating with the Transit Management Authority, local governments, and other stakeholders in the region to establish technologies for a seamless transit payment system.

<u>Selected Performance Measures</u>	<u>FY 2002/2003 Actuals</u>	<u>FY 2003/2004 Estimated</u>	<u>FY 2004/2005 Target</u>
<b>Workloads/Outputs:</b>			
Citations Issued Annually (Excluding Voids)	144,090	117,482	140,000
Total Parking Spaces (Garages, Lots, Streets)	9,186	9,187	9,187
Hours CPG Maintained per Week	130	130	130
<b>Efficiency:</b>			
Total Parking Spaces Maintained/FTE	1,286	1,312	1,312
<b>Effectiveness:</b>			
Citations Voided (% of Issued)	2.9 %	3.1 %	3.0 %
Citations Paid Annually (% of Issued) (Industry Standard is 75%)	71 %	70 %	75 %
Citations Dismissed or Waived	10.9 %	6.0 %	5.5 %

## **PARKING AND FLEET SERVICES DEPARTMENT**

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### **FY 2003/2004 MAJOR ACCOMPLISHMENTS**

The obsolete AutoParq in-car meter program was replaced by the SmartPark in-car meter program, enhancing this cashless parking option by expanding the areas of service, and providing a reloadable smartcard. Another cashless parking option was implemented, the reloadable Duncan debit card, usable in 1,788 of the City's single-space meters. Single-space meters in all the downtown Las Olas-area parking lots were replaced with solar-powered multi-space meters that accept coins, currency, and credit cards. The first of three phases of the rehabilitation of the City Park Garage began to repair the planter/barrier walls, replace the four (4) hydraulic elevators, power-wash and paint the exterior, improve lighting and signage, and improve the overall condition and aesthetics of the City's largest garage. In-house counting of meter collections was implemented to strengthen revenue controls and assist in the protection of cash assets.

The First Vehicle Services \$4.6 million Fleet Maintenance Contract was diligently managed to finish the fiscal year \$378,349 under budget, producing a savings to the City of \$189,175. An agreement with First Vehicle Services was successfully negotiated for them to forego all of their contractual fleet incentive payments for FY 2003/2004 which totaled \$37,637, and to hold their FY 2004/2005 target budget to the same level as the FY 2003/2004 budget instead of increasing it by \$140,312 as agreed to in their contract. Worked with the Police Department to continue to help them lower their monthly fleet O&M costs and assisted the Fire Department with the order for five (5) replacement pumpers and one (1) aerial ladder. The ordering of a total of 170 vehicle and equipment replacements, and 5 vehicle and equipment additions to the fleet was completed. The new Annual Fleet Plan and the new Supplemental Fleet Plan for FY 2004/2005 were prepared and both received Commission approval. The Procurement Division was assisted with the conduct of two successful auctions in November 2003 and May 2004 returning total sales of just over \$748,000 to the Vehicle Rental Fund for use when purchasing future fleet replacement units.

**PARKING AND FLEET SERVICES DEPARTMENT**

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	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
<b><u>Parking System Fund</u></b>				
<b><u>Revenues</u></b>				
Charges for Service	\$ 5,909,399	7,506,800	7,418,200	7,064,000
Fines & Forfeitures	2,833,057	3,303,000	2,914,990	3,305,000
Miscellaneous Revenues	220,558	172,500	157,000	210,782
<i>Total</i>	\$ <u>8,963,014</u>	<u>10,982,300</u>	<u>10,490,190</u>	<u>10,579,782</u>

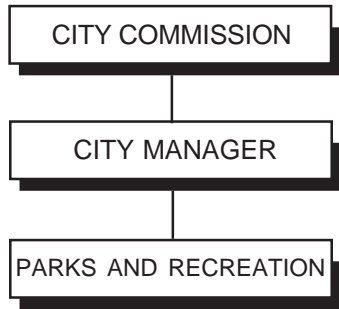
<b><u>Expenditures</u></b>				
Salaries & Wages	\$ 1,575,233	1,829,564	1,562,719	1,930,342
Fringe Benefits	591,793	860,659	1,193,868	910,614
Services/Materials	1,089,290	1,579,772	1,674,705	1,514,990
Other Operating Expenses	1,794,528	2,172,490	2,141,947	1,965,818
Non-Operating Expenses	932,606	-	-	-
Capital Outlay	399,052	301,300	393,120	682,000
<i>Total</i>	\$ <u>6,382,502</u>	<u>6,743,785</u>	<u>6,966,359</u>	<u>7,003,764</u>

	<b><u>Vehicle Rental Fund</u></b>			
	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
<b><u>Revenues</u></b>				
Charges for Service	\$ 13,324,051	14,481,540	14,286,542	14,565,320
Miscellaneous Revenues	850,507	1,134,730	1,077,811	1,043,500
Other Sources	1,738,598	-	-	-
<i>Total</i>	\$ <u>15,913,156</u>	<u>15,616,270</u>	<u>15,364,353</u>	<u>15,608,820</u>

<b><u>Expenditures</u></b>				
Salaries & Wages	\$ 223,102	297,725	219,146	202,768
Fringe Benefits	66,069	118,953	109,620	50,832
Services/Materials	5,817,181	7,089,155	6,444,233	6,868,757
Other Operating Expenses	207,058	273,474	313,811	326,237
Non-Operating Expenses	6,561,741	-	-	-
Capital Outlay	6,316,971	7,864,914	9,996,340	5,399,100
<i>Total</i>	\$ <u>19,192,122</u>	<u>15,644,221</u>	<u>17,083,150</u>	<u>12,847,694</u>

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# ORGANIZATION PLAN PARKS AND RECREATION



## TOTAL FULL-TIME EQUIVALENTS

	02/03	03/04	04/05
DEPARTMENT	429	394.8	328*
CITY TOTAL	2,696.7	2,667.5	2,565.95

SPECIAL FACILITIES & ADMINISTRATION			
	02/03	03/04	04/05
PARKS & REC DIR	1	1	1
RECREATION SUPT	1	1	1
P&R BUDGET COOR	1	1	1
PARKS SUPV	0	0	1
ADMIN ASSISTANT	3	3	2
SECRETARY III	1	1	1
CLERK III	1	1	1
CLERK II	1	1	1
SERVICE CLERK	2	2	2
RECEPTIONIST	1	1	1

PARK RANGER PROGRAM			
	02/03	03/04	04/05
PARK RANGER SUPV	1	1	1
PARK RANGER III	1	1	0
PARK RANGER II	3	3	2
PARK RANGER I	12	12	5

HALL OF FAME POOL**			
	02/03	03/04	04/05
HALL OF FAME MGR	1	0	0
AQUATIC COMP MGR	0	1	0
ASST HOF MGR	2	2	0
POOL EQUIP MECH	1	1	0
CLERK II	1	1	0
POOL MAINT WKR	1	1	0
POOL LIFE GUARD II	1	1	0
POOL LIFEGUARD I	1	1	0

FORT LAUDERDALE** STADIUM COMPLEX			
	02/03	03/04	04/05
STADIUM OPER SUPV	1	1	0
HEAD STAD GRDSKPR	1	1	0
BALLFIELD GRDSKPR	4	4	0
ADMIN ASSISTANT I	1	1	0

FESTIVALS			
	02/03	03/04	04/05
REC PROG COORD	1	1	0
ADMIN AIDE	1	1	0
REC PROG I	1	1	0

BEACH OPERATIONS***			
	02/03	03/04	04/05
BEACH PATROL CAPT	1	0	0
BEACH PATROL LIEUT	5	0	0
BEACH LIFEGUARD I	22	0	0

POOL OPERATIONS			
	02/03	03/04	04/05
POOL EQUIP MECH	1	1	2

RECREATION			
ADMINISTRATION			
	02/03	03/04	04/05
REC SUPT	1	1	1
SECRETARY I	1	1	1

WAR MEMORIAL AUDITORIUM*			
	02/03	03/04	04/05
AUDITORIUM MGR	1	1	0
STAGE MANAGER	1	1	0
MM WORKER II	1	1	0
MM WORKER I	1	1	0
CLERK III	1	1	0

SNYDER PARK			
	02/03	03/04	04/05
PARK MANAGER	1	1	0
ASST PARK MGR	1	1	1
MM WORKER III	1	1	1

MILLS POND OPERATIONS			
	02/03	03/04	04/05
BALLFIELD GRDSKPR	0	4	4
HEAD GRDSKPR	0	1	1
MMW III	0	1	1
REC PROG I	0	0	1
REC PROG II	0	0	1
APPRENTICE MW	0	1	1

MILLS POND PARK****			
	02/03	03/04	04/05
REC PROG II	1	1	0
REC PROG I	1	1	0
HEAD GROUND SKPR	1	0	0
BALLFIELD GRD SKPR	3	0	0

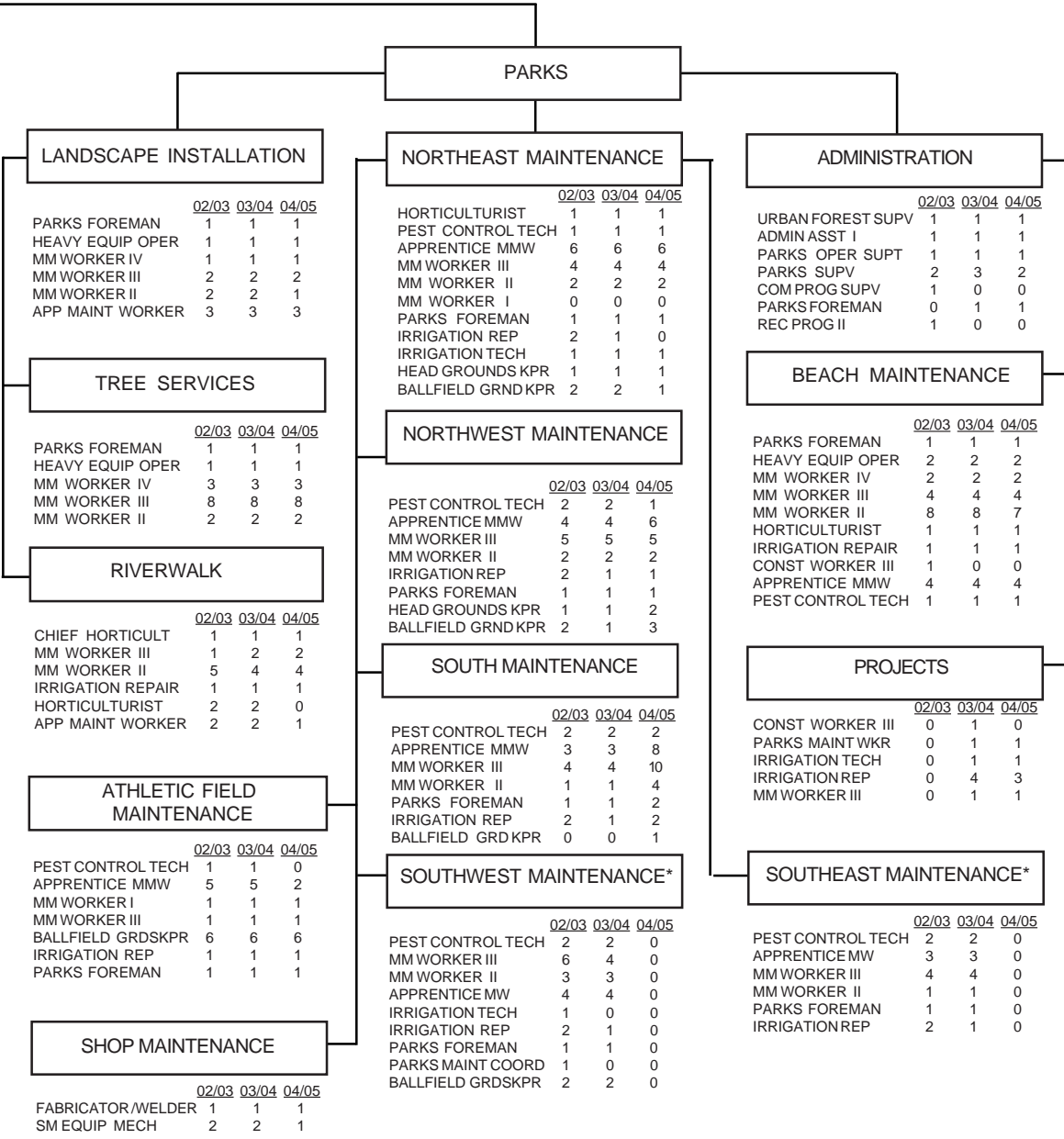
FACILITIES SUPPORT & MAINTENANCE - AREAS 1 & 3			
	02/03	03/04	04/05
MM WORKER I	1	1	1
MM WORKER II	2	2	3
REC PROG I	5	5	7
COM PROG SUPV	1	1	1
REC PROG COOR	4	4	3
REC PROG II	8	8	12
CUSTODIAN	0	0	1

FACILITIES SUPPORT & MAINTENANCE - AREA 2			
	02/03	03/04	04/05
ADMIN ASSISTANT I	0	0	1
APPRENTICE MW	2	1	0
MM WORKER II	2	2	2
PARKS FOREMAN	1	1	0
REC LEADER II	1	1	1
REC PROG I	4	4	4
COM PROG SUPV	1	1	1
REC PROG COOR	3	3	2
REC PROG II	2	2	2

FINANCE & RECREATION			
	02/03	03/04	04/05
CLERK II	4	4	2

TENNIS			
	02/03	03/04	04/05
MM WORKER III	1	1	1
MM WORKER I	1	1	1

\*INCLUDES 98 TEMPORARY, PART TIME FTE'S (POOL LIFEGUARD, PARK RANGERS, RECREATION WORKERS, RECREATION INSTRUCTORS AND PARK ATTENDANTS) POSITIONS NOT REFLECTED IN ORGANIZATIONAL TOTALS.  
 \*\*TRANSFERRED TO BUSINESS ENTERPRISES EFFECTIVE OCTOBER 1, 2004  
 \*\*\*TRANSFERRED TO FIRE-RESCUE EFFECTIVE OCTOBER 1, 2003  
 \*\*\*\*MERGED WITH MILLS POND OPERATIONS



\*MERGED INTO SOUTH MAINTENANCE

## PARKS AND RECREATION DEPARTMENT

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### 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.

### FY2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

<b><u>DIVISION:</u></b> Administration & Special Facilities	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
Total Budget	\$10,353,571	\$7,856,955	\$4,720,137
Total FTE's	128.1	101.4	71 *

\*Interdepartmental reorganization, budget reductions

1. 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 operate the park maintenance on a high level.
  - c. Expand volunteer program.
  - d. Operate the best Dog Park "Bark Park" in Florida and in the U.S.
  - e. Expand special events and programs

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Pavilion Rental	598	534	590
Programs Offered	21	23	25
Corporate Picnic Reusers	59	55	60
Dogs Using the Park	52,971	50,462	53,000
Park Attendance	118,250	100,531	119,000
<b>Effectiveness:</b>			
Savings to City Using Volunteers	\$23,118	\$25,499	\$25,971
<b>Efficiency:</b>			
Volunteer Hours	2,938	3,240	3,300
Rate of Recovery	51 %	54 %	52 %



**PARKS AND RECREATION DEPARTMENT**

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2. Goal: Patrol city parks and provide assistance to park visitors concerning the proper use of park facilities, deter acts of vandalism and destruction within the parks by providing necessary security procedures.

- Objectives:
- a. Provide a positive public contact with park visitors and provide assistance and information as requested.
  - b. Provide effective and timely response to all park emergencies.
  - c. Provide park protection and services to park visitors by engaging in various patrolling techniques.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Major Incidents-Formal Reports	3,952	1,975	1,800
Reports Requiring Follow-up	589	407	400
Complaints Responses	374	462	400
Incidents Requiring Police Ejections	377	157	225
	2,993	2,865	2,400
<b>Effectiveness:</b>			
Response Time to Complaints (min.)	5.0	4.5	5.5
Response Time Less than 15 Minutes	99 %	97 %	98 %
<b>Efficiency:</b>			
Report Follow-up Within 3 Days	97 %	98 %	95 %

3. Goal: Provide residents of Fort Lauderdale and the surrounding areas with the best athletic experience and a safe/clean environment for family activities.

- Objectives:
- a. Provide state of the art, well maintained athletic fields.
  - b. Provide a wide variety of quality athletic programs and special events for adults and their families.
  - c. Provide a venue for various ethnic and community groups to participate in sports and activities native to their country and culture.
  - d. Provide a clean, safe park environment for families to host outings, weddings and picnics.

**PARKS AND RECREATION DEPARTMENT**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Pavilion Rentals	84	90	110
Field Rentals	194	210	225
Events	2	10	12
Attendance	106,251	126,465	126,500
Adult Flag Football Registrants	0	120	120
Tournaments	28	36	40
Adult Softball Registrants	10,725	11,760	12,000
<b>Efficiency:</b>			
Recovery Rate	56 %	57 %	57 %

4. Goal: Provide beginner level children with the basic knowledge and skills of proper tennis by enhancing coordination, technique and social skills, and emphasizing the learning experience by having fun. Promote youth participation in community events, camps, and outdoor activities.

- Objectives:
- a. Re-open George English facilities and provide camps.
  - b. Continue to market and promote day camp programs.
  - c. Continue to provide efficient, knowledgeable and friendly customer service.
  - d. Increase the number of registrants.
  - e. Increase revenue via increased fees.
  - f. Operate courts on a high maintenance level.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Youth Camp Registrants	209	178	200
Camps & Youth Programs Revenue	\$38,692	\$37,562	\$44,000

**PARKS AND RECREATION DEPARTMENT**

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	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Recreation	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$7,257,193	\$6,206,619	\$6,550,411
Total FTE's	137.4	132.4	107 *

\*Intradepartmental reorganization, position reductions

5. Goal: Increase recreation program participation in 1 week to multiple week sessions.

- Objectives:
- a. Increase registration in Adult Athletics.
  - b. Increase registration in Swim Programs.
  - c. Increase Youth Program registration.
  - d. Increase Youth Athletics registration.

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Adult Athletics Registrants	2,275	2,300	2,400
Swim Program Registrants	2,300	2,400	2,500
Youth Program Registrants	1,900	2,500	2,600
Youth Athletic Registrants	5,900	5,000	5,200

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

- Objective: a. Through marketing, increase the daily drop-in program registrations citywide.

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Daily Registrants	44,300	31,000 *	32,000
Adult Athletics Supervised Hours	3,900	3,500	3,900
Aquatic Programming Supervised Hours	4,500	4,600	4,900
Youth Programming Supervised Hours	7,700	7,500	7,700
Youth Athletics Supervised Hours	3,200	3,000	3,200

\*FY03/04 Reorganized - added in pools and deleted tennis.

7. Goal: Increase daily attendance.

- Objectives:
- a. Increase daily attendance in swimming pools.
  - b. Increase daily attendance at programs in rental facilities-yoga and aikido.

**PARKS AND RECREATION DEPARTMENT**

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	FY 2002/2003	FY 2003/2004	FY 2004/2005
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Daily Attendance-Aikido	3,750	6,000	6,200
Daily Attendance-Pools	45,200	46,000	48,000
Daily Attendance-Yoga	5,085	5,500	5,800
<b>Efficiency:</b>			
Program Hours for Daily Attendance Aikido	1,728	1,750	1,800
Program Hours for Daily Attendance Pools	3,900	4,000	4,500
Program Hours for Daily Attendance Yoga	720	740	760

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 for all Fort Lauderdale grade schools.
  - b. Expand the number of Learn to Swim Programs at pools.

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Learn to Swim Registrants	3,700	3,800	4,000

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<u>DIVISION:</u> Parks	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$13,356,432	\$12,895,051	\$13,624,958
Total FTE's	151	161	150

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.

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Trees Planted (Bond, Parks, NCIP)	500	300	500
Trees Planted (Adopt a Tree)	600	400	600
Trees Removed Due to Damage/Health	390	600	350
Civic Association Meetings Attended	12	6	12

**PARKS AND RECREATION DEPARTMENT**

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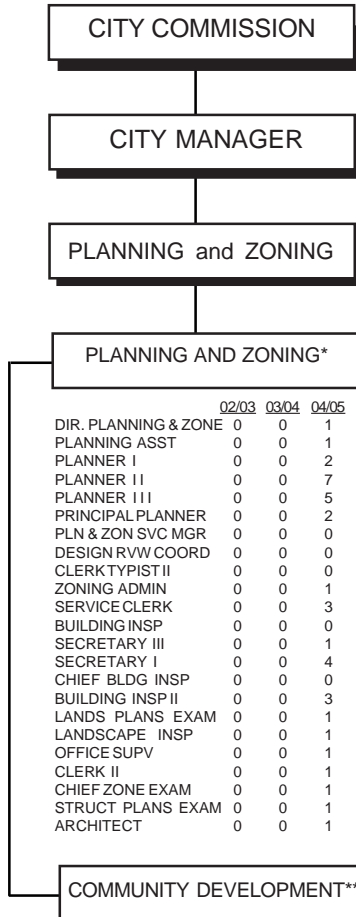
<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Effectiveness:</b>			
Received Tree City USA Award	Yes	Yes	Yes

**FY2003/2004 MAJOR ACCOMPLISHMENTS**

Jimmy Evert Tennis Center co-sponsored the USTA National Open Clay Court Championships for the 5<sup>th</sup> year with over 150 participants. The USTA Boys' 15 Super National Clay Court Championships celebrated its 5<sup>th</sup> anniversary where over 200 young men competed in the eight-day tournament. The nationally recognized First Serve Tennis and Life Skills program was started at Riverside Park. The fall soccer program had 1,640 participants citywide. Over 3,800 children attended Learn to Swim programs. Over 1,800 seniors participated in the Senior Games which was hosted by six Broward County agencies. The Parks & Recreation Department was awarded grant funding from the Children's Services Council of Broward County in the amount of \$223,650. These funds have been targeted to our "Club Carter" delinquency prevention program designed to improve academic performance, social functioning, mental health and physical fitness. In addition the Department was also awarded funding from the Children's Services Council in the amount of \$84,028 to create opportunities for children in underserved areas to improve computer learning skills. This grant funded the purchase of 20 computers and provides for certified teacher training in technology education. Riverside Community Center opened this past year. The saber jet was renovated and mounted in Holiday Park. Staff worked with the county to purchase open space with county funds. The City contracted with the Baltimore Orioles to continue spring training in Fort Lauderdale at no cost to the City.

	<u>FY02/03</u> <u>Actual</u>	<u>FY03/04</u> <u>Orig. Budget</u>	<u>FY03/04</u> <u>Est. Actual</u>	<u>FY04/05</u> <u>Adopted</u>
		<b><u>General Fund</u></b>		
<b>Revenues</b>				
Charges for Service	\$ 5,296,384	5,155,600	4,939,736	3,153,255
Miscellaneous Revenues	1,322,143	733,859	1,068,438	946,621
<i>Total</i>	<u>\$ 6,618,527</u>	<u>5,889,459</u>	<u>6,008,174</u>	<u>4,099,876</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 15,408,354	12,379,508	12,206,382	11,592,137
Fringe Benefits	4,939,336	5,094,446	4,891,568	5,004,131
Services/Materials	8,276,600	6,903,448	7,593,094	6,029,439
Other Operating Expenses	2,282,416	2,187,797	2,218,677	2,185,199
Capital Outlay	60,490	-	48,904	84,600
<i>Total</i>	<u>\$ 30,967,196</u>	<u>26,565,199</u>	<u>26,958,625</u>	<u>24,895,506</u>

## ORGANIZATION PLAN PLANNING AND ZONING



### TOTAL FULL - TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	0	0	57.5
CITY TOTAL	2,696.7	2,667.5	2,565.95

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DIR. PLANNING & ZONE	0	0	1
PLANNING ASST	0	0	1
PLANNER I	0	0	2
PLANNER II	0	0	7
PLANNER III	0	0	5
PRINCIPAL PLANNER	0	0	2
PLN & ZON SVC MGR	0	0	0
DESIGN RVW COORD	0	0	0
CLERK TYPIST II	0	0	0
ZONING ADMIN	0	0	1
SERVICE CLERK	0	0	3
BUILDING INSP	0	0	0
SECRETARY III	0	0	1
SECRETARY I	0	0	4
CHIEF BLDG INSP	0	0	0
BUILDING INSP II	0	0	3
LANDS PLANS EXAM	0	0	1
LANDSCAPE INSP	0	0	1
OFFICE SUPV	0	0	1
CLERK II	0	0	1
CHIEF ZONE EXAM	0	0	1
STRUCT PLANS EXAM	0	0	1
ARCHITECT	0	0	1

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
HOUS/CD PRG MGR	0	0	1
ADMIN ASSIST I	0	0	4
ADMIN ASSIST II	0	0	2
PLANNER III	0	0	1
COMM ECO DEV PLAN	0	0	0
CONST REVIEW SPEC	0	0	2
HOUSE REHAB AIDE	0	0	0
CLERK TYPIST II	0	0	2
ADMIN AIDE	0	0	6.5
SECRETARY I	0	0	1
REAL ESTATE OFF II	0	0	1

\*PREVIOUSLY LOCATED IN THE FORMER PUBLIC SERVICES DEPARTMENT  
 \*\*PREVIOUSLY LOCATED IN THE FORMER COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

**PLANNING AND ZONING DEPARTMENT**

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**MISSION**

Preserve and improve the quality of life in the City by encouraging and directing the orderly growth of the City through quality development and re-development.

**FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Planning and Zoning	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$2,961,559	\$2,735,914	\$2,903,353
Total FTE's	N/A	N/A	57.5

1. 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 implementation of specified Land Development Regulation changes.
  - 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 staff review process and recommendations.
  - e. Improve 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 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Intake/Process Meeting Applications	1,127	1,250	1,250
Customer Contact/Phone Calls/Visits	52,070	54,000	54,000
Zoning Inspection/Plan Review	8,000	8,650	8,725
<b>Efficiency:</b>			
Intake/Process Applications/FTE	1,127	1,250	1,250
Customer Contact/Phone Calls/Visits/FTE	52,000	50,100	50,250
Zoning Inspection/Plan Review/FTE	2,666	2,965	3,100
<b>Effectiveness:</b>			
Target Efficiencies Met in Response to Zoning Responses	95 %	100 %	100 %
Target Efficiencies Met in Response to E-Mails, Follow-Ups and Phone Calls	95 %	100 %	100 %

**PLANNING AND ZONING DEPARTMENT**

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2. 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 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
DRC* Cases Submitted	196	220	220
P&Z** Board Cases Submitted	128	130	135
City Commission Agenda Items	157	175	175
BOA*** Cases Submitted	120	150	150
HPB**** Cases Submitted	55	80	90
Administrative Review Cases Submitted	85	100	100
<b>Efficiency:</b>			
DRC Cases/FTE	65	40	50
P&Z Board Cases/FTE	24	14	18
Agenda Items/FTE	60	10	15
BOA Cases/FTE	45	95	100
HPB Cases/FTE	15	93	100
Administrative Cases/FTE	30	38	45
<b>Effectiveness:</b>			
Target Efficiencies Met in Case Mgmt./ Coordination Between Departments	85 %	100 %	100 %
Customer Satisfaction	90 %	97 %	100 %

- \*Development Review Committee (DRC)
- \*\*Planning and Zoning (P&Z)
- \*\*\*Board of Adjustment (BOA)
- \*\*\*\*Historic Preservation Board (HPB)

3. Goal: Develop and achieve community consensus on implementation of available 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).



## PLANNING AND ZONING DEPARTMENT

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- 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. Develop an Area plan for North Cap Area with City Commission.
- 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 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Neighborhoods With Small Area Plans	18	20	18
Workshops Conducted	15	25	25
Plotting Neighborhood GIS Data	25	20	20
Annexation Bills	3	1	1
CAP Consensus Hours	500	500	350
Hours Worked on Annexation	2,000	2,000	1,500
<b>Effectiveness:</b>			
CAP Workshop Participation	95 %	95 %	100 %
Departments Using GIS Data	90 %	95 %	100 %
Implement Community Area Plans	100 %	100 %	100 %

<u>DIVISION:</u> Community Development (Grants)	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Actuals</u>	FY 2004/2005 <u>Adopted</u>
Total Budget	\$10,640,000	\$11,839,083	\$11,117,463
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 thirty affordable housing units by September 2005.
  - 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 continue implementing the Dorsey Infill Housing Project.
  - d. Maintain the monitoring strategy to ensure compliance of federal regulations for all sub grantee agencies and direct program clients.
  - e. Facilitate development of twelve vacant residential lots and strengthen the tax base of target neighborhoods.

## PLANNING AND ZONING DEPARTMENT

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- f. Meet the CDBG (Community Development Block Grant) spend down goal by July 31, 2005.
- 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 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Actuals</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
HOPWA Unit Renovations	0	0	60
HOPWA Substance Abuse Residents Cases	180	153	150
HOPWA Rental Vouchers/Households	705	711	500
HOPWA Project Based Rent	239	217	200
HOPWA Assisted Living/Residents	80	53	40
HOPWA Direct Emergency Financial Assistance (Transitional & Direct Combined)	935	659	650
Infll Lot Conveyance	0	1	12
Rental Rehabilitation Units	2	34	150
Replacement Housing	7	6	25
Owner-Occupied Rehabilitation Homes	17	17	45
Purchase Assistance/Loans	24	13	25
Neighborhood Beautification Grants	38	14	25
Emergency Rehab/Repairs	7	2	50
<b>Efficiency:</b>			
Homeowners Applications Processed/2 FTE's	100	50	150
Homebuyers Applications Processed/1 FTE's	70	43	40
HOPWA Invoice Payment Requests/2 FTE's	779	1,058	1,000
<b>Effectiveness:</b>			
Requested Homeowners Repairs Completed	62 %	66 %	80 %
Homebuyers Closing On Home Purchases	34 %	30 %	63 %
Average Days to Issue HOPWA Payments	7	7	7

**PLANNING AND ZONING DEPARTMENT**

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**FY 2003/2004 MAJOR ACCOMPLISHMENTS**

Our improved Website was used by thousands of citizens providing them with more comprehensive planning and zoning information, including access to “Municipal Code”, plan review status, staff phone numbers and email addresses, inspectors’ identification numbers, etc.

Our “Zoning First” review of all applicable permit applications was fully implemented to provide our customers with relevant zoning information which allowed for a more comprehensive and time saving permit review process.

For East Community Area Planning, 2 Community Leadership Committee meetings with Area neighborhood association presidents, 9 Community Leadership Meetings, 3 Forums and 1 Community Leadership Committee/Staff 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.

Recycled over 7,000 tons of material.

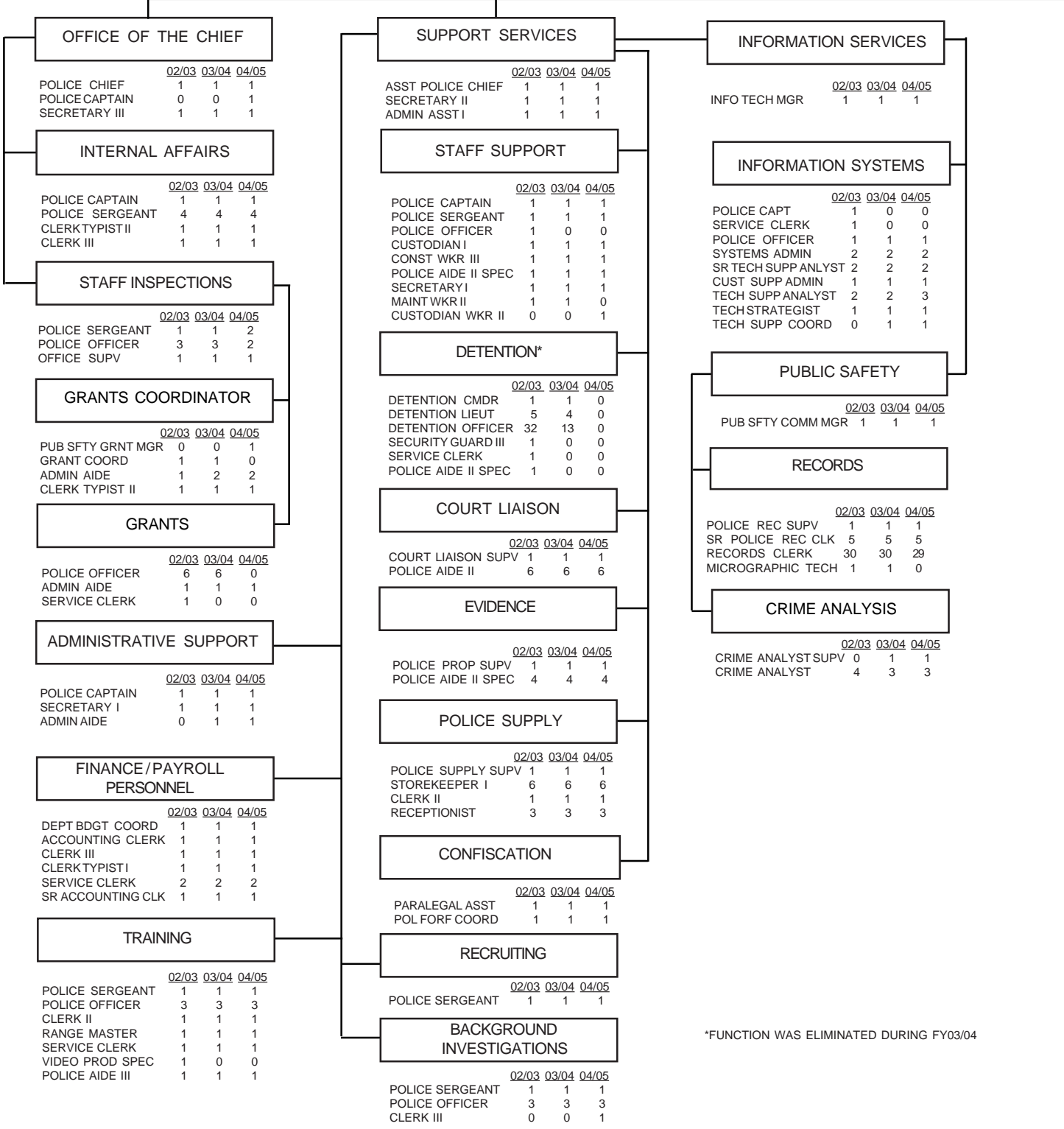
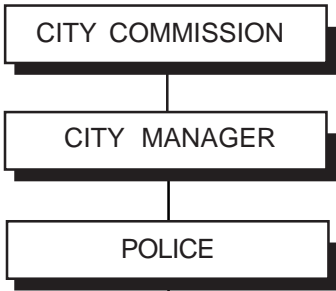
Completed Neighborhood Capital Improvement Projects in 16 neighborhoods.

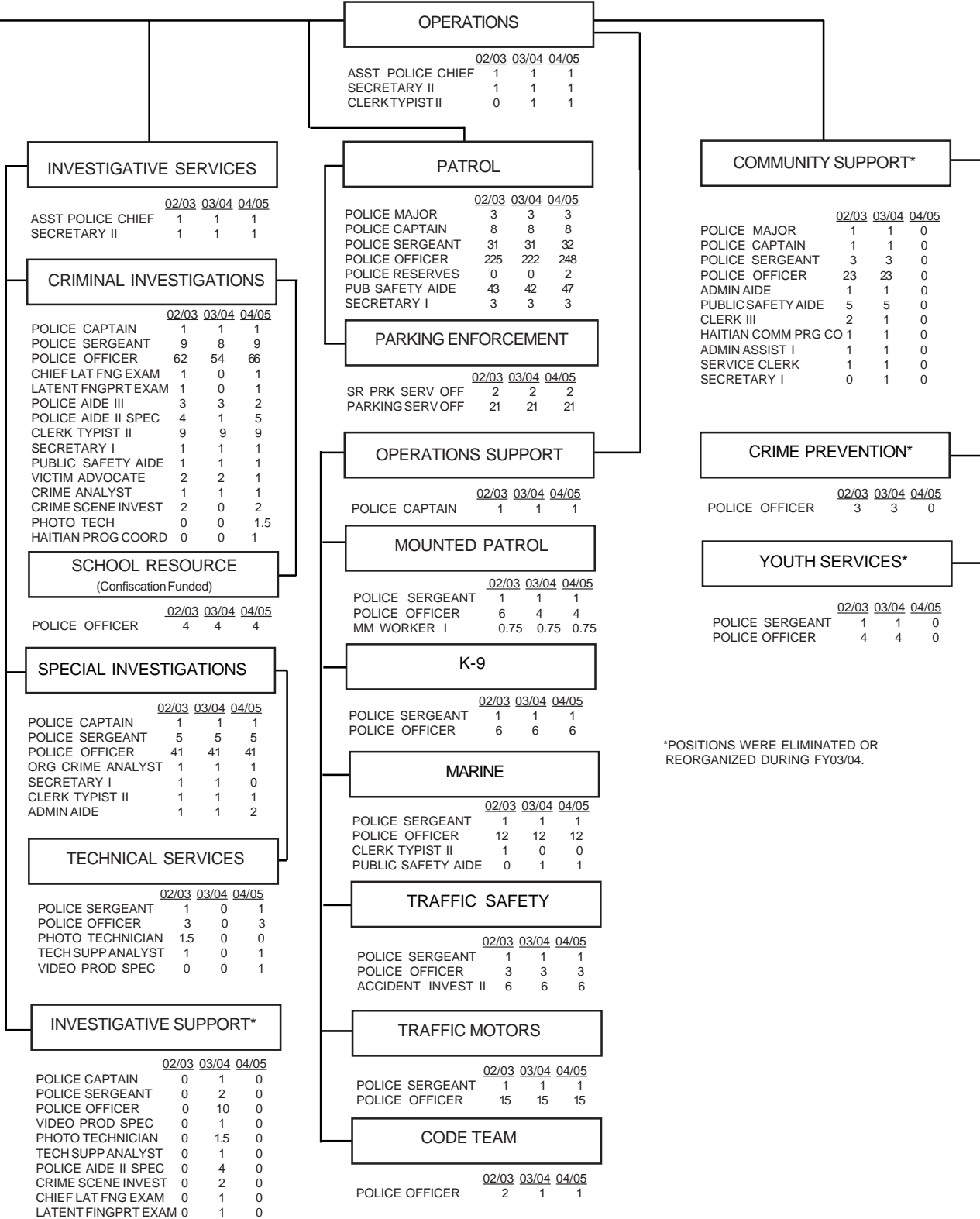
	<b>FY 2002/2003 Actual</b>	<b>FY 2003/2004 Orig. Budget</b>	<b>FY 2003/2004 Est. Actual</b>	<b>FY 2004/2005 Adopted</b>
	<b><u>General Fund</u></b>			
<b>Revenues</b>				
Charges for Service	\$ 342,403	294,000	521,393	493,000
Miscellaneous Revenues	110,000	-	-	-
<i>Total</i>	\$ 452,403	294,000	2,503,822	493,000
<b>Expenditures</b>				
Salaries & Wages	\$ 1,803,561	1,637,616	1,602,195	1,792,048
Fringe Benefits	601,610	619,711	569,530	697,865
Services/Materials	530,392	303,494	549,298	385,140
Other Operating Expenses	25,997	49,784	14,890	28,300
Capital Outlay	-	-	-	-
<i>Total</i>	\$ 2,961,559	2,610,605	2,735,914	2,903,353

# ORGANIZATION PLAN POLICE

TOTAL FULL - TIME EQUIVALENTS

02/03   03/04   04/05  
 DEPARTMENT 784.25 754.25 720.25  
 CITY TOTAL 2,696.7 2,667.5 2,565.95





\*POSITIONS WERE ELIMINATED OR REORGANIZED DURING FY03/04.

## POLICE DEPARTMENT

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### **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 2004/2005 GOALS, OBJECTIVES, AND SELECTED PERFORMANCE MEASURES**

<b><u>DIVISION:</u></b> Office of the Chief	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$2,016,041	\$1,730,495	\$2,690,436
Total FTE's	18	19	20

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, address quality of life issues, 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 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b><u>Workloads/Outputs:</u></b>			
Staff Inspections for Accreditation	3	3	5
Policy Revisions	53	50	50
Grants Researched	126	100	100
Grants Processed	44	50	50
Grant Reports Processed	770	775	775
<b><u>Effectiveness:</u></b>			
Grants Awarded	37	40	40

## POLICE DEPARTMENT

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	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Support Services	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$19,675,338	\$17,948,019	\$19,600,485
Total FTE's	155	129	111

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.
  - f. Coordinate and oversee all aspects of the department's budget and payroll functions.
  - g. Implement, evaluate and oversee all computer hardware and software for the department.

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Subpoenas Processed	67,803	54,000	56,500
Evidence Items Received	14,054	13,000	13,500
Coordinate FDLE/Job Related Training	2,160	2,500	2,750
911 & Non Emergency Calls Received	578,809	605,395	592,000
Police Calls for Service Dispatched	170,722	159,818	165,000
Arrests Processed (Records)	14,768	9,528	9,000
Citations Processed (Records)	47,435	52,925	55,000

**POLICE DEPARTMENT**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Operations	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (General Fund)	\$35,730,324	\$36,987,189	\$39,017,597
Total FTE's	431.75	424.75	400.75
Total Budget (Parking Fund)	\$1,037,370	\$1,333,195	\$1,452,723
Total FTE's	23	23	23

3. Goal: Complete the integration of community policing strategies into the three district patrol operations and a reorganized Operations Support activity. Increase focus on quality of life issues in all neighborhoods to enable a continued downward trend in all crimes.

- Objectives:
- a. Enhance existing community policing strategies by integrating with all patrol service delivery methodologies and practices.
  - b. Develop and implement new methods of addressing quality of life problems throughout the City.
  - c. Increase the type and levels of partnerships with neighborhood and community based organizations.

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Calls For Service (CFS)/Arrests (Hours)	48,500	48,000	45,120
Citations (Hours)	11,500	17,000	15,980
Community Policing CFS & Arrests	4,200	4,200	3,948
K-9 Searches	1,548	1,400	1,500
Crime Prevention & Action Plans (Hours)	150,000	150,000	200,000 *
Public Safety Aide Calls/Accidents (Hrs)	18,815	18,000	18,000
Security Surveys & Educational Activities	950	950	1,000
Action Plans Tracked	30	20	30
<b>Efficiency: Hours/Day/FTE</b>			
Calls for Service/Arrests	1.24	1.24	1.17
Citations	.24	.33	.31
Crime Prevention (Patrol)	2.47	2.47	2.32
Public Safety Aide CFS/Accidents/ Citations	2.17	2.20	2.20
<b>Effectiveness:</b>			
Calls for Service/Arrests	100 %	100 %	100 %
Action Plans/Crime Prevention	100 %	100 %	100 %
Public Safety Aide CFS/Accidents	100 %	100 %	100 %

\*Increased due to reorganization involving community policing and increased action plans.



## POLICE DEPARTMENT

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b>DIVISION:</b> Investigations Bureau	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$13,576,653	\$14,690,250	\$15,507,216
Total FTE's	156.50	158.50	165.50

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

- Objectives:
- a. Increase the investigative impact on the reduction of Part 1 crimes by analyzing crime data, redirecting resources and placing an emphasis on habitual offenders.
  - b. Increase investigative productivity through enhanced automation and innovative technologies.

<u>Selected Performance Measures</u>	FY 2002/2003	FY 2003/2004	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b>Workloads/Outputs:</b>			
Investigations Assigned (CID)	13,362	12,680	11,998
Assigned Cases with Arrests (CID)	2,447	2,044	1,641
Investigations Presented to State Attorney (CID)	2,539	2,143	1,873
OCDETF* Investigations Initiated (SID)	10	10	9
Search Warrants Executed (SID)	118	95	73
<b>Efficiency:</b>			
Investigations Assigned/Detective	342	325	305
<b>Effectiveness:</b>			
Investigations Filed (CID)**	83 %	78 %	85 %
Investigations Filed (SID)**	99 %	99 %	99 %
Search Warrants Resulting in Arrests & Seizures (SID)	90 %	90 %	90 %

\* Organized Crime Drug Enforcement Task Force (OCDETF)

\*\* % of Cases State Attorney Accepted

### **FY 2003/2004 MAJOR ACCOMPLISHMENTS**

The department's major accomplishment was meeting the required budget reduction through various cost-savings measures. Controls were put into place to reduce the department's overtime expenditures resulting in a significant savings. The Public Safety Grants Office was able to obtain a total of \$3,884,460 in grant funds in support of policing efforts. These grant funds coupled with cash matches and other funding, leveraged a total of \$5,735,297 to support the purchase of police equipment and supplies for emergency preparedness, police safety equipment and police investigative support efforts. Funds were also obtained that allowed over 100 waterway signs to be repaired, replaced or installed. We were awarded re-accredited status by the Commission for Florida Law Enforcement Accreditation

**POLICE DEPARTMENT**

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and were also awarded national recognition by the Commission on Accreditation for Law Enforcement Agencies. An ordinance imposing an Alarm Registration Fee was passed and the department accomplished notification and collection of these fees. A power project was completed which provides back-up for power failures. All appropriate personnel met minimum requirements for Weapons of Mass Destruction training. Personally Assigned Vehicle (PAVe) marked fleet increased by 7 vehicles to 248 while decreasing the operational and maintenance budget. Set projected fleet maintenance performance standards, increasing the fleet's overall efficiency and performances while decreasing maintenance cost. Completed issuing all sworn officers Weapons of Mass Destruction equipment kits funded by a grant. Reallocated radio equipment setting standards for Information Systems Division and Radio Shop on maintenance charges resulting in reduced capital purchases of \$50,000. The Operations Bureau reports that part one crimes are down 1% compared to the previous fiscal year. In addition, Action Plans have increased 12% from the previous fiscal year. An ordinance was approved imposing an annual inspection fee and a daily transaction fee on pawnshops and second hand dealers for which annual revenue is estimated at \$60,000. Three programs aimed at reducing or eliminating prostitution and improving the quality of life in the City have been initiated. A Victim Notification Program has been established to keep a victim updated as to the status of the investigation of a felony crime involving that person or his property. The Identity Theft Program was also established which provides a public awareness package to help educate the citizens on how to reduce their chance of becoming an identity theft victim. Provided substantial assistance to the community during two hurricanes.

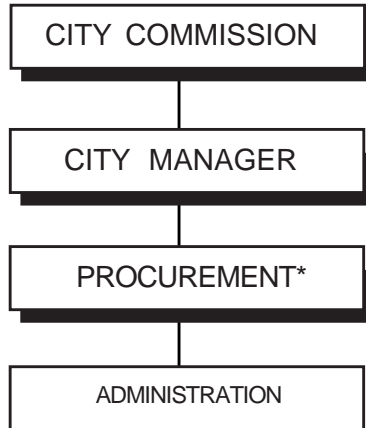
	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
<b><u>General Fund</u></b>				
<b>Revenues</b>				
Intergovernmental Revenue	\$ 79,470	-	-	-
Charges for Service	1,316,576	3,358,900	1,391,878	951,800
Fines & Forfeitures	1,507,374	1,499,200	1,235,687	1,256,000
Miscellaneous Revenues	657,997	430,500	947,092	727,640
<i>Total</i>	\$ 3,561,417	5,288,600	3,574,657	2,935,440
<b>Expenditures</b>				
Salaries & Wages	\$ 46,172,994	45,895,244	42,748,454	43,690,896
Fringe Benefits	13,939,126	18,447,012	18,307,502	21,016,208
Services/Materials	4,626,461	4,354,752	3,811,347	4,294,512
Other Operating Expenses	5,499,528	5,200,912	6,194,910	6,657,987
Capital Outlay	760,246	-	293,740	1,156,131
Debt Service	-	-	-	243,215
<i>Total</i>	\$ 70,998,355	73,897,920	71,355,953	77,058,949

**POLICE DEPARTMENT**

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	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
<b><u>Parking System Fund</u></b>				
<b>Revenues</b>				
Intergovernmental Revenue	\$ -	-	-	-
Charges for Service	-	-	-	-
Fines & Forfeitures	-	-	-	-
Miscellaneous Revenues	-	75,000	-	-
<i>Total</i>	\$ -	75,000	-	-
<b>Expenditures</b>				
Salaries & Wages	\$ 646,090	720,645	737,584	752,626
Fringe Benefits	239,298	307,480	294,403	378,007
Services/Materials	44,297	64,130	52,228	67,200
Other Operating Expenses	102,085	181,150	248,980	254,890
Capital Outlay	5,600	-	-	-
<i>Total</i>	\$ 1,037,370	1,273,405	1,333,195	1,452,723

# ORGANIZATION PLAN PROCUREMENT



## TOTAL FULL-TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	0	0	12.5
CITY TOTAL	2,696.7	2,667.5	2,565.95

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DIR OF PROCUREMENT	0	0	1
SR PROC SPEC	0	0	1
PROCSPECIALIST II	0	0	5
PROCSPECIALIST I	0	0	2
PURCHASE ASST	0	0	1
ADMIN AIDE	0	0	1.5
CLERK II	0	0	1

\*EFFECTIVE OCTOBER 1, 2004, PROCUREMENT BECAME A SEPARATE DEPARTMENT.  
PREVIOUSLY IT WAS A DIVISION OF THE FORMER ADMINISTRATIVE SERVICES DEPARTMENT.

## PROCUREMENT DEPARTMENT

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### MISSION

Achieving excellent procurement services through technological advancements, improved procedures, and outreach programs, performed with professionalism and teamwork.

### FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

<b><u>DIVISION:</u></b> Procurement & Materials Management	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
Total Budget (General Fund)	\$685,582	\$584,192	\$980,621
Total FTE's	8	7	12.5

1. 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 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. Issue purchase orders in a timely and efficient manner, from receipt of acceptable requisition (15 days on average).
  - e. 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).
  - f. 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.
  - g. Further expand use of City P-card program to drive cost efficiencies for small dollar purchases.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Purchase Orders Issued (Includes RPA's)	12,188	8,286	8,500
Completed Solicitations	134	136	150
<b>Efficiency:</b>			
Cost to Process Purchase Order	\$59.20	\$71.87	\$115.36
<b>Effectiveness:</b>			
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.

## **PROCUREMENT DEPARTMENT**

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### **FY 2003/2004 MAJOR ACCOMPLISHMENTS**

- Conducted 3rd annual M/WBE trade fair, which had an attendance of over 100 Minority and Woman Owned Business executives from throughout the tri-county area.
- Additional M/WBE outreach efforts included participation at the Florida Regional Minority Business Council's annual business fair; and participation in the planning of South Florida's participation in the National Minority Economic Development (MED) Week events.
- Increased our M/WBE dollar expenditures from \$6.7 million to over \$9 million for prior FY, in combined Procurement and Engineering dollars.
- The Division won, for the third year, the Achievement of Excellence in Procurement Award, given by the Florida Association of Public Purchasing Officers, Inc. to agencies, which achieve a minimum score in a peer reviewed application.
- At the 1st Annual 2004 Diversity Works Awards, sponsored by the South FL Business Journal, the City of Fort Lauderdale's Procurement Office was a finalist in the Government Sector, being recognized for our on-line M/WBE Vendor Directory. There were 3 finalists in this category out of over two dozen submittals.
- Successfully implemented and closed the Central Stores operation, resulting in a net savings to the City of over \$500,000.
- Administered over 150 major Request For Proposals/Contracts for various services and products, representing the efficient expenditure of over \$70 million dollars.
- Completed the rollout of on-line requisitioning for all City departments by way of the Direct Purchase program. On-line requisitioning will save departments processing time and eliminate duplication of efforts when ordering goods and services.
- Automated the dissemination of bidder notification and addendum notification, using a "blast" fax notification system, to decrease the dollars being spent on U.S. Mailing.
- Automated the Procurement contract list and made it available on the City intranet and Internet. Provided enhanced contract list on the Internet for City's internal and external customers. This new listing provides even greater information for users including vendor contact information, price listing and the actual contract documents.

**PROCUREMENT DEPARTMENT**

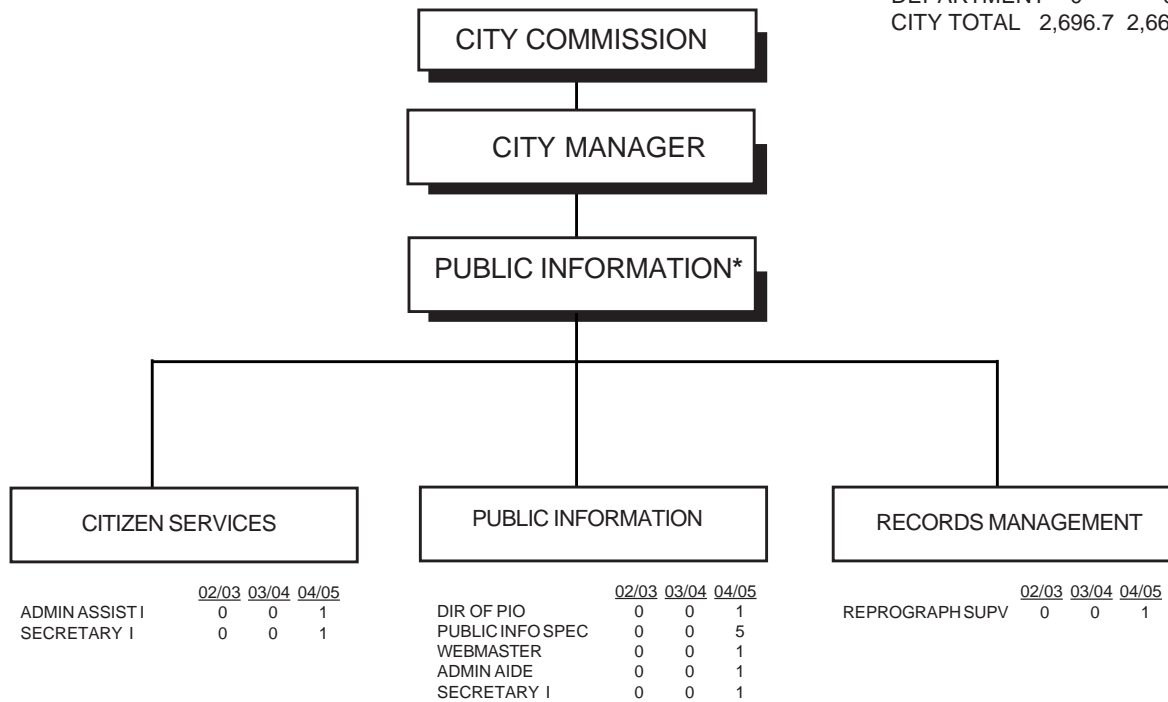
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	<u>FY 2002/2003</u> <u>Actual</u>	<u>FY 2003/2004</u> <u>Orig. Budget</u>	<u>FY 2003/2004</u> <u>Est. Actual</u>	<u>FY 2004/2005</u> <u>Adopted</u>
	<b><u>General Fund</u></b>			
<b>Revenues</b>				
Charges for Service	\$ 145	200	600	200
Miscellaneous Revenues	236,810	242,537	262,975	269,537
<i>Total</i>	<u>\$ 236,955</u>	<u>242,737</u>	<u>263,575</u>	<u>269,737</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 506,626	494,690	407,603	708,229
Fringe Benefits	153,394	170,972	155,023	248,994
Services/Materials	17,923	18,548	13,682	13,948
Other Operating Expenses	7,639	6,192	7,885	9,450
Capital Outlay	-	-	-	-
<i>Total</i>	<u>\$ 685,582</u>	<u>690,402</u>	<u>584,192</u>	<u>980,621</u>

# ORGANIZATION PLAN PUBLIC INFORMATION

## TOTAL FULL - TIME EQUIVALENTS

	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>
DEPARTMENT	0	0	12
CITY TOTAL	2,696.7	2,667.5	2,565.95



\*EFFECTIVE OCTOBER 1, 2004, PUBLIC INFORMATION BECAME A SEPARATE DEPARTMENT. PREVIOUSLY, ALONG WITH CITIZEN SERVICES, IT WAS PART OF THE CITY MANAGER'S DEPARTMENT. RECORDS MANAGEMENT WAS PREVIOUSLY PART OF THE FORMER ADMINISTRATIVE SERVICES DEPARTMENT.



## PUBLIC INFORMATION

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### MISSION

Communicate and market the services and benefits of Fort Lauderdale city government to the community at large, including residents, visitors, external agencies and city employees, through multimedia (including print, the airwaves, internet/intranet, public speaking and other forms of communication). Respond to and track citizen inquiries and concerns in an effective, timely and courteous manner in conjunction with the City Commission, City Manager and City departments. Maintain City records and facilitate access to public information in accordance with state public records laws.

### FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 2002/2003 *	FY 2003/2004 *	FY 2004/2005
<b><u>DIVISION:</u></b> Public Information	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$825,128	\$817,907	\$1,051,853
Total FTE's	8.5	8.5	9

1. Goal: Develop and implement communication programs that inform and educate the citizens of Fort Lauderdale and the broader community about City services and initiatives.

- Objectives:
- a. Implement and coordinate a communications plan that informs the community of the programs and services provided by the City, using multimedia, including print, video, electronic and personal presentations, to distribute information and receive community feedback.
  - b. Provide enhanced 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 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.

	FY 2002/2003 *	FY 2003/2004 *	FY 2004/2005
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b><u>Workloads/Outputs:</u></b>			
<i>Focus</i> Issues Distributed (60,000/Issue)	6	6	5
Civic Association Packets Distributed	1,900	1,900	1,900
Promotional Events Supported	12	16	12
Special Projects	-	-	3

\*Formerly part of the City Manager's Office

**PUBLIC INFORMATION**

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<u>Selected Performance Measures</u>	FY 2002/2003 * <u>Actuals</u>	FY 2003/2004 * <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Efficiency:</b>			
Focus Issues/1 FTE	6	6	5
Civic Association Packets/1 FTE	1,900	1,900	1,900
Events/3 FTE's	4	5.3	4
<b>Effectiveness:</b>			
Deadlines Met for Publications	100 %	100 %	100 %
Successful Production of Events/Meetings	100 %	100 %	100 %

<b><u>DIVISION:</u></b> Citizen Services	FY 2002/2003 * <u>Actuals</u>	FY 2003/2004 * <u>Estimated</u>	FY 2004/2005 * <u>Adopted</u>
Total Budget	N/A	N/A	N/A
Total FTE's	3.5	3	2

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 and the Public Information Office.
  - b. Track public inquiries and concerns to ensure timely and effective response.
  - c. Coordinate City Commission requests for information and updates with City departments.
  - d. Facilitate citizen interaction with City departments.
  - e. Interface with the City Manager's Office to ensure the smooth flow of information to the external community and to City employees.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
City Commission Inquiries/Citizen Referrals	1,386	1,479	1,500
Other Citizen Inquiries/Requests	2,221	2,896	3,000
<b>Effectiveness:</b>			
City Commission Inquires/Citizen Referrals/FTE	396	493	750
Other Citizen Inquires/Requests/FTE	635	965	1,500

\*Formerly part of the City Manager's Office. The originally adopted budget for FY 04/05 did not move the dollars for Citizen Services to the new location.

## PUBLIC INFORMATION

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<b><u>DIVISION:</u></b> Records Management	FY 2002/2003 *	FY 2003/2004 *	FY 2004/2005
	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	N/A	\$1,141,524	\$1,145,619
Total FTE's	1	1	1

3. Goal: Facilitate public access to City records and, in conjunction with the Office of Professional Standards and the City Attorney's Office, 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.

\*Formerly part of Administrative Services.

### **FY 2003/2004 MAJOR ACCOMPLISHMENTS**

The Office of Citizen Services handled over 4,500 requests for information and service that were referred by the City Commission Office as well as those that were reported directly to the City Manager's Office. The Office has served as the clearinghouse for these requests and has coordinated the efforts of City Departments to respond to the concerns and requests from citizens, organizations and elected officials.

The Public Information Division unveiled [www.fortlauderdale.gov](http://www.fortlauderdale.gov), a completely redesigned website, which captured a Silver Circle Award in the City-County Communications and Marketing Association's (3CMA) annual Savvy Awards competition. Internal communications were strengthened through the redesign and expansion of LauderLink, the city's Intranet site. The Highway Advisory Radio System (HARS) public information radio station at 1610 AM debuted to provide listeners with announcements, updates and advisories 24 hours a day, seven days a week. The Public Information Office also produced publications, including the award-winning Annual Report, Water Quality Report, City Services Guide, Bulk Trash Calendar, Neighborhood and Business Capital Improvement Program brochures, and Executive Airport Newsletter. It also coordinated more than 30 special events which reached close to 10,000 citizens including the State of the City Address, September 11th Observance, Marine Summit, Community Appearance Board Awards Ceremony, Citizen Recognition Awards, Adopt-A-Pet Day, Baltimore Orioles Charity Breakfast, several groundbreaking in the City's CRA District, along with numerous grand openings and ribbon cuttings.

**PUBLIC INFORMATION**

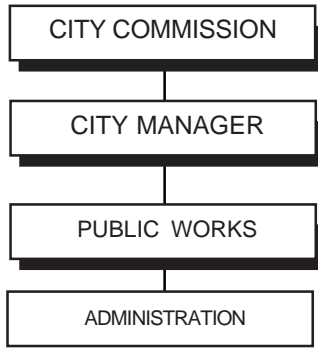
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	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<b>Actual</b>	<b>Orig. Budget</b>	<b>Est. Actual</b>	<b>Adopted</b>
		<b><u>General Fund</u></b>		
<b>Revenues</b>				
Charges for Services	\$ N/A	N/A	N/A	710,050
Fines and Forfeitures	N/A	N/A	N/A	490,000
Miscellaneous Revenues	N/A	N/A	N/A	209,246
<i>Total</i>	\$ <u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>1,409,296</u>
<b>Expenditures</b>				
Salaries & Wages	\$ N/A	N/A	N/A	652,469
Fringe Benefits	N/A	N/A	N/A	248,802
Services/Materials	N/A	N/A	N/A	1,259,623
Other Operating Expenses	N/A	N/A	N/A	36,578
Capital Outlay	N/A	N/A	N/A	-
<i>Total</i>	\$ <u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>2,197,472</u>

NOTE: FY 2002/2003 and FY 2003/2004 financial information is not available as these areas were merged with other functions in previous departments.

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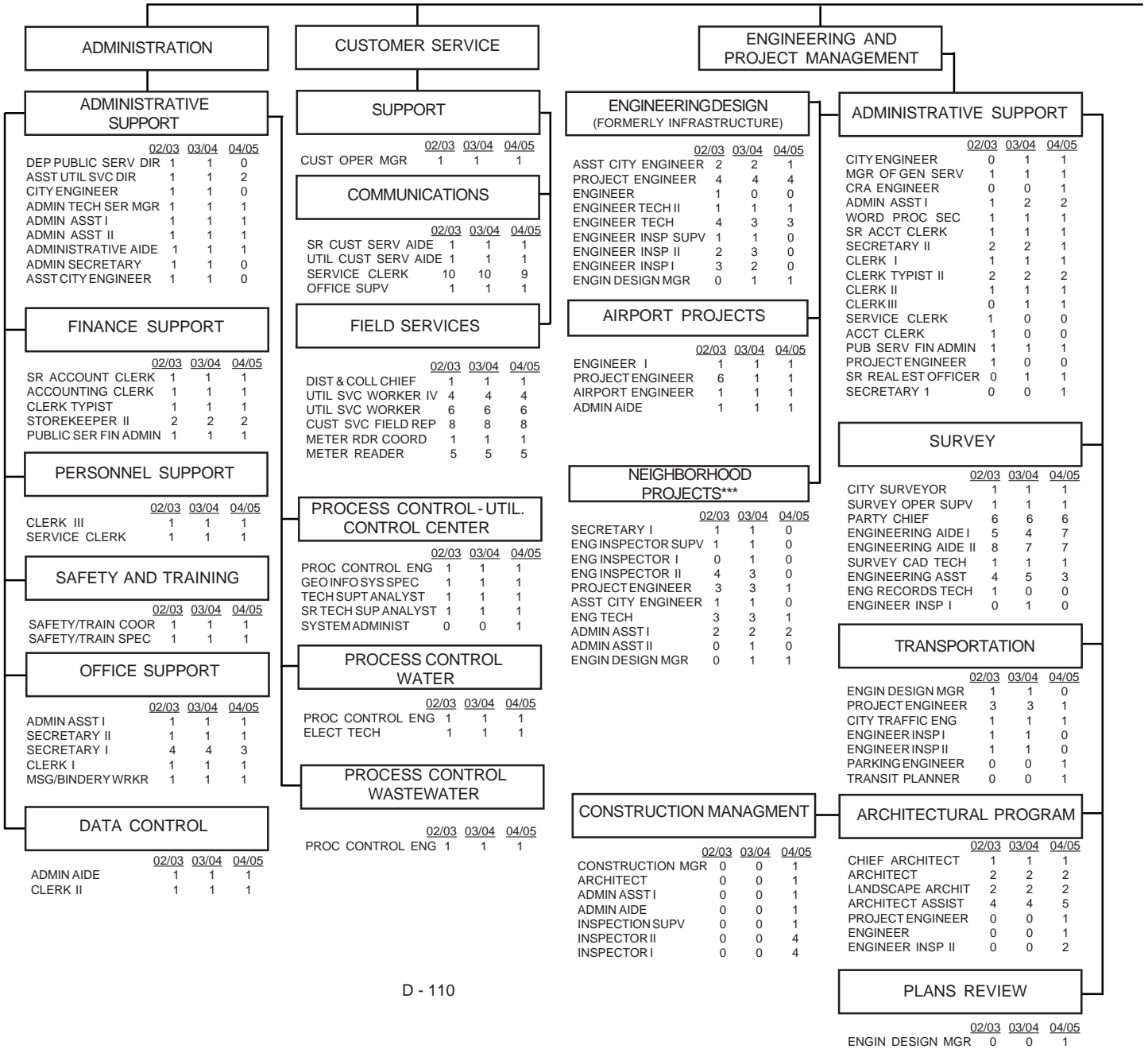
# ORGANIZATION PLAN PUBLIC WORKS



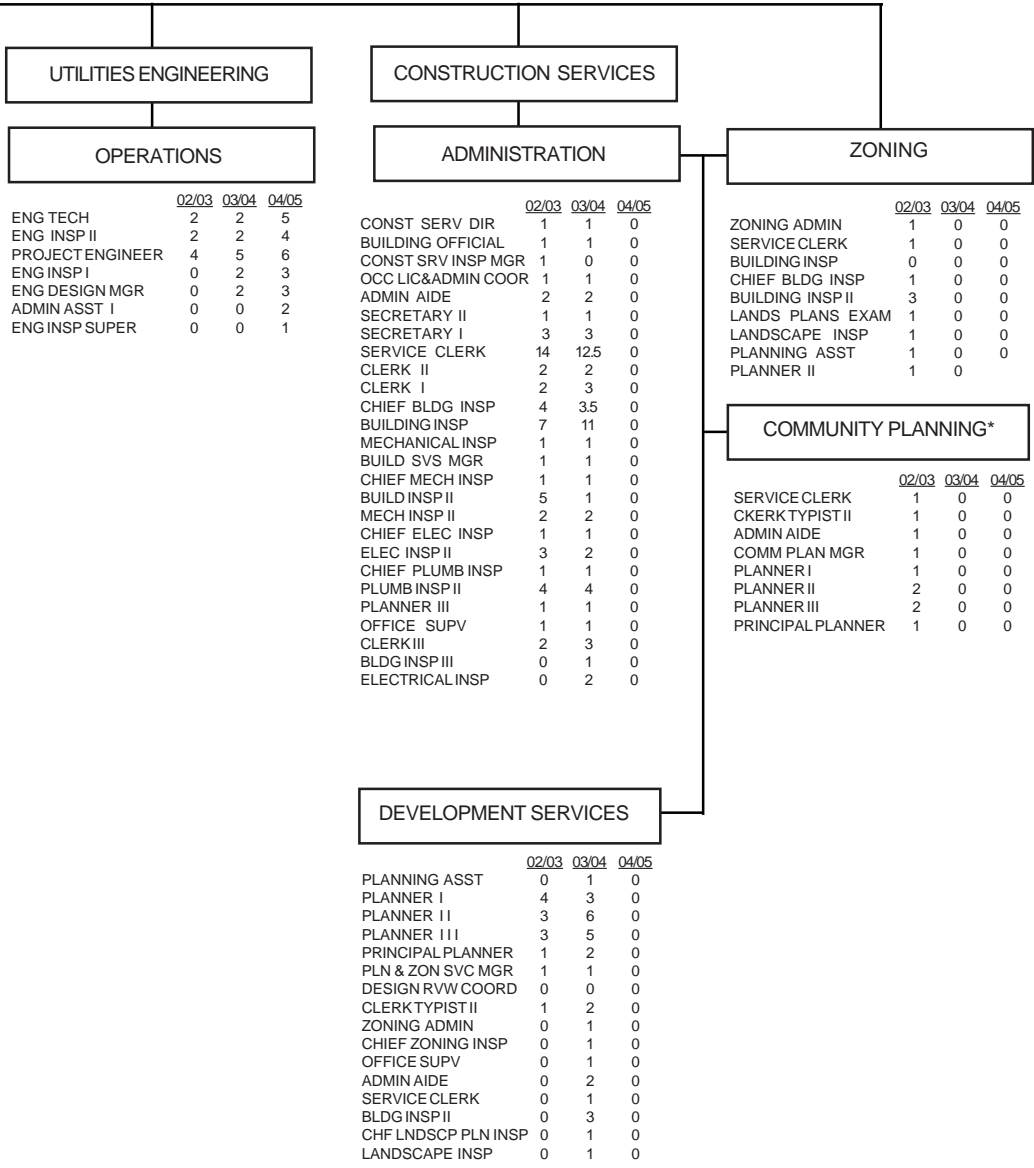
### TOTAL FULL-TIME EQUIVALENTS

	02/03	03/04	04/05
DEPARTMENT	679.5	684.5	599.5
CITY TOTAL	2,696.7	2,667.5	2,565.95

	02/03	03/04	04/05
PUBLICWORKS DIR	0	0	1
SECRETARY III	0	0	1



<b>DISTRIBUTION AND COLLECTION</b>				<b>TREATMENT</b>				<b>MAINTENANCE</b>				<b>SOLID WASTE</b>																																																																																																																																																																																			
<b>SUPPORT</b>				<b>SUPPORT</b>				<b>SUPPORT</b>				<b>ADMINISTRATION</b>																																																																																																																																																																																			
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\*PREVIOUSLY LOCATED IN THE COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT



**PUBLIC WORKS DEPARTMENT**

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**MISSION**

Achieve total customer satisfaction by providing quality public services.

**FY 2004/2005 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES**

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<b><u>DIVISION:</u></b> Distribution & Collection	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget (Water and Sewer Fund)	\$13,929,606	\$12,745,726	\$15,450,827
Total FTE's	159	159	159
Total Budget (Stormwater Fund)	\$1,705,020	\$1,734,623	\$1,722,709
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. Complete infiltration/inflow program for sewer basin A-27.
  - 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.

	FY 2002/2003	FY 2003/2004	FY 2004/2005
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<b><u>Workloads/Outputs:</u></b>			
Water Main Failures	98	64	50
Force Main Failures	18	5	2
Service Line Failures	879	901	800
Construct New Water Mains (Ft.)	29,869	23,817	27,500
Water Meters Replaced	15,104	124	N/A
Fire Hydrants PM	1,950	447	1,250
Sewer Main Line Stoppages	22	51	10
Video Inspections of Gravity Mains (Ft.)	507,276	352,767	450,000
Clean Gravity Sewers (Ft.)	1,605,437	1,177,880	2,000,000
Storm Drain Pipe Video Inspection (Ft.)	11,820	26,085	35,000
Clean Storm Drain Pipe (Ft.)	100,787	96,088	120,000
Well Renovation PM	41	26	50
WW Pump Station Renovation PM	101	7	100

**PUBLIC WORKS DEPARTMENT**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Efficiency:</b>			
Well Renovation PM/6 FTE's	6.8	4.3	8.3
WW Pump Station Renovation PM/9 FTE's	11.2	.78	9.1
<b>Effectiveness:</b>			
Pipe Replaced In-House vs. Goal of 10 Miles per Year	56 %	45 %	70 %
Frequency of Fire Hydrant Maint. (Years/PM)	2.6	11.4	4.08
Storm Drains Inspected vs. Total System	1.8 %	4.1 %	5.5 %
Sanitary Sewer Inspected vs. Total System	28.4 %	19.8 %	28.0 %

<u>DIVISION: Treatment</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
Total Budget (Water and Sewer Fund)	\$7,027,306	\$7,297,906	\$7,697,605
Total FTE's	40	40	41
Total Budget (Central Regional Fund)	\$9,206,332	\$8,561,957	\$9,801,626
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. Renew GTL's 5-year permit with the Florida Department of Environmental Protection.
  - 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 influent screens in the GTL's pretreatment building.
  - e. Maintain compliance with all schedules according to the 20-year Water and Wastewater Master Plan established in December 2000.
  - f. Install new sludge weighing scales at GTL.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Biosolids Removed From GTL (Dry Tons)	6,200	6,097	6,500
Customer Complaints – Process Odors	2	4	4
Raw Wastewater Treated (Billions of Gallons)	13.0	13.0	14.5
Work Requests Submitted	440	583	460
Major Replacement/Overhaul Projects	3	4	5

**PUBLIC WORKS DEPARTMENT**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
<b>Efficiency:</b>			
Process Control Odor Complaints/FTE	0.06	0.12	0.12
Wastewater Treated/FTE (Billions of Gallons)	0.37	0.39	0.44
Days Effluent in Total Compliance	365	365	365
Work Requests Completed Timely	85 %	85 %	85 %
Equipment PM'd on Time	85 %	85 %	85 %
<b>Effectiveness:</b>			
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 %	95 %	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 January 2005.
  - b. Inspect and clean 4 distribution tanks per Florida Administrative Code 62-555.
  - c. Complete design of the Fiveash Phase II improvements by September 2005.
  - d. Complete rebuilding 5 dual media filters at the water plants during FY 2005.
  - e. Clean and inspect the Fiveash aeration basin.
  - 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.
  - g. Collect quarterly ground water data from monitoring wells to ensure protection of the Dixie and Prospect wellfields.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Raw Water Treated (Billions of Gallons)	18.23	18	18.4
<b>Efficiency:</b>			
Raw Water Treated/36 FTE's (BG)	0.51	0.50	0.52

**PUBLIC WORKS DEPARTMENT**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Effectiveness:</b>			
Raw Water Treated vs. Finished Water Available for Customers	99.6 %	98.5 %	99.7 %
Time All High Service Pumps in Service	86 %	89 %	90 %

	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
<b><u>DIVISION:</u></b> Customer Service			
Total Budget (Water and Sewer Fund)	\$2,855,226	\$2,992,033	\$3,096,517
Total FTE's	39	39	38

<b><u>DIVISION:</u></b> Administration			
Total Budget (Water and Sewer Fund)*	\$19,759,094	\$20,462,741	\$15,940,928
Total FTE's	36	36	33

\*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. Continue implementing a job accounting and maintenance management information system concentrating on treatment plant preventive maintenance.
  - 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.

**PUBLIC WORKS DEPARTMENT**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Clean City Service Requests	14,284	12,793	14,000
Other Dept. Service Requests	18,465	18,384	18,000
Customer Telephone Calls	74,189	73,103	70,000
Field Service Responses	13,644	14,400	13,000
Meter Reading Service Requests	38,123	40,217	40,000
Correspondence/Documents Processed	12,000	15,700	16,800
Personnel/Timekeeping Records Maintained	15,756	15,782	15,691
Training Units of Service	3,181	3,646	3,500
Safety Investigation/Inspections	458	409	350
Financial Documents Processed	15,500	15,500	15,500
<b>Efficiency:</b>			
Customer Phone Calls Processed/11 FTE	6,744	6,646	6,363
Serv Req/Work Orders Processed/11 FTE	2,935	2,834	2,909
Field & Meter Service Responses/24 FTE	2,157	2,275	2,208
Personnel/Timekeeping Records/2 FTE	7,878	7,891	7,846
Financial Documents Processed/3 FTE	5,167	5,167	5,167
<b>Effectiveness:</b>			
Serv. Req/Work Orders Processed on Time	95 %	99 %	100 %
Reasonable Field Response Time	95 %	95 %	100 %
Accuracy of Paycheck Processing	95 %	85 %	90 %

	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
<b><u>DIVISION:</u></b> Treatment – Environmental			
Total Budget (Water and Sewer Fund)	\$1,330,865	\$1,125,382	\$1,691,535
Total FTE's	16	16	16
Total Budget (Stormwater Fund)*	\$281,192	\$223,617	\$383,476
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; insure compliance with Federal, State and local regulatory agencies; increase environmental awareness among citizens; and examine ways the City can become more environmentally friendly during its routine business practices.

Objectives: a. Improve the quality of the waterways of the City through an effective Stormwater Management Program.

**PUBLIC WORKS DEPARTMENT**

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- 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.
- d. Examine ways the City can reduce water usage and expand environmental outreach programs.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Industrial and Environmental Samples	820	800	850
Industrial Pretreatment & Ordinance Enforcement Inspection	880	840	840
Treatment Process Samples Collected	28,100	28,750	28,750
Treatment Process Analyses Performed	110,000	110,000	110,000
<b>Efficiency:</b>			
Environmental Monitors & Samples/3 FTE's	280	280	330
Industrial Inspections/1 FTE	854	850	854
Treatment Process Samples/8 FTE's	3,512	4,375	4,375
<b>Effectiveness:</b>			
Industrial Inspections Completed	100 %	100 %	100 %
Environmental Samples Collected Per Ordinance	100 %	100 %	100 %
Treatment Samples Required by Regulatory Agencies	100 %	100 %	100 %

	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
<b><u>DIVISION:</u> Maintenance</b>			
Total Budget (General Fund)	\$7,155,383	\$7,061,111	\$8,185,555
Total FTE's	56	56	56
Total Budget (Parking Fund)	N/A	N/A	\$212,926
Total FTE's	N/A	N/A	4

6. Goal: Provide construction and maintenance services for Citywide 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.

**PUBLIC WORKS DEPARTMENT**

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- b. Supervise the facility maintenance operation and the Community Service Program, building security, and administer multiple contracts including bridge, janitorial, and alarm services.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
A/C Preventative Maintenance Performed	159	255	230
Graffiti Tag Removal	615	685	665
<b>Efficiency</b>			
A/C PM Performed/4 FTE's	39.1	63.7	57.5
Graffiti Tag Removals/4 FTE's	153.75	171.2	166.2

<u>DIVISION:</u> Sanitation	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
Total Budget	\$19,699,770	\$20,285,514	\$20,345,282
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.

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Bulk Trash Collected & Disposed (Tons)	25,500	28,000	28,000
Refuse Collected by City (Tons)	21,083	22,000	22,000
Refuse Collected by Contractor (Tons)	23,669	23,000	23,000
<b>Efficiency:</b>			
Clean Yard Waste Separation (Tons/Carts)	14,474	13,000	13,000
Savings Through Yard Waste Separation (Yardwaste Carts)	\$905,556	\$850,000	\$850,000

**PUBLIC WORKS DEPARTMENT**

<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Effectiveness:</b>			
Separate Yard Waste to Reduce Disposal Costs on Collection Routes (Tons/Year)	14,474	13,000	13,000
On-Time Collections by City	100 %	100 %	100 %
On-Time Collections by Contractor	100 %	100 %	100 %

<u>DIVISION:</u> Engineering and Project Management	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
Total Budget	\$14,080,047	\$13,712,300	\$7,604,382
Total FTE's	76.5	93	93

Prior Year Actuals and Current Year Estimated include Construction Services, which has been transferred to the new Building Department.

8. Goal: Provide engineering, architectural, and project management services that lead to the provision of functional, cost effective infrastructure and City facilities.
- Objectives:
- a. Provide survey, administrative support, and annual contractor permits/DRC support required for the construction of approximately 200 designated engineering projects annually.
  - b. Continue to focus on customer satisfaction by improving plans and construction quality, minimizing change orders, and being 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 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
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



**PUBLIC WORKS DEPARTMENT**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Efficiency:</b>			
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
<b>Effectiveness:</b>			
Surveys Completed as Scheduled	95 %	95 %	95 %

	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Adopted</u>
<b><u>DIVISION:</u></b> Utilities Engineering			
Total Budget (Water and Sewer Fund)	\$738,784	\$1,194,381	\$2,460,975
Total FTE's	9	13	24

9. 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 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Workloads/Outputs:</b>			
Design Projects Scheduled to Start	8	21	18
Design Projects Scheduled to be Completed	11	40	55
Construction Projects Scheduled to Start	9	37	78
Construction Projects Scheduled to be Completed	1	18	45
Value of Design Projects Scheduled to Start	\$4,760,583	\$2,773,600	\$1,371,834
Value of Design Projects Scheduled to be Completed	\$10,419,225	\$9,189,870	\$9,620,284
Value of Construction Projects Scheduled to be Completed	\$11,395,721	\$39,473,311	\$56,782,852
Value of Construction Projects Scheduled to Start	\$35,937,593	\$99,994,017	\$136,901,621

**PUBLIC WORKS DEPARTMENT**

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<u>Selected Performance Measures</u>	FY 2002/2003 <u>Actuals</u>	FY 2003/2004 <u>Estimated</u>	FY 2004/2005 <u>Target</u>
<b>Efficiency:</b>			
Response to Customer Inquiries within One (1) Business Day	91 %	90 %	90
Process Invoices within Twenty-Five (25) Business Days	92 %	90 %	90
<b>Effectiveness:</b>			
Water & Wastewater Projects Constructed	45 %	90 %	90
Construction Bids Within 10% of Engineer's Estimate	90 %	90 %	90
Change Order Costs as a % of Construction Value	3 %	6 %	9
New Sanitary Sewer Connections	N/A	1,375	2,340

**FY 2003/2004 MAJOR ACCOMPLISHMENTS**

- Completed the rehabilitation of all clarifiers 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 33 projects during the year valued at \$48.7 million. Change orders for the year totaled 6%.
- Successfully planned, prepared and implemented an Emergency Response Plan during Hurricanes Frances and Jeanne.
- Updated GTL's operating permit to 55.7 MGD with the Florida Department of Environmental Protection.
- Completed the new computerized treatment plant control system for the GTL Wastewater Treatment Plant.

**PUBLIC WORKS DEPARTMENT**

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	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
		<b><u>General Fund</u></b>		
<b>Revenues</b>				
Licenses and Permits	\$ 8,110,951	6,075,438	8,087,000	-
Charges for Service	725,516	562,000	919,799	409,000
Miscellaneous Revenues	3,781,107	4,012,677	3,603,721	3,845,878
<i>Total</i>	\$ <u>12,617,574</u>	<u>10,650,115</u>	<u>12,610,520</u>	<u>4,254,878</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 11,955,850	11,673,448	11,206,015	7,629,382
Fringe Benefits	4,098,243	4,849,411	4,326,598	3,730,389
Services/Materials	4,047,071	3,618,940	4,106,575	3,517,674
Other Operating Expenses	1,046,879	1,011,085	1,046,549	732,492
Capital Outlay	87,387	78,000	87,674	180,000
<i>Total</i>	\$ <u>21,235,430</u>	<u>21,230,884</u>	<u>20,773,411</u>	<u>15,789,937</u>
		<b><u>Sanitation Fund</u></b>		
<b>Revenues</b>				
Charges for Service	\$ 18,903,027	20,940,340	18,710,619	18,564,440
Miscellaneous Revenues	1,034,648	1,005,000	1,487,099	1,376,000
<i>Total</i>	\$ <u>19,937,675</u>	<u>21,945,340</u>	<u>20,197,718</u>	<u>19,940,440</u>
<b>Expenditures</b>				
Salaries & Wages	\$ 3,282,176	3,227,630	2,970,126	3,004,568
Fringe Benefits	1,281,863	1,527,982	1,840,173	1,586,064
Services/Materials	11,570,098	12,143,154	11,124,251	11,457,002
Other Operating Expenses	3,517,133	4,147,316	4,248,959	3,899,448
Non- Operating Expenses	37,250	88,889	88,094	88,200
Capital Outlay	11,250	-	13,911	310,000
<i>Total</i>	\$ <u>16,699,770</u>	<u>21,134,971</u>	<u>20,285,514</u>	<u>20,345,282</u>

**PUBLIC WORKS DEPARTMENT**

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	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>
	<u>Actual</u>	<u>Orig. Budget</u>	<u>Est. Actual</u>	<u>Adopted</u>
<b><u>Water and Sewer Fund</u></b>				
<b>Revenues</b>				
Charges for Service	\$ 57,409,662	57,208,300	58,036,397	59,689,319
Miscellaneous Revenues	3,542,549	4,353,402	4,883,933	4,668,402
<i>Total</i>	\$ <u>60,952,211</u>	<u>61,561,702</u>	<u>62,920,330</u>	<u>64,357,721</u>

<b>Expenditures</b>				
Salaries & Wages	\$ 13,678,036	14,802,532	13,433,095	14,896,439
Fringe Benefits	4,988,386	6,359,556	6,456,090	6,804,637
Services/Materials	9,466,779	9,936,891	9,758,171	10,052,426
Other Operating Expenses	9,365,223	10,153,872	10,679,687	10,749,235
Non-Operating Expenses	7,681,559	241,686	2,585,000	2,875,000
Capital Outlay	460,898	919,945	678,553	960,650
<i>Total</i>	\$ <u>45,640,881</u>	<u>42,414,482</u>	<u>43,590,596</u>	<u>46,338,387</u>

<b><u>Central Region Wastewater Fund</u></b>				
<b>Revenues</b>				
Charges for Service	\$ 9,127,950	11,137,587	10,365,444	11,044,240
Miscellaneous Revenues	153,563	125,500	125,500	125,500
<i>Total</i>	\$ <u>9,281,513</u>	<u>11,263,087</u>	<u>10,490,944</u>	<u>11,169,740</u>

<b>Expenditures</b>				
Salaries & Wages	\$ 1,632,264	1,676,156	1,632,033	1,702,466
Fringe Benefits	623,600	774,582	785,526	842,396
Services/Materials	3,948,030	5,187,808	4,774,554	5,619,906
Other Operating Expenses	1,333,839	1,432,076	1,366,314	1,636,858
Non-Operating Expenses	1,661,044	-	-	-
Capital Outlay	7,555	-	3,530	-
<i>Total</i>	\$ <u>9,206,332</u>	<u>9,070,622</u>	<u>8,561,957</u>	<u>9,801,626</u>

**PUBLIC WORKS DEPARTMENT**

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	<b>FY 2002/2003 Actual</b>	<b>FY 2003/2004 Orig. Budget</b>	<b>FY 2003/2004 Est. Actual</b>	<b>FY 2004/2005 Adopted</b>
	<b><u>Stormwater Fund</u></b>			
<b>Revenues</b>				
Charges for Service	\$ 3,329,155	3,316,500	3,309,000	3,479,000
Miscellaneous Revenues	234,744	75,000	95,000	75,000
<i>Total</i>	\$ 3,563,899	3,391,500	3,404,000	3,554,000
 <b>Expenditures</b>				
Salaries & Wages	\$ 968,683	937,993	865,958	944,539
Fringe Benefits	334,367	383,414	429,715	399,850
Services/Materials	309,699	391,484	383,251	434,458
Other Operating Expenses	732,819	702,734	778,629	736,946
Non-Operating Expenses	541,191	50,385	37,535	36,000
Capital Outlay	40,975	43,000	43,000	5,500
<i>Total</i>	\$ 2,927,734	2,509,010	2,538,088	2,557,293

# CAPITAL IMPROVEMENT PLAN 2004/2005 – 2008/2009

## FIVE YEAR CAPITAL IMPROVEMENT PLAN

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. The five-year capital improvement plan was presented to the City Commission at their September 13, 2004 conference meeting. It will be formally adopted at the October 5, 2004 meeting. Funding for the CIP was adopted at the September 21, 2004 meeting as part of the overall budget.

A capital improvement project must meet the following criteria in order to be candidate for the CIP:

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

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. The City has restored the accelerated capital improvement plan, which will fund long-term borrowing so that necessary repairs and renovations can begin on our facilities.

### **Five Year Capital Improvement Fund Summary**

<u>FUND</u>		<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
General	\$	11,223,010	8,850,000	22,450,000	7,450,000	7,450,000
Airport		3,290,000	9,255,000	6,625,000	5,040,000	3,795,000
Utilities		84,817,641	55,418,000	19,150,000	17,127,000	105,842,000
Stormwater		1,340,000	1,340,000	1,340,000	1,340,000	1,340,000
Parking		2,675,000	4,855,000	600,000	700,000	700,000
Sanitation		<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
	\$	<u>103,395,651</u>	<u>79,768,000</u>	<u>50,215,000</u>	<u>31,707,000</u>	<u>119,177,000</u>

The following is a description of projects with FY 2005 funding over \$500,000 by component area. The five-year detail of the component areas is presented in the charts that follow.

For the General CIP highlighted projects include: highway A1A expansion (\$3,000,000), NW 7<sup>th</sup>-9<sup>th</sup> connector (\$1,500,000), street resurfacing (\$1,000,000), A.D.A. required improvements (\$750,000), and accelerated CIP (\$2,702,093).

For the Airport CIP highlighted projects include: construct landscape signage (\$760,000) and security access (\$600,000).

## **CAPITAL IMPROVEMENT PLAN 2004/2005 – 2008/2009**

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For the Utilities CIP highlighted projects include: Dixie Wellfield upgrades (\$2,097,000), Fiveash Water Treatment Plant (WTP) - phase 2 (\$2,100,000), Fiveash WTP - other phase 2 projects (\$7,140,000), Services During Construction - Fiveash WTP - other phase 2 projects (\$571,200), Sea Ranch Lakes new small water main (\$820,000), Sewer Area 7 large water main improvement (\$1,000,000), Riverside Park large water main (\$809,000), water main east of I-95 except for the Joint Project Agreement (\$912,440), Coral Ridge Country Club water main replacement (\$1,275,000), large water main replacement in Sewer Area 12 and 17 (\$1,067,700), South Andrews/New River Area water main (\$1,005,550), water main replacement River Oaks (\$1,347,000), NE 33rd Ave. water main (\$820,000), water main replacement in Sewer Area 8 Edgewood (\$899,900), 18 inch water main replacement in Poinciana (\$1,095,700), SE 4th Ave from SE 16th Ct to Davie Blvd (\$735,000), 17th Causeway water main (\$696,700), Melrose Park water main replacement (\$518,000), Sunrise Key and Intracoastal water mains (\$2,026,000), Seven Isles/Las Olas Isles small water mains (\$2,568,000), Package B - all directional drill crossings for water main (\$1,787,920), water main east of I-95 from SW 9th Ave to US1 (\$1,119,990), Design - Sewer Area 2 - West of 27th Ave (\$628,552), Sewer Area 12 and 17 (\$1,119,708), Sewer Area 7 Croissant Park (\$4,211,423), Sewer Area 8 Edgewood (\$9,179,920), Sewer Area 1 Riverside Park (\$7,218,918), Sewer Area 6 River Oaks (\$5,249,800), Seven Isles/East Las Olas Isles beach force main replacement (\$660,000), contracted sewer system rehabilitation – 2006 (\$5,503,300), Central Regional Wastewater System- repair & replacements projects (\$506,000), Waste Water Treatment Plant equipment 2005-2007 (\$3,283,920), program management 2005 (\$8,100,000).

For the Stormwater CIP highlighted projects include: Stormwater system re-capitalization (\$634,000), new Stormwater management facilities (\$706,000).

For the Parking CIP highlighted projects include: Arts & Science Garage rehabilitation (\$700,000), City Park Garage rehabilitation (\$1,200,000).

### **IMPACT ON THE 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 re-capitalization and reconstruction of existing facilities and as such, do not impact the operating budget. The City does recognize that there will be additional operating costs after the completion of a renovation. Some of these costs could include, additional grounds maintenance, additional building janitorial, additional utility expense, and others. With this in mind, the budget takes into account that emergency repair situations will decrease and thus will net out any additional operational increases. No additional personnel are considered in the five-year plan on an operational level. The City plans to work with any increase in service need with the current staffing level.

The following pages provide a listing of projects that will be funded with the adopted \$4.3 million transfer from the General Fund to the General CIP. The availability of capital improvement resources can be expanded if the transfer is leveraged through long-term borrowing such as the accelerated CIP initiated a few years ago.

# GENERAL CAPITAL IMPROVEMENT PLAN

## FUNDING SOURCES

2004/05                      2005/06                      2006/07                      2007/08                      2008/09

### *Transfers In*

General Fund	\$	4,306,000	\$	4,900,000	\$	5,000,000	\$	5,000,000	\$	5,000,000
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	\$	50,000

### *Other Sources*

Interest Earnings	\$	75,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
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### *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	\$	1,500,000	\$	-	\$	-	\$	-	\$	-
FDOT Funds - Streetscape-Andrews/3rd Ave.	\$	-	\$	-	\$	15,000,000	\$	-	\$	-

<b>TOTAL FUNDING SOURCES</b>	<b>\$</b>	<b>11,223,010</b>	<b>\$</b>	<b>8,850,000</b>	<b>\$</b>	<b>22,450,000</b>	<b>\$</b>	<b>7,450,000</b>	<b>\$</b>	<b>7,450,000</b>
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<b>TOTAL FUNDING USES</b>	<b>\$</b>	<b>11,223,010</b>	<b>\$</b>	<b>8,850,000</b>	<b>\$</b>	<b>22,450,000</b>	<b>\$</b>	<b>7,450,000</b>	<b>\$</b>	<b>7,450,000</b>
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# GENERAL CAPITAL IMPROVEMENT PLAN

## FUNDING USES

2004/05                      2005/06                      2006/07                      2007/08                      2008/09

### *Bond Costs*

Debt Service - Broward Blvd.	\$	96,917	\$	96,917	\$	96,917	\$	96,917	\$	96,917
Subtotal - Bond Costs:	\$	96,917	\$	96,917	\$	96,917	\$	96,917	\$	96,917

### *Recapitalization Improvement Projects*

Railroad Crossing Recapitalization	\$	80,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
Parks & Recreation Recapitalization	\$	400,000	\$	500,000	\$	500,000	\$	550,000	\$	550,000
Fire-Rescue Infrastructure Recapitalization	\$	450,000	\$	550,000	\$	550,000	\$	550,000	\$	550,000
Marine Facilities Recapitalization	\$	40,000	\$	45,000	\$	45,000	\$	45,000	\$	45,000
Police Recapitalization	\$	45,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Subtotal - Recapitalization:	\$	1,015,000	\$	1,245,000	\$	1,245,000	\$	1,295,000	\$	1,295,000

### *Traditional Capital Improvement Projects*

Waterways Dredging	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
Neighborhood Capital Improvements (NCIP)	\$	350,000	\$	350,000	\$	350,000	\$	350,000	\$	350,000
Business Capital Improvements (BCIP)	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
Capital Maintenance	\$	250,000	\$	350,000	\$	350,000	\$	350,000	\$	350,000
Subtotal - Traditional:	\$	800,000	\$	900,000	\$	900,000	\$	900,000	\$	900,000

### *Transportation Projects*

Misc. Roadway Safety Improvements	\$	17,000	\$	19,000	\$	19,000	\$	19,000	\$	19,000
Speed Humps - Various Locations	\$	15,000	\$	20,000	\$	20,000	\$	20,000	\$	20,000
Traffic Studies & Planning	\$	15,000	\$	20,000	\$	20,000	\$	20,000	\$	20,000
Miscellaneous Transportation Projects	\$	15,000	\$	20,000	\$	20,000	\$	20,000	\$	20,000
Road Closure Projects	\$	15,000	\$	20,000	\$	20,000	\$	20,000	\$	20,000
Curb & Gutter Recapitalization	\$	40,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Sidewalk Recapitalization	\$	170,000	\$	200,000	\$	200,000	\$	200,000	\$	200,000
Streetlight Recapitalization	\$	47,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Street Resurfacing	\$	1,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000
A1A Expansion/Realignment	\$	3,000,000	\$	1,500,000	\$	-	\$	-	\$	-
NW 7th-9th Connector	\$	1,500,000	\$	-	\$	-	\$	-	\$	-
Streetscape Project-Andrews/3rd Avenues	\$	-	\$	-	\$	15,000,000	\$	-	\$	-
Subtotal - Trans:	\$	5,834,000	\$	2,899,000	\$	16,399,000	\$	1,399,000	\$	1,399,000

### *Miscellaneous Projects*

Accelerated Projects	\$	2,702,093	\$	2,454,083	\$	2,529,083	\$	2,504,083	\$	2,504,083
Special Assessment Projects	\$	20,000	\$	-	\$	25,000	\$	-	\$	-
County Park Bond Acquisition Implementation	\$	-	\$	500,000	\$	500,000	\$	500,000	\$	500,000
ADA Required Improvements	\$	750,000	\$	750,000	\$	750,000	\$	750,000	\$	750,000
Park Mall Improvements	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000
Subtotal - Misc Projects:	\$	3,477,093	\$	3,709,083	\$	3,809,083	\$	3,759,083	\$	3,759,083

<b>TOTAL FUNDING USES</b>	<b>\$</b>	<b>11,223,010</b>	<b>\$</b>	<b>8,850,000</b>	<b>\$</b>	<b>22,450,000</b>	<b>\$</b>	<b>7,450,000</b>	<b>\$</b>	<b>7,450,000</b>
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# AIRPORT CAPITAL IMPROVEMENT PLAN

	2004/05	2005/06	2006/07	2007/08	2008/09
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## FUNDING SOURCES

FAA / FDOT Funding	\$	2,305,500	\$	8,124,375	\$	5,690,625	\$	3,709,500	\$	2,776,500
Airport Enterprise Fund	\$	984,500	\$	1,130,625	\$	934,375	\$	1,330,500	\$	1,018,500

<b>TOTAL FUNDING SOURCES</b>	<b>\$</b>	<b>3,290,000</b>	<b>\$</b>	<b>9,255,000</b>	<b>\$</b>	<b>6,625,000</b>	<b>\$</b>	<b>5,040,000</b>	<b>\$</b>	<b>3,795,000</b>
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## FUNDING USES

Annual Aviation Infrastructure Recapitalization	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
Annual Aviation Infrastructure Improvements	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
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 3	\$	-	\$	-	\$	-	\$	-	\$	2,000,000
Access Improvements-Phase 4	\$	-	\$	-	\$	-	\$	2,000,000	\$	-
Access Improvements-Phase 5	\$	-	\$	-	\$	1,000,000	\$	-	\$	-
Landbanking Program	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
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	\$	-	\$	-	\$	-
Part 161 Study	\$	200,000	\$	200,000	\$	-	\$	-	\$	-
Taxiway Alpha Relocation-Design	\$	350,000	\$	-	\$	-	\$	-	\$	-
Construct East Taxiway Loop	\$	-	\$	2,250,000	\$	-	\$	-	\$	-
Install Blast Fence/Noise Berm	\$	150,000	\$	-	\$	-	\$	-	\$	-
Construct Landside Signage	\$	760,000	\$	-	\$	-	\$	-	\$	-
Relocate Western 3000' Section of T/W Alpha	\$	-	\$	2,575,000	\$	-	\$	-	\$	-
Relocate Eastern 3000' Section of T/W Alpha	\$	-	\$	-	\$	2,575,000	\$	-	\$	-
Helistop Noise Impact Study	\$	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	\$	-	\$	-
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
Access & Drainage Improvements	\$	-	\$	500,000	\$	-	\$	-	\$	-
Construct Maintenance Building	\$	-	\$	-	\$	-	\$	-	\$	525,000
Observation Area-Phase 2	\$	-	\$	-	\$	-	\$	-	\$	150,000
Replace Existing ARFF Vehicle	\$	180,000	\$	180,000	\$	-	\$	-	\$	-

<b>TOTAL FUNDING USES</b>	<b>\$</b>	<b>3,290,000</b>	<b>\$</b>	<b>9,255,000</b>	<b>\$</b>	<b>6,625,000</b>	<b>\$</b>	<b>5,040,000</b>	<b>\$</b>	<b>3,795,000</b>
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# UTILITIES SERVICES CAPITAL IMPROVEMENT PLAN

	2004/05	2005/06	2006/07	2007/08	2008/09
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## FUNDING SOURCES

Water & Sewer Fund 454	\$ 12,000,000	\$ 9,500,000	\$ 9,500,000	\$ 9,500,000	\$ 8,500,000
W&S Bond Fund 482	\$ 53,650,641	\$ 45,918,000	\$ 9,650,000	\$ 7,627,000	\$ 97,342,000
State Revolving Fund Construction Loan Fund 487	\$ 14,955,000				
Regional Reserve & Replacement Fund 451	\$ 652,000				
Regional Bond Fund 485	\$ 3,560,000				

<b>TOTAL FUNDING SOURCES</b>	<b>\$ 84,817,641</b>	<b>\$ 55,418,000</b>	<b>\$ 19,150,000</b>	<b>\$ 17,127,000</b>	<b>\$ 105,842,000</b>
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## FUNDING USES

Water & Sewer Master Plan CIP Misc. Projects		\$ 9,500,000	\$ 9,500,000	\$ 9,500,000	\$ 8,500,000
Bond Projects		\$ 45,918,000	\$ 9,650,000	\$ 7,627,000	\$ 97,342,000
Construction - Dixie Wellfield Upgrades - Long Term	\$ 2,097,000				
SDC - Dixie Wellfield Rehab and Generators	\$ 408,000				
Construction - Peele Dixie - 2005 R & R	\$ 50,000				
Construction - Fiveash WTP - Other Phase 2 Projects	\$ 7,140,000				
Construction - Fiveash WTP - Phase 2	\$ 2,100,000				
SDC - Fiveash WTP - Other Phase 2 Projects	\$ 571,200				
SDC - Fiveash WTP - Phase 2	\$ 168,000				
Design - Imperial Point Water Main Replacement	\$ 43,000				
Design - Dorsey Riverbend Water Main Replacement	\$ 66,600				
Design - NW 15th Ave and NW 7th St Large Water Main Rep	\$ 57,500				
Design - NW 12th Ave Large Water Main Replacement	\$ 24,000				
Design - NW 7th St and NW 11th Ave Large Water Main Rep	\$ 15,200				
Design - North Andrews Ave Large Water Main Replace	\$ 90,400				
Design - 16th Ave Large Water Main Replacement	\$ 53,500				
Design - NE 4th St Ave Large Water Main Replacement	\$ 52,800				
Design Criteria Package for WM River Crossing Design/Build	\$ 86,000				
Design - Tarpon River Area WM Improvements	\$ 78,700				
Design - SA 9 WM - SE 4th Ave from Poinciana Tank to Port	\$ 109,200				
Design - NE 7th Ave/Flagler Drive Large Water Main	\$ 20,500				
Construction - Sea Ranch Lakes new N-S WM	\$ 820,000				
Construction - Seagrape new WM - south of Pine Ave	\$ 402,600				
SDC - Sea Ranch Lakes new N-S WM - north of Pine Ave	\$ 65,600				
SDC - Seagrape new WM - south of Pine Ave	\$ 32,200				
Construction - Sewer Area 7 Large Water Main Imp	\$ 1,000,000				
SDC - Sewer Area 7 Large Water Main Improvements	\$ 91,481				
Construction - Riverside Park Large Water Main	\$ 809,000				
SDC - Riverside Park Large Water Main	\$ 64,700				
Construction - D - Water Main East of I-95 except JPA	\$ 912,440				
Construction - Coral Ridge CC Water Main Replacement	\$ 1,275,000				
SDC - Coral Ridge CC Water Main Replacement	\$ 60,000				
Construction - Bal Harbor Water Main Replacement	\$ 195,500				
SDC - Bal Harbor Water Main Replacement	\$ 9,250				
Construction - Large WM Replacement in SA 12 and 17	\$ 1,067,700				

# UTILITIES SERVICES CAPITAL IMPROVEMENT PLAN

		2004/05	2005/06	2006/07	2007/08	2008/09
FUNDING USES CONTINUED						
Const - South Andrews/New River Area Water Main	\$	1,005,550				
SDC - South Andrews/New River Area Water Main Rep	\$	47,500				
Construction - Water Main Repl Sewer (River Oaks)	\$	1,347,000				
Const. - Large Water Main Repl in Sewer (River Oaks)	\$	380,800				
Construction - NE 33rd Ave. Water Main	\$	820,000				
Construction - Dolphin Isles Water Main Replacement	\$	198,000				
SDC - NE 33rd Ave Water Main	\$	65,600				
SDC - Dolphin Isles Water Main Replacement	\$	16,000				
Construction - WM Replacement in SA 8 (Edgewood)	\$	899,900				
Construction - 18 inch WM Replacement in Poinciana	\$	1,095,700				
Const. along SE 4th Ave from SE 16th Ct to Davie Blvd	\$	735,000				
Construction - SW 6th Ave WM Replacement	\$	403,300				
Construction - 10 inch WM Replacement in Poinciana	\$	195,600				
SDC - 18 inch WM Replacement in Poinciana Park	\$	87,700				
SDC - P. Park N WM - along SE 4th Ave from SE 16th Ct	\$	58,800				
SDC - SW 6th Ave WM Replacement	\$	32,300				
SDC - 10 inch WM Replacement in Poinciana Park	\$	15,600				
Construction - 17th Causeway Water Main	\$	696,700				
SDC - 17th Causeway Water Main	\$	55,700				
Construction - Melrose Park Water Main Replacement	\$	518,000				
SDC - Melrose Park Water Main Replacement	\$	23,300				
Const. - Sunrise Key and Intracoastal Water Mains	\$	2,026,000				
Const. - Seven Isles/Las Olas Isles Small Water Mains	\$	2,568,000				
Construction - Package B - All directional drill crossings for \	\$	1,787,920				
Const. - Water Main East of I-95 (SW 9th Ave to US1)	\$	1,119,990				
Design - Sewer Area 2 - West of 27th Ave	\$	628,552				
Construction - Sewer Area 12 and 17	\$	1,119,708				
Construction - Sewer Area 7 (Croissant Park)	\$	4,211,423				
Construction - Sewer Area 8 (Edgewood)	\$	9,179,120				
Construction - Sewer Area 1 (Riverside Park)	\$	7,218,918				
Construction - Sewer Area 6 (River Oaks)	\$	5,249,800				
Construction - Sunrise Key Force Main	\$	48,000				
Const - Seven Isles/ELOI Beach Force Main Repl	\$	660,000				
Design/Build - Replace pumps at D-11, D-18, D-19, D-21	\$	209,520				
SDC - Design/Build - Replace pumps at D-11, D-18, D-19, D-21	\$	15,520				
Construction - Replace pump station A-29	\$	460,000				
Construction - Replace pump station B-14	\$	325,000				
Construction - Replace pump station D-36	\$	295,000				
Construction - Replace pump station B-15	\$	180,000				
SDC - Replace pump station A-29	\$	36,800				
SDC - Replace pump station B-14	\$	26,000				
SDC - Replace pump station D-36	\$	23,600				
SDC - Replace pump station B-15	\$	14,400				
Construction - Coral Ridge Repump Station (B)	\$	170,000				
Design/Build - Replace pumps at station B-1	\$	129,600				
SDC - Design/Build - Replace pumps at station B-1	\$	9,600				
Construction - Rehab 9 LOI POT Stations (Seven Isles)	\$	444,749				
Contracted Sewer System Rehabilitation - 2006	\$	5,503,300				
SDC - Contracted Sewer System Rehabilitation - 2006	\$	280,000				
2005 Regional (Large User) WW Metering Stations	\$	18,000				
Central Regional Wastewater System- R & R Projects:	\$	506,000				
Construction - WWTP Equip 2005-2007	\$	3,283,920				
SDC - WWTP Equip 2005-2007	\$	106,080				
GTL Annual CAR and R&R Year 2005	\$	20,000				
WWTP - Pump Replacement - FY05/06	\$	108,000				
Program Management 2005	\$	8,100,000				
<b>TOTAL FUNDING USES</b>	<b>\$</b>	<b>84,817,641</b>	<b>\$ 55,418,000</b>	<b>\$ 19,150,000</b>	<b>\$ 17,127,000</b>	<b>\$ 105,842,000</b>

## STORMWATER CAPITAL IMPROVEMENT PLAN

	2004/05	2005/06	2006/07	2007/08	2008/09
<b>FUNDING SOURCES</b>					
Transfers In:					
Stormwater Fund	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,340,000</b>	<b>\$ 1,340,000</b>	<b>\$ 1,340,000</b>	<b>\$ 1,340,000</b>	<b>\$ 1,340,000</b>

<b>FUNDING USES</b>					
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
<b>TOTAL FUNDING USES</b>	<b>\$ 1,340,000</b>	<b>\$ 1,340,000</b>	<b>\$ 1,340,000</b>	<b>\$ 1,340,000</b>	<b>\$ 1,340,000</b>

## PARKING CAPITAL IMPROVEMENT PLAN

	2004/05	2005/06	2006/07	2007/08	2008/09
<b>FUNDING SOURCES</b>					
Parking Fund Operating Budget	\$ 307,000	\$ 300,000	\$ 600,000	\$ 700,000	\$ 700,000
Parking Fund-Retained Earnings	\$ 500,000	\$ 1,355,000			
Parking Fund-Loan	\$ 1,280,000	\$ 200,000			
Arts & Science Garage Rehab					
Performing Arts Center	\$ 294,000				
Downtown Development Authority	\$ 294,000				
Beach Transit System					
CRA-Beach	tbd	tbd	tbd	tbd	tbd
Aquatic Complex- Parking Garage					
Revenue Bond		\$ 3,000,000			
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,675,000</b>	<b>\$ 4,855,000</b>	<b>\$ 600,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>

<b>FUNDING USES</b>					
Arts & Science Garage Rehab	\$ 700,000				
City Park Garage Rehab	\$ 1,200,000	\$ 700,000			
Beach Transit System	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
South Beach -Convert to Metered Lot		\$ 500,000			
Aquatic Complex- Parking Garage		\$ 3,000,000			
ADA Compliance-Rehab Projects	\$ 275,000	\$ 155,000			
Recapitalization of Parking Facilities	\$ 300,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 500,000
<b>TOTAL FUNDING USES</b>	<b>\$ 2,675,000</b>	<b>\$ 4,855,000</b>	<b>\$ 600,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>

## Sanitation Capital Improvement Fund

	2004/05	2005/06	2006/07	2007/08	2008/09
<b>FUNDING SOURCES</b>					
Transfers In:					
Sanitation Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

<b>FUNDING USES</b>					
Sanitation Facilities Recap	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>TOTAL FUNDING USES</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

## **GENERAL INFORMATION**

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### **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 close to 170,000, 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, healthcare, insurance, real estate, high technology, avionics/aerospace, film and television production.

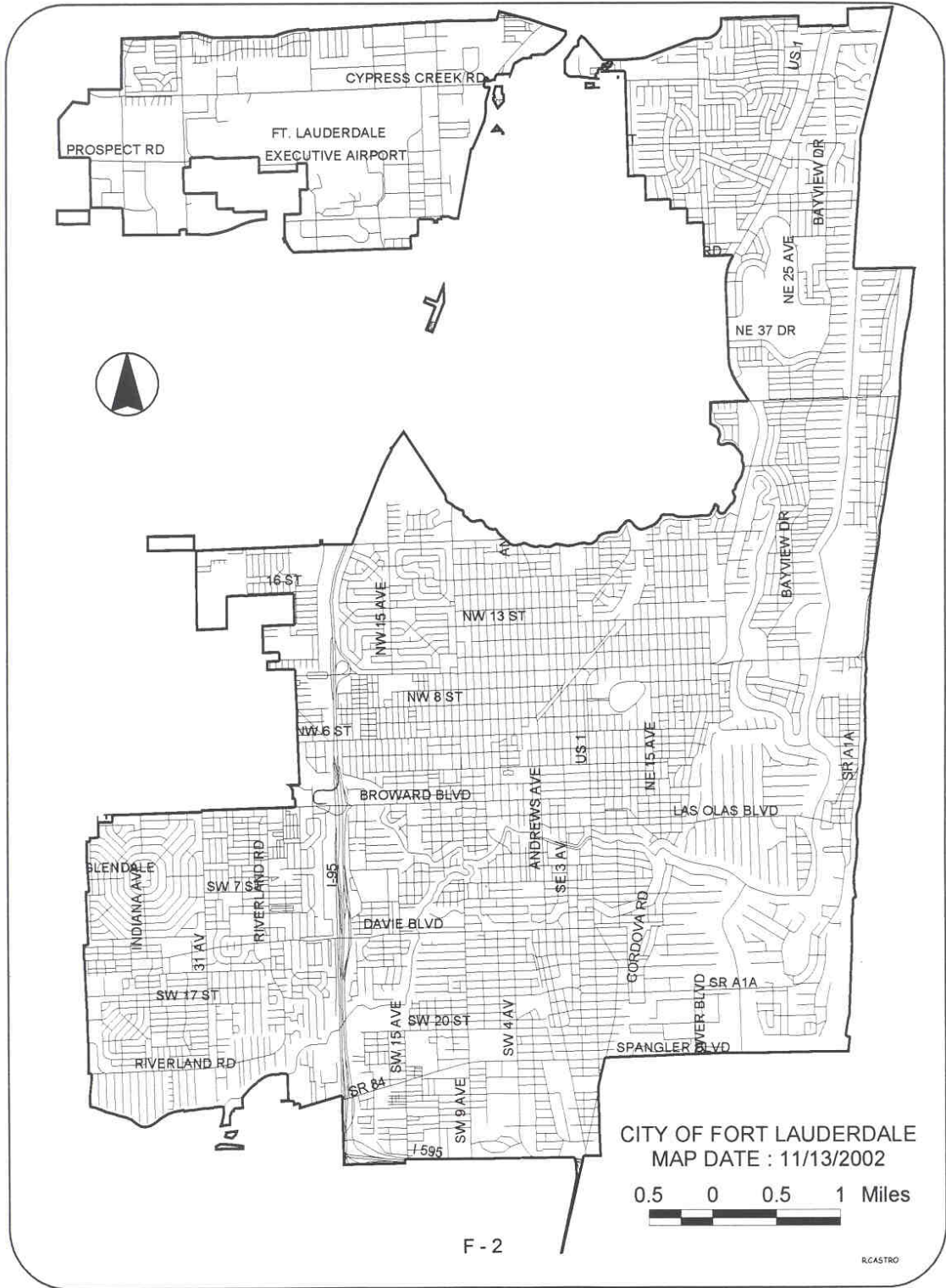
While tourism remains the area's leading economic engine, the marine industry in Greater Fort Lauderdale and Broward County now accounts for more than 109,000 jobs and \$8.8 billion in total economic impact. Fort Lauderdale has emerged as one of the fastest growing markets for global trade, with more than 40% of local businesses engaged in or supporting international commerce. In addition, the City remains at the forefront of South Florida's emerging *InternetCoast*, a region that is home to more than 6,000 high technology firms.

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, a variety of housing options, and an array of business assistance and incentive programs, make Fort Lauderdale an unbeatable location where both large and small businesses can prosper. These assets led *Inc. Magazine* to name Fort Lauderdale as the #7 City in America for doing business in 2004.

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 21<sup>st</sup> 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 169,000, Fort Lauderdale is the seventh largest city in Florida and the largest of Broward County's 30 municipalities.

<b>Recreation Facilities:</b>	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

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<b>Infrastructure:</b>	Executive Airport	1
	Helistop	1
	City Buildings	112
	Miles of Sidewalks	312
	Miles of Streets	497
	Miles of Sanitary Sewers	356.83
	Miles of Storm Drainage	215.75
	Miles of Water Mains	750.66
	City Bridges	51
	Storm & Wastewater Pumping Stations	150
	Fire Stations	12
	Fire Hydrants	5,107
	City Maintained Parking Spaces	9,214
	City Parking Garages	4
Cemeteries	4	
<b>Socioeconomic Data:</b>	Average Household Size	2.78
	Average Household Income	\$37,887
	Medium Family Income	\$46,175

## GENERAL INFORMATION

### ***Selected Population and Housing Characteristics***

<b><u>Total Population (2004)</u></b>	169,039	<b><u>Household by Type</u></b>	
		Total Households	73,247
<b><u>Sex</u></b>		Family Households	36,603 (50%)
• Male	87,091	Married-Couple Family	24,581
• Female	79,836	Female householder (no husband present)	8,630
<b><u>Age</u></b>		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	<b><u>Group Quarters</u></b>	
• 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	<b><u>Race and Origins of Household</u></b>	
• 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%)
<b><u>Race and Origins</u></b>			
• 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

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## GENERAL INFORMATION

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### ***A Desirable City for Successful Businesses***

#### MAJOR CORPORATIONS AND EMPLOYERS:

- AOL (Latin America)
- AT&T
- AutoNation
- BankAtlantic
- Bank of America
- 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
- 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 one of the fastest-growing airports in United States
  - Fort Lauderdale/Hollywood International Airport served 17.9 million passengers in 2003 and is expected to serve more than 32 million by the year 2020
  - The airport averages 662 flights per day serving 56,000 passengers
- Fort Lauderdale Executive Airport
  - Ranks as the fifth busiest general aviation airport in the United States handling close to 250,000 operations annually.
  - Generates 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
  - Offers a 200-acre Industrial Airpark with more than 1.5 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

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## GENERAL INFORMATION

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- The Downtown Fort Lauderdale John Fuhrer Helistop provides corporate executives with convenient access to 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

- One of the world's busiest cruise ports serving more than 4 million passengers per year
- 11 modern cruise terminals, two parking garages, 49 cruise ships and 2,597 cruise ship calls from 19 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
- Generates more than 24 million tons of cargo per year
- Home to Florida's first Foreign-Trade Zone, which generates \$386 million in merchandise movement and offers 388,600 square feet of warehousing space
- 12th busiest container port and second largest non-refinery petroleum storage and distribution facility
- More than 5,850 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 more than 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

## GENERAL INFORMATION

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- In 2004, *Inc. Magazine* named Fort Lauderdale the #7 City in America for doing business based on: affordable cost of living, relatively low business start-up costs, reasonable housing options, a business friendly government, growth in the business and professional service industries, and a well-educated workforce.
- 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 in Greater Fort Lauderdale and Broward County accounts for 109,000 jobs, representing \$3 billion in earnings and \$8.8 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
- 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)

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## GENERAL INFORMATION

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- Miami Dolphins, Ltd. (NFL)
- Miami Heat (NBA)
- 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 8.5 million visitors in 2003 who spent more than \$7.2 billion
- Hotel occupancy averaged 67.8% in 2003; up 4.1% from 2002
- Attracted nearly 1.8 million international visitors, including 541,000 from Canada, 416,250 from Latin America, 299,890 from Europe, 180,350 from Scandinavia and 181,125 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

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## GENERAL INFORMATION

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### 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 (October 2004) 905,006
- Employed (October 2004) 865,732
- Unemployed (October 2004) 39,274
- Unemployment Rate (October 2004) 4.3%

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>
<b><i>Goods - Producing</i></b>	<b>6,778</b>
Construction	4,815
Manufacturing	1,826
Natural Resources and Mining	137
<b><i>Service - Providing</i></b>	<b>50,366</b>
Trade, Transportation, Utilities	13,237
Information	1,052
Financial Activities	6,391
Professional and Business Services	13,516
Education and Health Services	5,368
Leisure and Hospitality	4,370
Other Services	5,164
Other / Unclassified	1,268
<b><i>Total, All Industries</i></b>	<b>57,144</b>

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\*

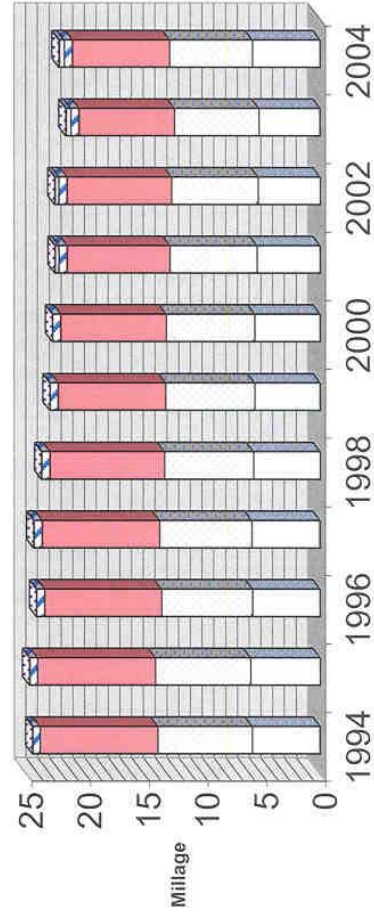
All Overlapping Governments  
Ten Fiscal Years

Tax Roll	Fort Lauderdale			Broward County			S. Florida			Fla. Inland			Special Districts**			Sunrise Key
	Operating	Debt Service	Total City	Broward County	Schools	Water Mgt. District	Children's Services	Navigation District	Total Citywide	Operating	Debt Service	Hospital District	Hillsboro Inlet	Debt Service	N. Broward	
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	1.3708	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	1.3823	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	1.3668	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	0.9878	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	0.9878	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	0.9878	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	0.9878	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	0.6000	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	0.6000	1.5000	
2003	4.8288	0.3682	5.1970	7.1880	8.1240	0.6970	0.3920	0.0385	21.6365	0.6279	0.6000	2.5000	0.2490	0.6000	0.7500	
2004	5.4066	0.3632	5.7698	7.0230	8.2695	0.6970	0.4231	0.0385	22.2209	0.6279	0.6000	2.4803	0.1845	0.6000	1.0000	

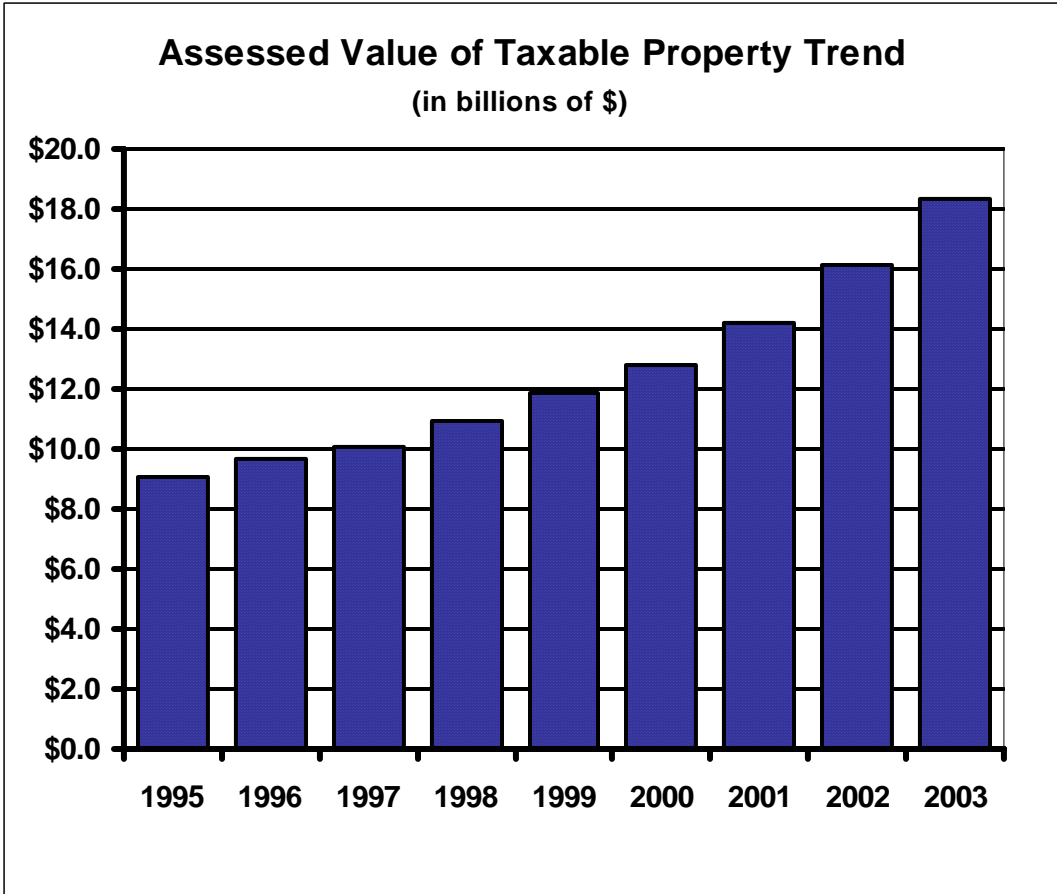
\*State law requires all counties to assess at 100% valuation, and limits millage for operating purposes to ten mills except for school districts.

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

## Property Tax Millage Trend







**ASSESSED VALUE OF TAXABLE PROPERTY 10 Years**

Fiscal Yr Ended	New Construction:	Taxable Assessed Value *
9/30/1995	\$64,842,220	\$9,071,329,499
9/30/1996	103,045,126	9,389,463,967
9/30/1997	70,258,720	9,658,615,113
9/30/1998	120,482,510	10,080,424,140
9/30/1999	219,590,660	10,951,201,458
9/30/2000	265,578,990	11,838,461,841
9/30/2001	273,062,160	12,820,663,732
9/30/2002	291,852,170	14,203,084,286
9/30/2003	643,580,610	16,106,401,186
9/30/2004	** 325,778,310	18,313,341,081

\* Value per prior year DR -420 final value, except for most recent year.

\*\* New construction amount includes property values for annexed areas also.

**BUDGET SUMMARY  
CITY OF FORT LAUDERDALE  
FISCAL YEAR 2004-2005**

**THE PROPOSED OPERATING BUDGET EXPENDITURES OF  
THE CITY OF FORT LAUDERDALE ARE 11.7% 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	\$ 4,500,477	146,527	304,260	25,802,787	(4,096,071)	26,666,980
ESTIMATED REVENUES:						
Taxes:						
Ad Valorem Taxes-Operating	103,858,669	-	-	-	-	103,858,669
Ad Valorem Taxes-1987/92/98 Bonds	4,009,231	-	-	-	-	4,009,231
Ad Valorem Taxes-1987 Bonds	2,982,228	-	-	-	-	2,982,228
Ad Valorem Taxes-Sunrise Key	58,597	-	-	-	-	58,597
Franchise Fees	13,800,400	-	-	-	-	13,800,400
Utility Service Taxes	34,049,176	-	-	-	-	34,049,176
Licenses and Permits	10,955,700	-	-	-	-	10,955,700
Intergovernmental	16,843,545	2,936,879	-	-	-	19,780,424
Charges for Services	16,746,927	93,721	-	-	-	16,840,648
Fines and Forfeits	2,371,000	-	-	-	-	2,371,000
Miscellaneous	33,945,432	564,319	18,890	101,568,516	56,493,091	174,902,255
Other Financing Sources	990,062	2,604,913	15,221,580	7,742,423	1,356,253	45,621,034
Internal Services	-	-	-	-	125,277	125,277
TOTAL REVENUES AND OTHER FINANCING SOURCES	240,551,370	6,258,429	15,240,480	122,352,079	57,974,621	442,376,979
TOTAL ESTIMATED REVENUES	\$ 245,060,847	6,404,956	15,544,740	148,154,866	53,876,550	469,045,959
AND BALANCES						
EXPENDITURES/EXPENSES						
General Government Services	42,336,625	103,873	14,879,542	21,491	-	57,341,531
Public Safety	136,070,782	-	-	1,452,723	-	137,523,505
Physical Environment	7,604,382	-	-	76,980,548	-	84,584,930
Transportation	3,024,634	-	-	14,414,050	-	17,438,684
Economic Environment	1,095,972	1,892,566	-	-	-	2,988,538
Culture and Recreation	28,974,788	-	-	-	-	28,974,788
Other Financing Uses	19,925,361	4,408,517	-	19,987,904	140,455	44,462,237
Other Non-Operating Expenditures	-	-	-	6,197,004	-	6,197,004
Internal Services	-	-	-	-	50,107,669	50,107,669
TOTAL EXPENDITURES/EXPENSES AND OTHER FINANCING USES	239,036,544	6,404,956	14,879,542	119,053,720	50,248,124	429,622,866
Reserves	6,024,303	-	665,198	29,101,146	-	35,790,647
TOTAL APPROPRIATED EXPENDITURES/EXPENSES AND RESERVES	\$ 245,060,847	6,404,956	15,544,740	148,154,866	53,876,550	469,045,959

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 \$ 88,476,055
- B. Less tax reductions due to Value Adjustment Board and other assessment changes \$ 2,108,899
- C. Actual property tax levy \$ 86,367,156

**This year's proposed tax levy: \$109,227,678**

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

Tuesday, September 21, 2004  
6:00 P.M.

at  
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 23 day of Sept. 2004  
*Jonda K. Joseph* City Clerk

ORDINANCE NO. C-04-42

AN ORDINANCE ADOPTING THE FINAL BUDGET OF THE CITY OF FORT LAUDERDALE, FLORIDA FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2004, AND ENDING SEPTEMBER 30, 2005.

WHEREAS, pursuant to applicable provisions of law, the City Commission of the City of Fort Lauderdale on September 13, 2004 approved Resolution No. 04-149 adopting a tentative millage rate and approved Resolution No. 04-150 adopting a tentative budget for the City of Fort Lauderdale for the fiscal period beginning October 1, 2004 and ending September 30, 2005, 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, a "Notice of Proposed Millage Rate and Tentative Budget Hearings" advising the public that a public hearing on the proposed millage rate and tentative budget would be held on September 8, 2004 at 6:00 P.M. in the City Commission Room at City Hall, 100 North Andrews Avenue, Fort Lauderdale, Florida have been published according to law; and

WHEREAS, the public hearing was opened and a motion to recess the meeting to September 13, 2004 at 6:00 P.M. was approved; and

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

WHEREAS, notice of adoption of a final millage rate and final budget was published according to law, together with a notice fixing the time for hearing of objections to such final millage rate and final budget as September 21, 2004 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 21, 2004; and

WHEREAS, said public hearing has been held as stated above and comments from the public concerning said final millage rate and final 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 2004/2005", 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, 2004 and ending September 30, 2005.


SECTION 2. That any unappropriated free balance remaining at the end of the fiscal year 2003-2004 shall be appropriated to a contingency reserve for fiscal year 2004-2005.

SECTION 3. That during the course of the 2004-2005 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 13th day of September, 2004.  
PASSED SECOND READING this the 21st day of September, 2004.

  
\_\_\_\_\_  
Mayor  
JIM NAUGLE

ATTEST:

  
\_\_\_\_\_  
City Clerk  
JONDA K. JOSEPH

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## **GLOSSARY OF TERMS**

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Accrual Basis	The basis of accounting under which transactions are recognized when they occur, regardless of when related cash is actually received or spent.
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".

## **GLOSSARY OF TERMS**

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

## **GLOSSARY OF TERMS**

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FTE	Acronym for “Full Time Equivalent” which refers to the number of full time employees plus all part time and seasonal employees pro-rated to full time increments.
FTZ	Acronym for “Foreign Trade Zone”.
Fund	A fiscal and accounting entity with a self balancing set of accounts recording cash and other financial resources along with all related liabilities and residual equities or balances and related changes. These accounts are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	Fund equity for governmental and trust funds which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.
General Fund	The fund used to account for all financial resources except those required to be accounted for in another fund.
GAAP	Acronym for “Generally Accepted Accounting Principles”.
GASB	Acronym for “Governmental Accounting Standards Board”.
GFOA	Acronym for “Government Finance Officers Association”.
GIS	Acronym for “Geographic Information System”.
GOB	Acronym for “General Obligation Bond”.
HOPWA	Acronym for “Housing Opportunities For Persons With Aids”.
Intergovernmental Revenues	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.
Modified Accrual Basis	The basis of accounting under which transactions are recognized when they become both measurable (i.e., an amount can be determined) and available (i.e., able to liquidate liabilities of the current period).

## **GLOSSARY OF TERMS**

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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.
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.



**CITY OF FORT LAUDERDALE, FLORIDA**

**FY 2004/2005 ANNUAL OPERATING BUDGET**

**CITY MANAGER**

George Gretsas

**BUDGET OFFICE STAFF**

Steven Chapman II, Deputy Director, Office of Management and Budget  
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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