

THE CITY OF FORT LAUDERDALE, FLORIDA
2012 OPERATING BUDGET



ANNUAL OPERATING BUDGET

City of Fort Lauderdale FISCAL YEAR 2012

CITY COMMISSION

Mayor John P. “Jack” Seiler
Vice-Mayor Bobby B. DuBose
Commissioner Bruce G. Roberts
Commissioner Charlotte E. Rodstrom
Commissioner Romney Rogers

CITY MANAGER

Lee R. Feldman, ICMA-CM

CITY ATTORNEY

Harry Stewart

CITY AUDITOR

John Herbst

CITY CLERK

Jonda Joseph

EXECUTIVE MANAGEMENT TEAM

Stanley Hawthorne, Assistant City Manager
Susanne Torriente, Assistant City Manager

Chaz Adams, Acting Director of Public Information
Frank Adderley, Police Chief
Diana Alarcon, Director of Parking and Fleet Services
Alfred Battle, Northwest Progresso CRA Director
Greg Brewton, Director of Planning and Zoning
Kirk Buffington, Director of Procurement
Terry Burgess, Acting Director of Building Services
Albert Carbon, Director of Public Works
Averill Dorsett, Director of Human Resources

Tim Edkin, Director of Information Technology Systems
Jeff Justinak, Fire Chief
Amy Knowles, Assistant to the City Manager
Cate McCaffrey, Director of Business Enterprises
Donald Morris, Acting Director Economic Development
Nora Ostrovskaya, Budget Manager
Phillip Thornburg, Director of Parks and Recreation
Douglas R. Wood, Director of Finance



FORT LAUDERDALE CITY COMMISSION

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Vice Mayor, District III

CHARLOTTE E. RODSTROM
Commissioner, District II

JOHN P. "JACK" SEILER
Mayor

BRUCE G. ROBERTS
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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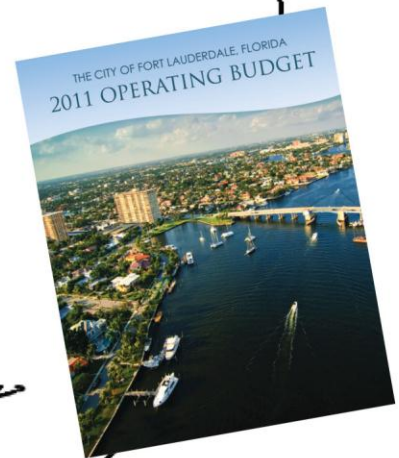
For the Fiscal Year Beginning

October 1, 2010

Two handwritten signatures in black ink. The first signature is on the left and the second is on the right.

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, 2010. 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 the adopted budget to GFOA to determine its eligibility for another award.

The FY 2012 Adopted Budget for the City of Fort Lauderdale, Florida is intended to serve four purposes:

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, 2011 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.

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 City Commission for the provision of services for each department. An organizational chart is provided to show how the City is structured for efficient and effective work. Also included is a narrative description of the assigned services, functions, and activities for each specific department. The Department Budgets section displays major revenue and expenditures, which are the responsibility of each respective department.

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, 2011 and comparisons of financial activity over time. The Financial Forecast provides a five-year projection of the City's revenue and expenditures. The budget document includes appropriations from operating funds for capital improvement purposes. The total Capital Improvement Program including bond funds is summarized in the Capital Improvement Program section. Specific information is found in the separately published Capital Improvement Program. 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.

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 questions about the City budget that this document does not answer, please feel free to call the Research and Budget Division at (954) 828-5425. Copies of this document are available for review at all Broward County libraries in Fort Lauderdale including Main, Riverland, African American Cultural Center, Fort Lauderdale, Imperial Point, and the Galt Reading Room. This document can also be accessed through the Internet at <http://www.fortlauderdale.gov>.

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Venice of America

CITY OF FORT LAUDERDALE

August 10, 2011

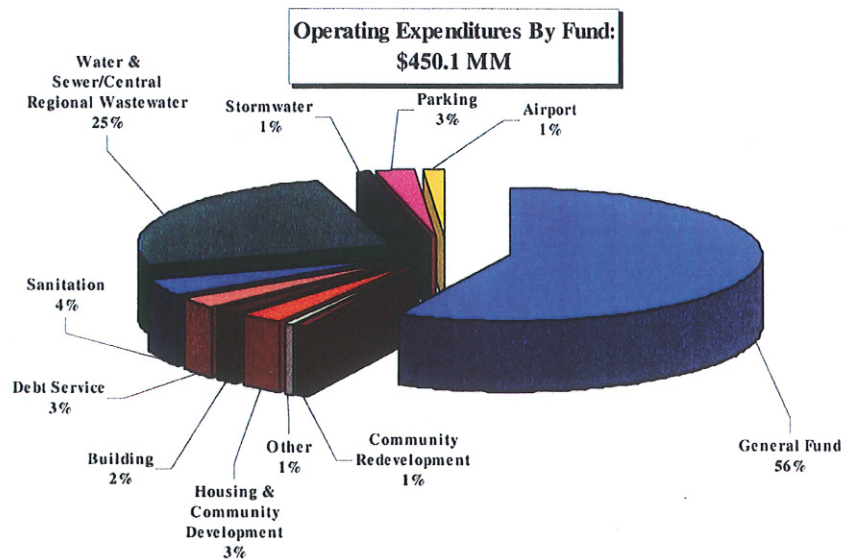
Honorable Mayor John P. "Jack" Seiler and City Commissioners:

In accordance with the City Charter and Code of Ordinances and the laws of the State of Florida, I have presented Version 1.0 of the proposed budget. However, after careful review, analysis of the budget process, and evaluation of the projected revenues and expenditures, I now present Version 2.0 of the proposed budget for Fiscal Year 2012. Version 2.0 of the FY 2012 proposed budget reflects revised revenue estimates, which were received after July 1, 2011 and revised expenditures based upon an ongoing review of operations. Copies of the proposed budget are available for public inspection in the City Clerk's Office. Additionally, a user-friendly copy of the proposed budget is located on the City's website.

The public hearing dates for the review of this budget are the regular City Commission meeting dates on September 7th and 20th, at 6:00 p.m. in the City Hall Commission Chambers. I invite our neighbors to attend the meetings and participate in the budget process.

Budget Overview

The proposed budget includes expenditures of \$450.1 million, which do not include balances and reserves and transfers. While other municipalities throughout the country are considering layoffs, furloughs, service reductions and tax increases, the City of Fort Lauderdale is poised to maintain the tax rate (resulting in lower property taxes levied), preserve services and continue to invest in the infrastructure of the neighborhoods, business areas and the community. This is clearly attributed to the Commission's efforts to steer the City through unprecedented economic obstacles in a thoughtful and coherent manner.



Ad Valorem Taxes

The total certified taxable assessed valuation is \$23.6 billion, a decrease of \$774.6 million, or 3.18%, from the prior year final valuation. The net new construction assessed valuation during the last fiscal year totaled \$97.9

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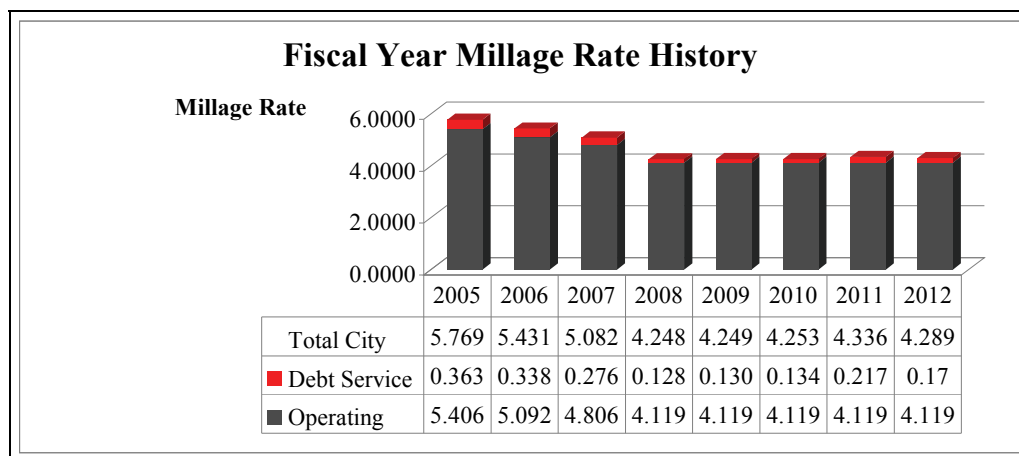
million, which was 80.18% less than the prior year's total of \$494.1 million. The chart below presents the taxable values and net new construction for the last five years.

Taxable Values – 5 Year Comparison

Calendar Tax Year	Net New Construction	Total Taxable Value	Inc/Dec from Prior Year
2011-Certified	\$ 97,950,210	\$ 23,619,153,693	-3.18%
2010 Final	\$494,110,613	\$ 24,393,809,310	-11.04%
2009 Final	\$271,277,218	\$ 27,422,141,727	-9.73%
2008 Final	\$625,354,578	\$ 30,378,384,604	-2.96%
2007 Final	\$757,196,779	\$ 31,305,074,356	10.96%

Revenue from ad valorem taxes is projected at \$93.4 million, which is 35% of General Fund revenue. The collection rate of ad valorem taxes was increased to 96% based upon historical trends. The fiscal year 2012 budget proposes no increase to the current operating millage rate of \$4.1193 per \$1,000 of taxable value. The proposed aggregate millage rate (operating and debt service) is \$4.2888, which represents a 1.10% decrease from the current year adopted rate of \$4.3366. In terms of the capacity to fund the core services of the City (excluding debt service) the proposed millage is 2.50% lower than the rolled-back rate.

The chart below presents the proposed operating and debt service tax rates compared to the rates for the previous seven years.



General Fund

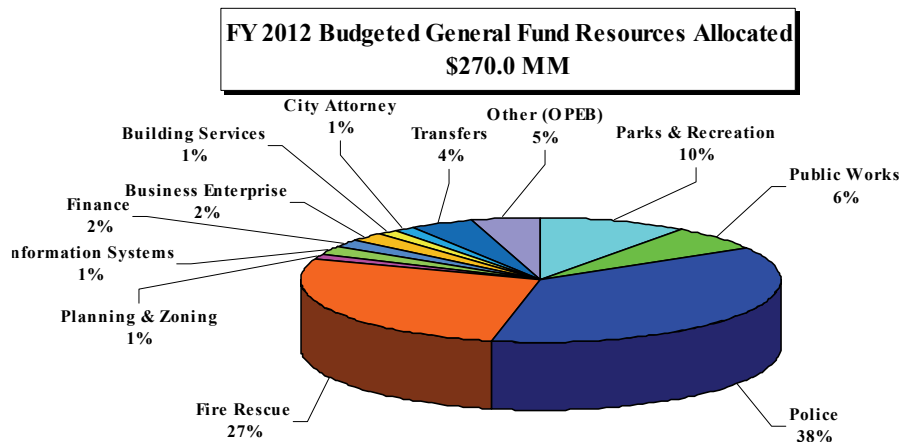
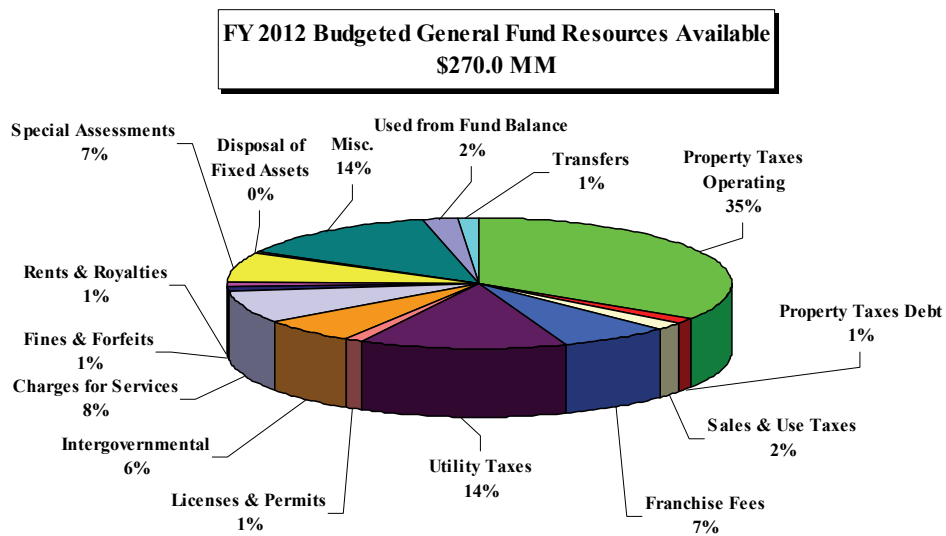
The General Fund proposed operating expenditures are \$257.7 million, which is a \$3.0 million decrease, or 1.16% reduction compared to the FY 2011 adopted budget. Contractual obligations and non-discretionary increases, such as salary and wage increases and merit increases, account for an increase of \$3.8 million or 1.47% of the operating expenditures.

While the City projects a decrease in revenue, other resources and operational strategies are being utilized to balance the budget. One such strategy includes replacing the PILOT (Payment in Lieu of Taxes) with a Return on Investment (ROI) strategy for the Parking System Fund at 2% of its net assets, Water and Sewer Fund at 3% of its net assets, and Stormwater Fund at 2% of its net assets. The implementation of the ROI strategy provides for an additional \$11.2 million of revenue to the General Fund. Additionally, the budget proposes the elimination of the funding of 22 vacant positions totaling \$1.5 million in savings; budgeting for payroll attrition

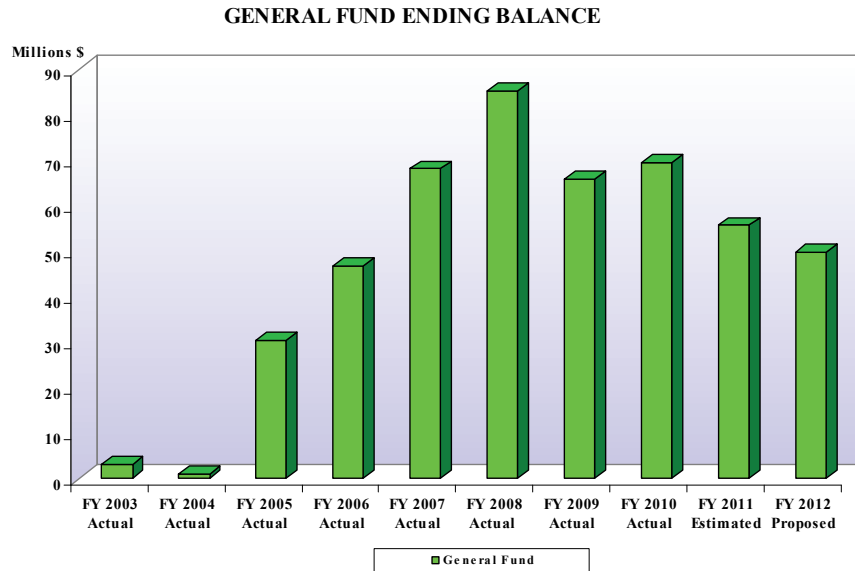
will generate \$1.0 million in savings; generating revenue from a new program of inter-facility transport will increase revenue by \$500,000; the one-time refund of \$4.0 million of fleet charges which were overpaid by the General Fund; cost savings from Fleet Services totals \$1.3 million; reducing the City’s unfunded pension liabilities through the issuance of pension obligation bonds will generate savings of \$6.0 million; and reductions in department budgets through a proposed reorganization and operational efficiencies proposes a savings of \$1.3 million. This budget proposes the consolidation of the functions of the Office of Professional Standards into the Human Resources Department, which eliminates three positions with a cost savings of \$446,581. The budget also eliminates the administrative subsidy to the Housing & Community Development Division, totaling \$472,480. Increases in expenditures to the General Fund include \$20,000 for quarterly Town Hall Teleconferences, \$575,000 for software for new Performance Measurement and Fixed Asset Management Systems, \$75,000 for EMS Billing and Collections Service Fees, which is offset by \$260,000 in revenue, \$50,000 for a fee study of the Fire Rescue Special Assessment Program, \$165,181 to replace a Fire Boat, \$152,650 for the SMART Recruitment Program, \$75,000 for the City’s education and training program, and \$430,000 for capital equipment.

In Version 1.0, a minimal increase in the Special Fire Assessment for residents from \$135 to \$160 was included in the General Fund budget; however, Version 2.0 does not include an increase. The rates are proposed to remain the same at \$135 per residential property, and the additional \$4 million in revenue utilized in the Version 1.0 proposal is offset by adjustments to revenue and expenditures, including the extension of useful life of Fire apparatus by one-year.

The below charts present major revenue sources, expenditures and other uses for the General Fund Budget.



The City’s policy for the General Fund Undesignated Fund Balance is set at 10% to 15% of its annual operating expenditures. The proposed budget reduces this balance by \$6.0 million, with a projected year-end balance of \$49.8 million, which exceeds City policy and equates to 19.3% of the annual operating budget. The chart below presents a ten-year history of the General Fund balances.



Water & Sewer Fund

The Water & Sewer Fund proposed operating expenditures are \$95.9 million, which is \$9.1 million less than the FY 2011 adopted budget. The budget includes funding of \$548,991 for reoccurring technology purchases, saltwater modeling, Broward County water conservation interlocal agreement adjustments, and annual computer maintenance. The increases in the budget are due to increases in utilities and contractual agreements, fuel/diesel price increases and additional fleet replacement charges. The budget introduces a Return on Investment strategy of 3% of net assets, which replaces the Payment in Lieu of Taxes (PILOT). The net impact of this change is \$7.4 million in revenue credited to the General Fund. A 6.75% rate increase is recommended effective October 1, 2011 based on the updated Water and Sewer Rate Analysis completed by the City’s Utility Financial Rate Consultant. The impact of the proposed rate increase on a residential customer using 5,000 gallons of water monthly amounts to \$2.93, illustrated as follows:

**Proposed Increases on
Water & Sewer Rates**

<i>5/8 inch meter</i>		<u>Old Rate</u>	<u>New Rate</u>	<u>Increase</u>
Water Fixed Charge	\$	4.95	5.28	0.33
Water Commodity				
0-3,000		1.51	1.61	0.10
4-8,000		3.36	3.59	0.23
9-12,000		4.20	4.48	0.28
13-20,000		5.66	6.04	0.38
>20,000		8.21	8.76	0.55
Sewer Fixed Charge	\$	7.27	7.76	0.49
Sewer Commodity				
0-3,000		2.68	2.86	0.18
4-20,000		5.93	6.33	0.40

**Effect of Proposed Increase on Average
Customer (5,000 gallons/month)**

<i>5/8 inch meter</i>	<u>Old Rate</u>	<u>New Rate</u>	<u>Increase</u>
Water Charge	\$ 16.20	17.29	1.09
Sewer Charge	27.17	29.00	1.83
Total	\$ 43.37	46.30	2.93

It is anticipated that by the end of FY 2012, the Water & Sewer Fund will have an available fund balance of \$19.9 million, which is a 1.0% increase from the previous year.

Central Regional Wastewater System Fund

The Central Regional Wastewater System Fund proposed operating expenditures are \$16.7 million, which is \$2.7 million more than the FY 2011 adopted budget. The budget introduces a Return on Investment strategy of 3% of net assets, which results in \$2.7 million in additional revenue credited to the General Fund. The City staff will propose a rate increase of 22.31% to the Wastewater Large User Regional Advisory Board. The current rate is \$1.21 per 1,000 gallons and the proposed rate is \$1.48 per 1,000 gallons.

It is anticipated that by the end of FY 2012, the Central Regional Wastewater System Fund will have an available fund balance of \$163,000, which is a 71.0% decrease from the previous year.

Fleet Services Fund

The Fleet Services Fund proposed operating expenditures are \$20.2 million, which is \$459,960 more than the FY 2011 adopted budget. This budget includes an additional cost savings of \$1.3 million for extended utilization of Fire-Rescue vehicles. In addition, a one-time reimbursement of \$4.0 million will be paid to the General Fund for the Fleet Service's Fund overpayment of overhead and maintenance fees to General Fund departments.

Additionally, it is recommended that the City establish a fuel price risk management program in order to minimize the effect of elasticity of gasoline and diesel fuel prices on future budgets.

It is anticipated that by the end of FY 2012, the Fleet Services Fund will have an available fund balance of \$1.5 million, which is a 100% increase from the previous year. The Fleet Reserve for Replacement Account will also have an available fund balance of \$12.7 million, which is a 6.24% decrease from the previous year.

Sanitation Fund

The Sanitation Fund proposed operating expenditures are \$19.9 million, which are \$2.5 million less than the FY 2011 adopted budget. This provides for a balanced budget for FY 2012 and reflects operational savings in both collection costs and disposal costs through new contracts. The budget includes \$128,282 for Wingate monitoring costs, sanitation carts, Green Your Routine volunteers, and Green event advertising and marketing. These costs are offset by \$313,143 in additional revenues. The budget also includes a cost savings of \$290,637 with the elimination of the funding for 5 positions. Fiscal Year 2012 starts with some uncertainty for the Sanitation Fund. Negotiations continue with Broward County, the Resource Recovery System and other cities on solid waste disposal and the associated costs. The City is undertaking a service level and rate study that will be presented to the City Commission in October 2011. It is projected that sanitation rates will remain the same as the FY 2011 rates. It is anticipated that by the end of FY 2012, the Sanitation Fund will have an available fund balance of \$2.6 million, which represents a 10.0% increase from the previous year.

Self-Insured Health and Property/Casualty Funds

The Self-Insured Health Fund proposed operating expenditures for the program are \$19.4 million. The City managed, self-insured health programs are funded through fees recovered through the user departments and employee premiums. The budget does not include an increase in employer or employee premiums; however, it is anticipated that employees may experience a slight increase in certain deductibles and co-payments.

The Property/Casualty self insurance program's proposed operating expenditures are \$23.7 million. This budget provides for the coverage of workers' compensation, police liability, employment practices liability, auto liability, property damage and general liability.

It is anticipated that by the end of FY 2012, the Self-Insured Health and Property/Casualty Funds will have an available fund balance of \$4.3 million, which is a 14.5% decrease from the previous year.

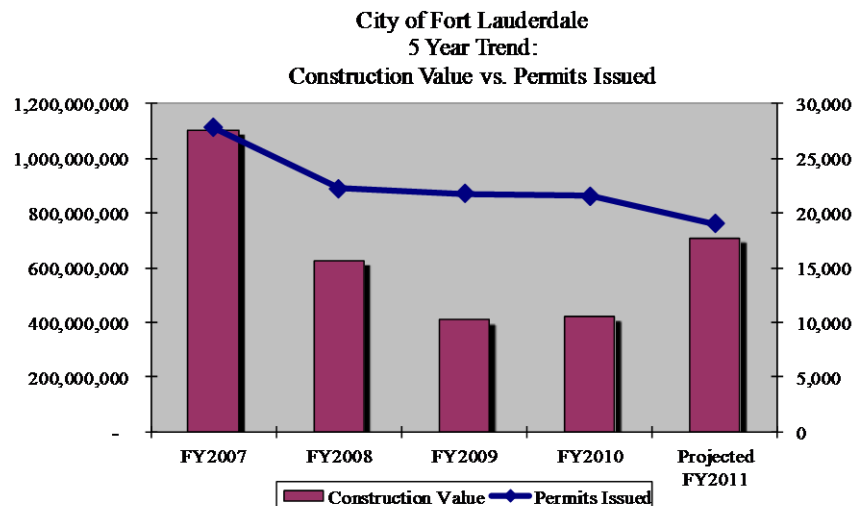
Parking System Fund

The Parking System Fund proposed operating expenditures are \$11.7 million, an increase of \$1.0 million more than the FY 2011 adopted budget. The budget introduces a Return on Investment strategy of 2% of net assets, which replaces the Payment in Lieu of Taxes (PILOT). The net impact of this change is \$640,962 in additional costs that are paid to the General Fund. The budget includes funding of \$331,404 for various items including three new supervisors for parking enforcement operations, a license plate recognition system, multi-space meter replacements, and a high speed coin counter. These costs are partially offset by \$224,000 in additional revenues. Additional expenditures include the transfer of twenty-one (21) Parking Enforcement Specialists and one (1) Senior Parking Services Officer from the Police Department to Parking & Fleet Services.

It is anticipated that by the end of FY 2012, the Parking System Fund will have an available fund balance of \$3.5 million, which is a 75.0% increase from the previous year.

Building Funds

The Building Funds proposed budget totals \$8.1 million. The Building Funds were established to ensure legally restricted permit revenues, certification maintenance fees and construction technology fees are used to finance allowable activities related to enforcement of the Florida Building Code. The chart represents the number of permits issued compared to the construction value over the last five years.



It is anticipated that by the end of FY 2012, the Building Funds will have an available fund balance of \$3.1 million, which is a 127.0% increase from the previous year.

Airport Fund

The Airport Fund proposed operating expenditures are \$5.9 million, which is \$41,237 less than the FY 2011 adopted budget. The total fuel flowage fee received in 2010 increased by \$282,631 over the total received in 2009, with jet fuel accounting for more than 90% of the 9.17 million gallons of fuel pumped.

It is anticipated that by the end of FY 2012, the Airport Fund will have an available fund balance of \$8.4 million, which is a planned 21.9% increase from the previous year.

Stormwater Fund

The Stormwater Fund proposed operating expenditures are \$4.2 million, which is \$1.1 million more than the FY 2011 adopted budget. The budget introduces a Return on Investment strategy of 2% of net assets, which totals \$572,675 and results in costs that in turn provides this amount in revenue to the General Fund. The budget includes funding totaling \$262,500 for the City of Fort Lauderdale Sustainability Fund, and stormwater pump replacements. The City is completing a stormwater rate analysis; however, at this time there is no recommended rate increase proposed in the budget.

It is anticipated that by the end of FY 2012, the Stormwater Fund will have an available fund balance of \$7.1 million, which represents a 184.0% increase from the previous year.

Community Redevelopment Agencies

Central Beach

The Central Beach CRA proposed operating expenditures are \$1.2 million. A CIP contribution of \$4.5 million for the eight (8) public improvement projects from the Central Beach Master Plan that were approved by the City Commission in February 2011 is included in the proposed budget. A total of \$36 million in TIF (\$4.5 million per year) revenue over the next eight (8) years is proposed for these projects. Taxable value estimates project that \$6.6 million in total TIF revenue is anticipated over the next year. Staff will focus efforts on developing preliminary designs for each project.

The proposed budget provides \$371,000 for special events, which is approximately the same amount that was budgeted in FY 2011 and includes a proposed increase to the marketing and advertising budget to \$40,000.

Northwest Progresso Flagler Heights (NWPFH)

The Northwest Progresso Flagler Heights CRA proposed operating expenditures are \$2.1 million. The budget includes funding totaling \$39,000 for operational costs, such as advertising and marketing and water and sewer costs. Beginning with this current year, funds are being set aside to provide funding for the balloon debt payment coming due in FY 2013. This year, \$9 million is being reserved with \$2 million in each of the next two fiscal years to fully fund this \$13 million payment. Taxable value estimates project that \$4.9 million in total TIF revenue is anticipated.

Housing & Community Development

In FY 2012, the City anticipates receipt of the following Federal Entitlement Funds: \$1.9 million in Community Development Block Grant (CDBG), \$969,802 in Home Investment Partnerships (HOME), \$90,528 in Emergency Shelter Grant (ESG) and \$9.3 million in Housing Opportunities for Persons with HIV/AIDS (HOPWA) Funds. The State Housing Initiative Partnership (SHIP) was not funded for FY 2011 or FY 2012 by the Florida Legislature. Related funding of \$139,452 is anticipated to be released upon corrective actions on findings from the last audit inspection. Beginning in 2012, the General Fund will no longer provide an administrative subsidy beyond that provided by federal and other grant sources.

CDBG funds provide flexibility to address Quality of Life issues in the communities of Fort Lauderdale including housing, public service needs, public facility needs, and economic development. HOME funds are used primarily to address housing assistance to eligible homeowners, agencies, renters, and homebuyers. Assistance is issued in the form of down payment assistance or housing rehabilitation loans. Emergency Shelter Grant funds are used for homeless assistance and prevention primarily through assistance with rent and utility payments and supportive services for the homeless. HOPWA provides funding for housing assistance, social services, program planning and development costs for targeted special needs clients who are diagnosed with HIV/AIDS. SHIP funds are used primarily for single-family housing rehabilitation grants, down payment assistance, and utility hook-up assistance.

Arts & Science District Garage Fund

The Arts and Science District Garage proposed operating expenditures are \$1.2 million. This includes \$24,093 for additional Performing Arts Center Authority (PACA) Garage multi-space meters. The PACA is a 950 space

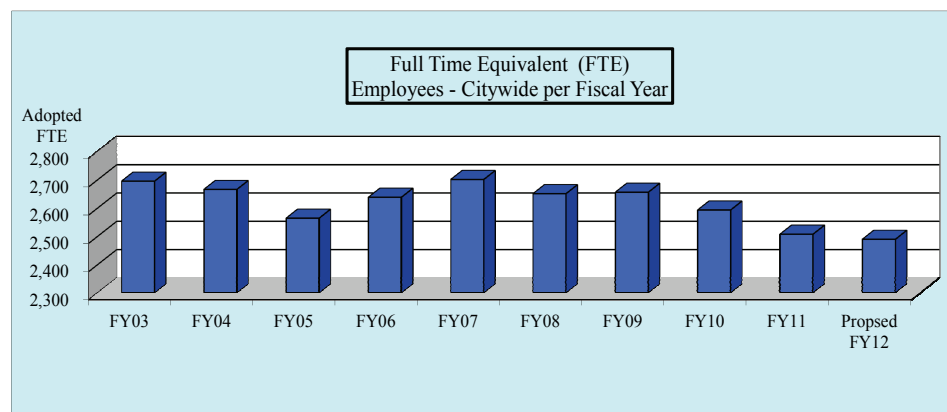
parking garage located in the Arts and Science District of the City, with the City having full and exclusive responsibility for operation and maintenance of the garage. There is no anticipated available year-end balance.

Cemetery Perpetual Care Trust Fund

The Cemetery Perpetual Care Trust Fund proposed operating expenditures are \$895,000. This Fund is established for purposes of managing the City's four cemeteries: Woodlawn, Evergreen, Sunset Memorial Gardens and Lauderdale Memorial Park. These cemeteries have been owned by the City since 1917 but are operated and maintained by a private contractor. The Fund's resources are comprised of property sales, 19% of each burial/cremation, and \$.20 per square inch of the base of each monument and/or bench purchased. The fund currently has an investment portfolio market value of approximately \$20.0 million and is administered by the appointed Trustee, Sun Trust Bank. Funds from this trust fund can only be expended for perpetual care of the cemeteries, cost of managing the fund, and capital improvements to the cemetery system. It is anticipated that by the end of FY 2012, the Cemetery Perpetual Care Trust Fund will have a reserved fund balance of \$21.0 million, which is a 24% increase from the previous year.

Personnel

The number of full-time equivalent (FTE) positions is a primary consideration in determining the proposed budget. The proposed all funds staffing level for FY 2012 is 2,490.20 FTE positions, and is a decrease of 19.06 FTEs from the FY 2011 adopted FTE. Four new non-General Fund positions are included in the budget: one Public Safety



Communications Technician, one Supervisor and two Parking Enforcement Shift Supervisors in the Parking Enforcement Operations. The proposed budgets reduce funding for 27 vacant positions for the FY 2012 budget year, resulting in a cost savings of \$1.8 million. This proposed funding reduction is necessary to maintain the active workforce and to maintain vital services to the citizens in the community. The City is currently engaged in collective bargaining on Federation and Teamster union contracts that expired September 30, 2010.

The proposed budget includes a salary and wage adjustment for employees in the bargaining units: Fraternal Order of Police (FOP), FOP Police Captains, and the International Association of Fire Fighters (IAFF), which totals \$1.5 million and \$1.0 million in merit increases for all eligible employees. Since FY 2009, the City has eliminated 232 budgeted positions, due to efforts to shrink the size of government and maintain a high quality of service to our citizens.

Proposed Vacant Position Reduction

DEPT	Position	Amount	DEPT	Position	Amount
<u>GENERAL FUND</u>					
City Manager	C113 Assistant City Manager	\$ 130,435	Police	P970 Clerk Typist II	\$ 43,219
	C119 Assistant to the City Manager	87,331		P231 Police Records Clerk	41,006
Office of Prof Standards	C071 Director, Office of Professional Standards	212,944		P627 Crime Scene Investigator	52,604
	C089 Professional Standards Coordinator	137,887		P921 Clerk Typist II	40,311
	C087 Secretary III	82,002		General Fund Grand Total	<u>\$ 1,547,456</u>
Public Works	U594 Assistant Public Works Director	107,012	<u>OTHER FUNDS</u>		
	PB07 Engineering Technician II	58,471	Public Works	U909 Administrative Assistant I	\$ 66,058
Parks & Recreation	R096 Community Program Supervisor	72,352		U910 Administrative Aide	49,268
	R562 Recreation Programmer	64,692		U669 Municipal Maintenance Wrkr II	67,260
	R179 Administrative Assistant I	66,058		U664 Municipal Maintenance Wrkr II	62,702
	R197 Municipal Maintenance Worker III	43,536		U678 Municipal Maintenance Wrkr III	45,349
	R589 Municipal Maintenance Worker III	43,536			<u>\$ 290,637</u>
	R237 Pest Control Technician	43,536		General Fund Vacant Position Reductions	\$ 1,547,456
	R532 Municipal Maintenance Worker III	43,536		Other Funds Vacant Position Reductions	<u>290,637</u>
	R533 Horticulturist	51,440		Grand Total All Vacant Position Reductions	\$ 1,838,093
	R336 Municipal Maintenance Worker III	43,536			
	R178 Municipal Maintenance Worker II	41,006			
	R148 Municipal Maintenance Worker II	41,006			

FY 2012 Proposed New Positions

Dept	Position	Amount
<u>Other Funds</u>		
Information Systems	Public Safety Communications Tech	\$ 60,000
Parking & Fleet	Parking Enforcement Operations Supervisor	75,123
Parking & Fleet	Parking Enforcement Operations Shift Supervisor	59,374
Parking & Fleet	Parking Enforcement Operations Shift Supervisor	59,374
		<u>\$ 253,870</u>

Capital Improvement Program (CIP) Plan

The proposed budget includes funding appropriations and identifies specific projects for the first year in the 2012-2016 CIP Plan. The five-year plan includes projects in progress and future projects based on expected revenues, bond issuance, and/or other financing mechanisms. These projects are carefully assessed by City Management and key staff members to ensure the needs of the community, stakeholders and citizens' are prioritized. Each approved project conforms to the City's Comprehensive Plan and is coordinated into the development of the budget process.

The CIP Plan proposes \$55,788,115 million of improvements in FY 2012, of which:

- \$1,962,650 in improvements are attributable to the City's General Fund;
- \$25,000,000 from CRA contributions to the General Fund for the new aquatics complex;
- \$2,997,000 from other funding contributions to General Fund projects;
- \$300,000 contribution to the Performing Arts Center Authority (PACA) from the General Fund;
- \$18,420,000 is related to the City's Water & Sewer System;
- \$3,365,250 for Grant related projects;
- \$1,800,000 is related to the Waste Water Regional Repair and Restoration projects;
- \$1,598,215 for improvements to the Executive Airport; and
- \$345,000 for Parking Services.

Additional capital improvement projects included in this budget proposal include the comprehensive plan to restore the Performing Arts Center Authority to “State of the Art” status with new technology and infrastructure, restore the physical plant and increase energy efficiency, and to enhance the overall experience to remain competitive. The City’s contribution is \$300,000 annually for the next fifteen years.

Reconstruction of five City-owned ‘Structurally Deficient’ bridges will be replaced by the Florida Department of Transportation (FDOT), with the exception of the the utilities relocation and construction easement costs. The City is proposing \$250,000 for the next two years for this purpose.

Capital improvements to the Fort Lauderdale Aquatic Center (\$25.0 million) will include construction of a new aquatics complex and pool. The current facility is outdated and needs to be replaced. Construction will include, but not limited to, two 50-meter pools and a competition dive well. This new complex will also become the home of the International Swimming Hall of Fame (ISHOF).

Conclusion

As I start my tenure as your City Manager, I am enthusiastic and energized to tackle the issues which confront the City in the coming years. To accomplish this, we will, together, need to work “smarter, faster, and cheaper”. In essence my challenge will be to put in place the organizational systems (and spirit) to utilize existing resources to address the growing complexity of our community.

A cornerstone of this effort will be a concentration on Structural Innovation. Through this effort we will begin to aggressively manage our performance through measurement and benchmarking. Concentrating on outcomes will drive the design of our measurement systems. Additionally, we will begin to identify our performance deficits and develop actions and strategies to remove those deficits. Process improvement of our operations will be at the forefront of this program.

The dynamics of a well-run organization, under the guidance of the Mayor and Commission, will allow for the effective and strategic reorganization of city departments and staff. Using attrition as one of several tools, we will continue to right-size the workforce. However, with a smaller staff in place, we will need to identify effective technologies that will assist in providing the quality services our neighbors have come to enjoy.

We are also at a point, where we need to ensure that our facilities, infrastructure and rolling stock are invested in terms of preventative maintenance and rehabilitation. To accomplish, we will be working over the next several months in putting together a five-year Community Investment Program (CIP) that is realistic and based upon known anticipated funding sources.

And like our infrastructure, we need to invest in the human capital of our employees through effective and meaningful training. No city can be on the leading edge of best practices without a well-trained workforce behind it.

While our challenges and opportunities are many, the spirit of our neighbors and businesses is unmatched. Utilizing the talent of our employees and volunteers, we can make anything happen and I am confident we will.

On behalf of all of the ~~employees~~ **community builders** of the City of Fort Lauderdale, thank you for the opportunity to serve.

Sincerely,



Lee R. Feldman, ICMA-CM
City Manager



CITY OF
FORT LAUDERDALE

July 6, 2011

Mayor John P. "Jack" Seiler
Vice-Mayor Bobby B. DuBose
Commissioner Bruce G. Roberts
Commissioner Charlotte E. Rodstrom
Commissioner Romney Rogers

Honorable Mayor and Commissioners:

In compliance with the City Charter, it is my privilege and duty to present for your review a proposed budget for fiscal year 2012.

This is version 1.0 of the proposed budget and does not encompass a detailed review of the departmental operations. In essence, it should be considered a preliminary proposed budget. A proposed budget, as required by the Charter and the Code of Ordinances of the City of Fort Lauderdale will be transmitted to the City Commission during the month of July. The budget will continue to evolve over the summer as we continue to analyze operations and refine forecasts prior to your final review and adoption in September.

The proposed budget takes into account the significant financial challenges posed by a \$9.2 million reduction in revenue, as well as the opportunity to lead the City of Fort Lauderdale toward a sustainable future.

This proposal is one component of a budget process that began last year with Budget Advisory Board meetings and an initial analysis of revenues, expenditures and service needs. The budget strives to strike a balance between the needs of our neighbors and the limitation of resources. It places top priority on public safety, a core service of municipal government, while providing for no property tax increase; a minimal fire assessment fee adjustment to further cost recovery; maintenance of adequate reserves; no reduction in core services; and no layoffs due to limited resources¹.

While other municipalities throughout the country are considering layoffs, furloughs, service reductions and tax increases, the City of Fort Lauderdale is poised to maintain the tax rate (resulting in lower property taxes collected), preserve services and continue to invest in the infrastructure of the neighborhoods, business areas and the community. This

¹ While the budget as currently proposed does not call for layoffs, the budget reduces total FTEs by 27 positions. Further, it is anticipated that certain departmental reorganizations that will result in operational savings might entail a reduction in force.



is clearly attributed to the Commission's efforts to steer the City through unprecedented economic obstacles in a thoughtful and coherent manner.

The fiscal year 2012 budget proposes no increase to the current operating millage rate of \$4.1193, which represents the City's lowest tax rate in 26 years. The proposed aggregate millage rate (operating and debt service) is \$4.2891, which represents a 1.1% decrease from the current adopted rate. In terms of the capacity to fund the core services of the City (excluding debt service) the proposed millage is 2.78% lower than the rolled-back rate.

The General Fund proposed operating expenditures are \$257.7 million, which is a 1.1% decrease as compared to the current fiscal year. Contractual obligations account for non-discretionary increases of \$3.8 million or 1.47% of the General Fund operating expenditures. Operating expenditures across all funds total \$430.2 million, which represents a 1.64% decrease from the operating expenditures of the current year.

While the City projects a General Fund revenue shortfall of \$36.4 million in fiscal year 2012, resources and operational strategies are being utilized to balance the budget. These steps include: adjusting the fire assessment fee; replacing the PILOT (Payment In Lieu of Taxes) with a return on investment strategy for the Parking, Water and Sewer, and Stormwater Enterprise Funds; eliminating funding of vacant positions; including payroll attrition; generating revenue from a new program for inter-facility transport; cost savings from Fleet Services; reducing the City's unfunded pension liabilities through the issuance of pension obligation bonds; and reductions in department budgets through a proposed reorganization and operational efficiencies.

The proposed budget eliminates funding for 27 vacant positions, lowering the City's full time staffing level to approximately 2,487, which represents a reduction of 232 positions during the past five years.

In 2000, the City Commission adopted a fire assessment as a method to achieve cost recovery of fire suppression services. The last time the fire fee was adjusted, was FY 09, to its current fee of \$135 for a single-family residential structure. However, since that time, the fire assessment has not kept pace with operational cost increases, primarily salaries and fringe benefits and currently represents only 52.6% in cost recovery. The budget proposes an annual residential rate of \$160 and a corresponding increase in non-residential rates, which would represent 62.5% in cost recovery.

The City's current policy for General reserve funds is set at a level of 10 - 15% of its annual municipal operating budget. The proposed budget draws down the General Fund reserves by \$6 million, maintaining a savings balance of \$49.5 million, which exceeds national standards and equates to 19% of the annual operating budget.

The local economy is beginning to show improvement in several sectors including tourism, marine commerce and transportation. Sustaining this progress will be the key to spurring a broader based economic recovery.

This budget, while austere, establishes a foundation upon which the City of Fort Lauderdale can continue to build strong, cohesive neighborhoods and ensure a sustainable future for the next generation.

Moving forward, we will focus our efforts on long-term initiatives to enhance core services; create a more efficient City government; implement vital infrastructure improvements; and, maintain the quality of life for our neighbors and their visitors.

The public hearing dates recommended for the review of this budget are the regular City Commission meeting dates on September 7th and 20th, at 6:00 p.m. in the City Hall Commission Chambers. I invite our neighbors to attend the meetings and participate in the budget process.

Sincerely,

A handwritten signature in black ink, appearing to read "L. R. Feldman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Lee R. Feldman, ICMA-CM
City Manager

Venice of America

THE CITY OF FORT LAUDERDALE



Incorporated on March 27, 1911, the City of Fort Lauderdale is framed on the east coast of Florida by seven miles of golden sand beaches and bordered on the west by the Everglades. Between the two, the Intracoastal Waterway, the New River and a canal system reminiscent of Venice winds through the interior.

Encompassing nearly 36 square miles with a population of 165,521, Fort Lauderdale is the largest of Broward County's 31 municipalities and the seventh largest city in Florida. The City is centrally located between Miami and Palm Beach.

An advantageous economic climate has helped the City of Fort Lauderdale establish itself as a world-class international business center and one of the most desirable locations for new, expanding or relocating businesses. Once known strictly as a tourism-based economy, Fort Lauderdale now supports a diverse range of industries, including marine, manufacturing, finance, insurance, real estate, high technology, avionics/aerospace, as well as film and television production.

Fort Lauderdale also offers an outstanding quality of life, highlighted by a semi-tropical climate, rich natural beauty, and an array of cultural, entertainment and educational amenities.

Blessed with over 3,000 hours of sunshine each year and pleasant year-round ocean breezes, 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 that

features the Broward Center for the Performing Arts, Museum of Discovery and Science, Museum of Art and Fort Lauderdale History Center.

Las Olas Boulevard has gained international acclaim as Fort Lauderdale's centerpiece of fashion, fine dining and entertainment.

The City's downtown area is home to many corporate headquarters, government offices and educational institutions, including Broward College, Florida Atlantic University and Florida International University.

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 is a great place to live, work and raise a family, and the City looks forward to continuing to build upon its success to meet the challenges of the 21st Century and beyond.





Our Vision

The City of Fort Lauderdale is committed to improving productivity, streamlining expenses and developing a stronger, more effective organization. The City has embraced a vision that is based on fiscal responsibility, accountability, high ethical standards and quality delivery of services. It is a vision that rewards excellence, not mediocrity, and above all, places the people of Fort Lauderdale first.

As the City moves forward, it will continue to work in partnership with its most important asset – its citizens – to develop the strategies necessary to ensure a safe and secure community; provide quality programs and services; enhance quality of life; protect the environment; promote smart growth; and maintain fiscal responsibility.

City Administration

The City of Fort Lauderdale has been operating under a Commission-Manager form of government since 1925.

The City Commission is comprised of the Mayor, who is elected at-large, and four Commissioners, who are elected in non-partisan district races. Elections occur every three years and each elected official is eligible to serve three consecutive three-year terms. The next election is March 2012. As the City's legislative body, the City Commission sets policy, passes ordinances, adopts resolutions and makes appointments to advisory boards and committees.

The City Manager is appointed by and reports directly to the City Commission. As Chief Executive Officer, the City Manager is responsible for directing the City's day-to-day operations and carrying out the policies set forth by the Commission. Lee R. Feldman, Fort Lauderdale's current City Manager, began serving in June 2011.

The City's organizational structure is comprised of the offices of the City Commission, City Manager, City Attorney, City Auditor, City Clerk and the following 14 departments responsible for service delivery: Building, Business Enterprises, Economic Development, Finance, Fire-Rescue, Human Resources, Information Systems, Parking and Fleet Services, Parks and Recreation, Planning and Zoning, Police, Procurement Services, Public Information and Public Works.

The City employs a workforce of approximately 2,485 employees. Six bargaining units represent a substantial number of employees including: Fraternal Order of Police (FOP), FOP Police Captains, International Association of Fire Fighters (IAFF), International Brotherhood of Teamsters Local 769 and the Federation of Public Employees (Professional and Supervisory).



MARINE INDUSTRY

Marine commerce is the leading industry in Greater Fort Lauderdale and Broward County, accounting for more than 134,000 jobs and gross wages and earnings of \$3.7 billion in Broward County, along with over 162,000 jobs and \$13.6 billion in total economic impact in South Florida.

With more than 300 miles of waterways, marinas and marine manufacturing and repair facilities, Greater Fort Lauderdale is a world-renowned port of call for the yachting industry.

The City is home to the Fort Lauderdale International Boat Show, the world's largest boat show that generates \$500 million in economic impact each year.

TOURISM INDUSTRY

Tourism is Greater Fort Lauderdale's second largest industry, accounting for more than 114,000 jobs. Greater Fort Lauderdale outpaced the entire state in 2010 recording a 2.6% increase in tourism. More than 10.9 million visitors selected Greater Fort Lauderdale as their destination of choice and spent in excess of \$8.7 million.

TRADE & BUSINESS DEVELOPMENT

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. The City remains at the forefront of South Florida's emerging "Internet Coast," a region that is home to more than 6,000 high technology firms.

Ranking Fort Lauderdale as one of the "100 Best Places to Live and Launch a Business," CNN/Money reported:

"...Fort Lauderdale has felt less impact (from the real estate market) than the regions in and around Miami. The hottest businesses here are a reflection of the subtropical climate and locale. Pleasure boat construction and services are a major sector, while the tourism industry, in general, stays strong, thanks in large part to the Canadians and Europeans attracted to the weak dollar. What's more, a 600,000 square-foot convention center plays host to trade shows that bring a variety of industrial leaders from all over the country in contact with local businesses. Besides the usual pleasures to be expected from a city by the sea (sun, surf, sailing and swimming), Fort Lauderdale offers a lively downtown, with museums, galleries, live music, theater and fine restaurants. And for sports-crazed fans, there are no less than seven pro teams to root for in the surrounding area."

Transportation

The City of Fort Lauderdale offers an extensive transportation network that includes Port Everglades, Fort Lauderdale/Hollywood International Airport (FLL), Fort Lauderdale Executive Airport, two major railways, highways, a mass transit system, water taxis and city trolleys.

PORT EVERGLADES

As one of Fort Lauderdale's leading economic engines, Port Everglades generates approximately \$14 billion in business activity and 143,000 jobs statewide annually.

Now home to the world's two largest cruise ships, Royal Caribbean International's Oasis of the Seas and Allure of the Seas, Port Everglades set a world record in 2010 when 53,365 cruise guests sailed in and out of the Port in a single day.



A new 15-year agreement with Carnival Corporation is expected to bring 25.5 million cruise passengers to Port Everglades during the next 15 years. As part of the agreement, the Port will renovate four existing cruise terminals, creating an estimated 620 new construction jobs and generating nearly half a billion dollars in revenue.

Port Everglades ranks as the nation's twelfth leading containerized cargo port for international trade, making it the perfect hub and point of entry for companies that conduct business in Central and South America, the Caribbean, Europe, and now, even the Far East. The Port generated more than 5.2 million tons of container cargo activity last year accounting for \$29.5 million in revenue.

The Port has launched an aggressive 20-year, \$2 billion expansion. Major capital projects recently completed or currently underway are creating 3,200 new construction jobs and generating \$239.5 million in state and local taxes.

FORT LAUDERDALE/HOLLYWOOD INTERNATIONAL AIRPORT

Fort Lauderdale/Hollywood International Airport (FLL) continues to fuel the local economy contributing more than \$2.6 billion, generating 16,000 direct jobs and an additional 28,000 jobs through ancillary services. The facility ranks as one of the nation's fastest growing airports with nearly 850 international and domestic flights arriving and departing daily. In 2010, total passenger traffic at Fort Lauderdale/Hollywood International Airport was 22.4 million, a 6.4% increase over 2009. The airport



recorded its busiest year ever for international travel in 2010, serving 3.4 million international passengers, up nearly 14% over 2009.

FORT LAUDERDALE EXECUTIVE AIRPORT

Owned and operated by the City, Fort Lauderdale Executive Airport is one of the nation's busiest general aviation airports. Executive Airport generates more than \$7 million in annual revenue with an estimated economic impact of \$330 million. The Airport serves a wide range of general aviation needs including corporate aviation, air charter, air ambulance services, avionics, flight training and aircraft refurbishing.

The Airport is home to six full-service, fixed-base operators, 700 aircraft and 40 helicopters. The facility handles approximately 150,000 takeoffs and landings per year.

Fort Lauderdale Executive Airport features a 200-acre Industrial Airpark that offers 1.5 million square feet of prime office, warehouse and manufacturing space. Executive Airport serves as the hub site for the City's Foreign-Trade Zone #241 and also manages the Downtown Fort Lauderdale John Fuhrer Helistop.

FORT LAUDERDALE DOWNTOWN HELISTOP

The Downtown Fort Lauderdale John Fuhrer Helistop is designed to accommodate intermediate category general aviation helicopters with a maximum takeoff weight of 11,900 pounds and a 46-foot rotor diameter. Used extensively by corporate and charter operators, the state-of-the-art facility is situated above the City Park Mall parking garage in the heart of Fort Lauderdale's dynamic downtown. The Helistop features a landing area and one heli-

copter parking position on a 14,500 square-foot elevated platform. A fully furnished lobby provides travelers with a comfortable area to converse and conduct business, along with access to plentiful parking and convenient ground transportation. The Helistop is an outstanding example of the City of Fort Lauderdale's progressive approach to downtown revitalization and our commitment to providing citizens with efficient transportation options.

SURFACE TRANSPORTATION

The road system in Broward County totals 4,800 miles and includes more than 140 miles of expressways (I-95, I-75, I-595, Florida Turnpike and Sawgrass Expressway) and approximately 375 miles of divided highways.

The City of Fort Lauderdale is served by three bus lines and two major freight carriers, Florida East Coast Railway and CSX Corporation. The County-operated bus system includes an active fleet of 275 transit vehicles that serve almost 40 million passengers annually.

Tri-Rail, a commuter rail system, provides service along a 72-mile corridor from Miami-Dade County to Palm Beach County. Connecting buses are available at all stations, with designated shuttles at Fort Lauderdale/Hollywood and Miami International Airports and Palm Tran connections to the Palm Beach International Airport.

The Amtrak Silver Service links Greater Fort Lauderdale to the rest of the nation, including daily trips to New York.

WATER TAXI

Fort Lauderdale features a unique Water Taxi system, which transports passengers daily to and from the downtown area via the City's New River and network of inland waterways.

Comprehensive Health Care

A comprehensive network of public and private hospitals serves Fort Lauderdale. Among the area's 24 hospitals are nationally recognized leaders in cardiovascular medicine, childcare, sports medicine and rehabilitation.

Greater Fort Lauderdale also offers wellness programs, nursing homes, hospices and mental health facilities, along with over 2,900 physicians and 25,000 nurses.

Broward General Medical Center, one of the areas leading medical facilities, has completed a major 400,000 square foot expansion, including a new emergency department and trauma center with rooftop helipad, critical care units, an outpatient imaging center and more.

Education

The Broward County Public School District is the largest fully-accredited school district in the country. The school district serves 274,000 students in pre-kindergarten through grade 12.

Broward County school leaders are building a state-of-the-art infrastructure that is redefining the scope of education. The school district provides on-time, on-demand staff development courses to 17,000 teachers.



Fort Lauderdale offers outstanding opportunities for higher education. Campuses for Florida Atlantic University (FAU), Florida International University (FIU) and Broward College are located in downtown. Both FAU and FIU rank among the nation's top 300 universities according to *U.S. News and World Report's* Annual Survey of America's Best Colleges.



Quality of Life

From the blue wave beaches and the exotic Everglades to the winding waterways and chic ease of Las Olas, Fort Lauderdale is a city comfortable with its reputation for being a paradise. The average daily temperature is 77 degrees in the winter and 89 degrees in the summer.

Outdoor activities are endless, with golf courses, parks, playgrounds, miles of coral reefs and plenty of sunshine. Boating, scuba diving, snorkeling, fishing and recreational activities are enjoyed by residents, tourists and business travelers.

The area boasts professional sports teams in football, baseball, basketball, and hockey. World-class swimming and diving events are hosted at the International Swimming Hall of Fame/Fort Lauderdale Aquatic Complex.





Growth and Development

The City of Fort Lauderdale has intertwining master plans to help protect neighborhoods by ensuring that new developments adhere to well-balanced guidelines.

The Downtown Master Plan protects residential neighborhoods by directing large scale, high-rise and high-density developments to the downtown core. The most intensive, commercially oriented development will be concentrated in the mixed-use urban center.

“Smart Growth” plans aspire to redesign areas so residents may work, shop, learn, worship and find recreation activities close to home.

The City is encouraging redevelopment that protects history and builds on the unique characteristics and distinct identities of our neighborhoods.

The master plans aim to encourage redevelopment that is attractive, compatible with neighborhoods, pedestrian-friendly and transit oriented.

PROPERTY VALUES

The City of Fort Lauderdale has experienced a significant decline in property values in excess of 23% over the past three years. According to the Broward County Property Appraiser’s Office, the assessed value of taxable property in the City as of July 1, 2011 is estimated at \$23.6 billion.

DOWNTOWN DEVELOPMENT AUTHORITY (DDA)

The DDA, a special taxing district, was formed to provide for the rehabilitation, redevelopment, and revitalization of downtown. The DDA seeks to provide a critical link between the economic development and physical development objectives of Downtown Fort Lauderdale.

The DDA is overseeing a downtown transportation project, which will include a transit plan that will provide various options for people coming to and traveling within the Downtown area. One of the key components of the project includes a demonstration transit shuttle system, such as light rail, that will link various Downtown destinations to nearby parking facilities and adjacent communities. The project will also include corridor improvements and streetscape amenities including landscaping, wide shaded sidewalks, lighting and street furniture.

UPTOWN

Fort Lauderdale’s uptown business district includes high quality office and industrial space, nearby housing, a walk-to-work Tri-Rail Station, convenient access to I-95 and one of the busiest executive airports in the nation.

Kaplan University employs 700 people in Uptown, and BankAtlantic’s corporate headquarters provides jobs for more than 300 employees.



FORT LAUDERDALE COMMUNITY REDEVELOPMENT AGENCY (CRA)

The Northwest-Progresso-Flagler Heights Community Redevelopment Agency (CRA) directs all redevelopment activity in the district by providing targeted infrastructure improvements, assisting the private sector in property development, and providing business incentives to redevelop blighted commercial properties.

As part of the CRA initiatives, the City launched the Sistrunk Boulevard Infrastructure Project to stimulate public and private investment, and create a family-oriented, vibrant retail destination. The \$15 million project encompasses Sistrunk Boulevard from Federal Highway to N.W. 24 Avenue. The project includes reducing portions of the roadway from four lanes to three lanes with on-street parking; placing segments of overhead utility lines under ground; widening sidewalks to enhance pedestrian access and accommodate outdoor dining; incorporating decorative lighting; median and landscape enhancements; and new bus shelters.



FORT LAUDERDALE BEACH CRA

The Fort Lauderdale Beach Community Redevelopment Agency (CRA) oversees capital improvements, redevelopment projects and business initiatives in a 121-acre area located in the City's central beach district.

In 2010, the City Commission approved the public improvement portion of the Central Beach Master Plan, which includes eight projects representing a \$34 million investment in the beach over the next eight years.

The plans aim to beautify the beach, improve landscape and streetscapes, enhance pedestrian access, upgrade parks, create public gathering spaces, add parking, develop retail, recreational and entertainment amenities.

The City Commission has directed staff to begin working with promoters for the return of the Air & Sea Show in 2012, and has approved moving forward with discussions for a Grand Prix auto race that would take place on the streets of Fort Lauderdale Beach in 2013. Discussions are also progressing on plans for the renovation of the Aquatic Complex and International Swimming Hall of Fame.



ECONOMIC DEVELOPMENT

The City maintains proactive, professional economic development programs to address both the attraction of new employers and the expansion and retention needs of existing companies. Working in conjunction with other local, regional and state organizations, technical assistance and support services are provided to both our current and targeted new businesses and industries.

The City amended its Economic Development Ordinance to promote growth for businesses of all sizes by revising job creation requirements for financial incentives.

There are certain signs that the economy is recovering. Earlier this year, occupancy at hotels in the city reached 75%, which was the highest in the state of Florida and 27% higher than the national average. The former Holiday Inn at Sunrise Boulevard recently became the chic new 240-room B Ocean Fort Lauderdale resort, and plans are underway for a \$16-\$20 million makeover of the former Howard Johnson's Hotel on Fort Lauderdale beach.

Sponsorship and promotion of new, high visibility events have been pivotal to attracting tourists, City residents and

locals from surrounding cities and communities to downtown Fort Lauderdale and the beach.

Filming in Fort Lauderdale is at an all-time high. Television, film and entertainment production projects have poured nearly \$47 million into the local economy. During the past year, the popular TV show "The Glades" was filmed in downtown Fort Lauderdale's historic district, and the movie "Rock of Ages" was recently filmed in the Himmarshee district. These and other film productions bring hundreds of jobs and stimulate our local economy through direct and indirect spending.



FIRE-RESCUE BOND

Saving lives and property requires vital Fire-Rescue infrastructure. The Fire-Rescue bond program is providing up to \$40 million to build, renovate and upgrade 10 Fire-Rescue stations throughout the City to ensure the safety and protection of our citizens today and in the future.

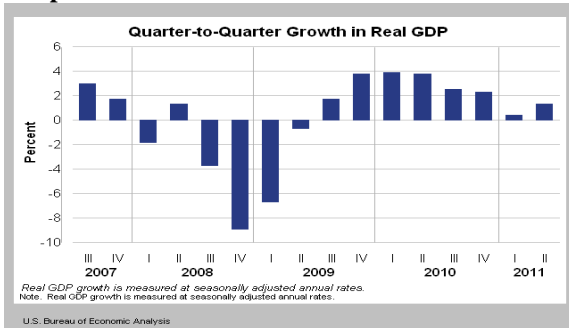
The new stations enhance Fire-Rescue coverage, reduce response time and help the department maintain outstanding levels of service. The hurricane-resistant facilities provide expanded space and improved security. Residents will benefit from new medical examination and community rooms. Three new fire-rescue stations opened during the past year.

Economic Analysis

Real Gross Domestic Product

The Real Gross Domestic Product (GDP) is one of the most reliable sources used to judge the economic standing of a country. The sum of all goods and services produced by human resources and physical assets within a country's borders is a primary criteria for calculating the GDP. The September 2011 preliminary estimates from the Bureau of Economic Analysis display an increase of 1.3% in the second quarter of 2011 after increasing 0.4 % in the first quarter. In the second quarter, real GDP increased 0.3 %. Graph 1 below displays the national trend for 2007 to 2011. The growth in the GDP can be attributed to fixed business investments increasing in structures, equipment and software. Consumer spending for services increased, exports in both goods and services increased, and federal government spending rose (mainly due to federal defense spending more than offsetting a decline in nondefense spending). The contributions were offset by decreases in consumer spending on durable goods (motor vehicles and parts), state and local government spending, and inventory investment.

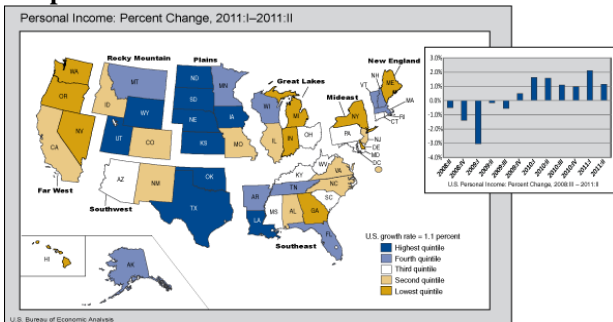
Graph 1



Source: US Bureau of Economic Analysis

The national overview for personal income percentage change from the first quarter to the second quarter in 2011 is displayed in graph 2. The U.S personal income growth slowed to 1.1%, in the second quarter of 2011. This represents a decrease from 2.1% in the first quarter of 2011. Florida ranked 19th of 50 states compared to 37th last year.

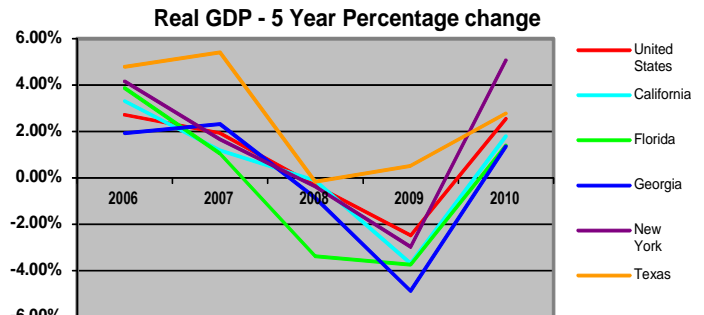
Graph 2



Source: US Bureau of Economic Analysis

Graph 3 displays the real GDP percentage change for the United States for the past five years. Florida's percentage change has increased during the past year after a two year decline.

Graph 3

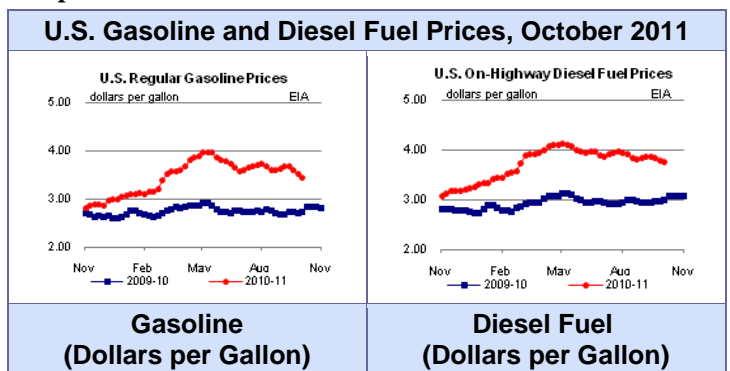


Source: US Bureau of Economic Analysis

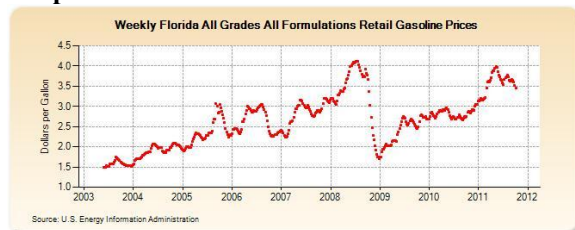
Consumer Price Index

The Consumer Price Index (CPI) is the most dependable source for tracking the overall change in the prices of goods and services procured by U.S. households. According to the U.S. Department of Labor, the national Consumer Price Index for all Urban Consumers (CPI-U) increased by 3.8% over the twelve months. The energy index has increased 18.4% over the last 12 months. The food index has risen 4.6% and the index for all items less food and energy has increased 2.0%. According to the Energy Information Administration, the average price for gasoline increased from an average of \$3.17 per gallon in January 2011 to \$3.60 per gallon in September 2011. Graph 4 displays fuel trends from November 2009 to October 2011 and Graph 5 displays fuel trends from May 2003 to October 2011.

Graph 4



Graph 5

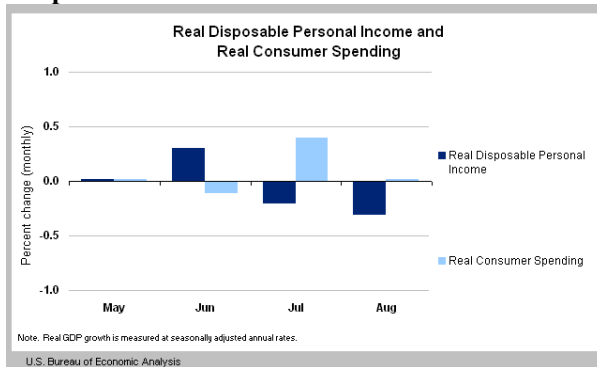


Source: U.S. Energy Information Administration as of 10/03/11

Personal Income

Personal income, real disposable personal income (DPI), real consumer spending, and overall prices are key indicators on how individuals and families are affected by their country’s economic standing and production. The September 2011 publication by the U.S. Bureau of Economic Analysis reported a decrease of \$11.8 billion (0.1%) in personal income. Real disposable personal income decreased 0.3% in August 2011. The Bureau of Economic Analysis attributed the decrease to inflation and taxes. Graph 6 displays the relationship between DPI and real consumer spending from May 2011 to August 2011. The real consumer spending adjusted for price changes was flat in August after increasing 0.4% in July. Spending on goods decreased 0.2% in August after increasing 0.2% in July.

Graph 6

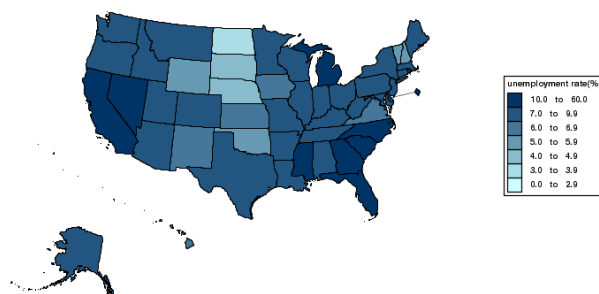


National and Local Unemployment

The national unemployment rate decreased by 0.5% to 9.1% from a year ago. The rate has shown little change since April according to the Bureau of Labor Statistics. Graph 7 displays the national map of the August 2011 unemployment rates.

Graph 7

Unemployment rates by State, seasonally adjusted, August 2011



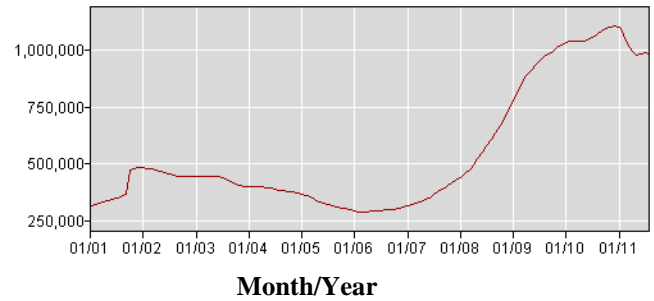
Source: Bureau of Labor Statistics Local Area Unemployment Statistics

The Bureau of Labor Statistics reported that Florida’s unemployment rate was 10.7% in August 2011, which was higher than the national average of 9.1%. In general, Florida was among the states with the largest jobless rate decrease of 0.9% in unemployment from August 2010. Additionally, the Fort Lauderdale-Pompano Beach-Deerfield metropolitan area unemployment in August 2011 was 11.2%. Overall, Florida’s unemployment rate has had significant fluctuations in the last ten years, but there has been a

steady increase in unemployment since early 2006 with a slight decline currently as displayed in Graph 8.

Graph 8

Florida’s Unemployment Rate



Source: Bureau of Labor Statistics

Summary

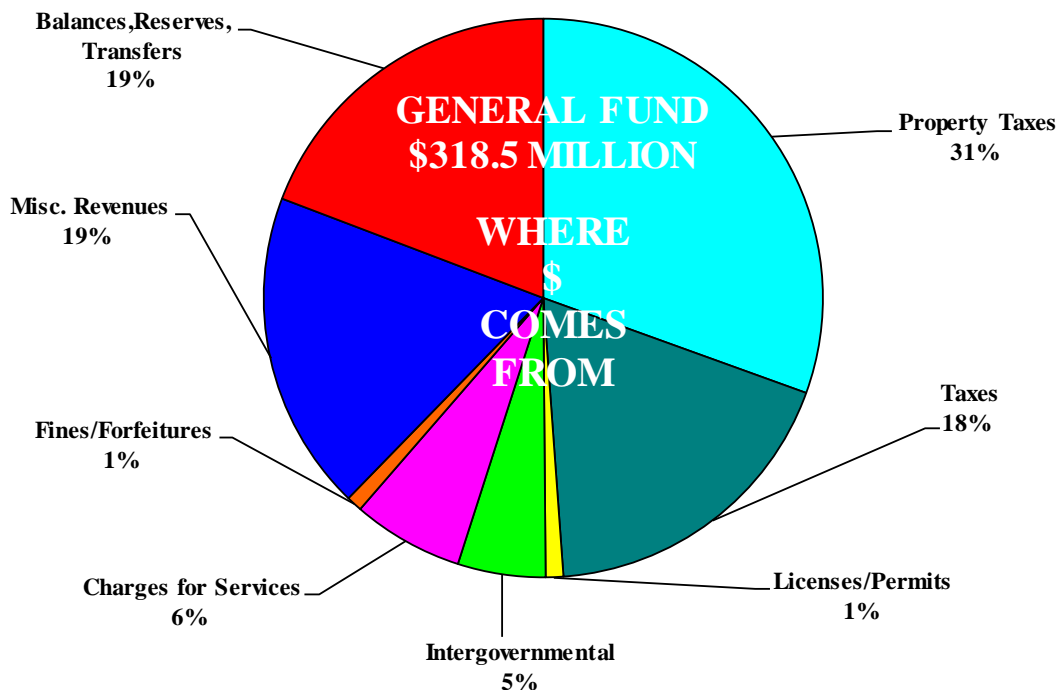
With the increases in GDP, CPI and local unemployment, significant evidence exists that most residents will need to make adjustments in order to find stability in today’s economic environment. The City of Fort Lauderdale is devoted to supporting quality of life issues and has taken steps that are beneficial to its citizens, such as stabilizing the millage rate and assessment fees. Furthermore, the City has not eliminated any vital services to its citizens. Although the current residential real estate market has adversely affected the nation as a whole, there is confidence that future tourism, business ventures, and local technological advancements will attract even more residents to the City of Fort Lauderdale.

GENERAL FUND

Overall, the adopted General Fund revenue projection, including all sources, is a \$5.7 million or 1.8% decrease under the FY 2011 Adopted Budget. The following table summarizes the revenue picture:

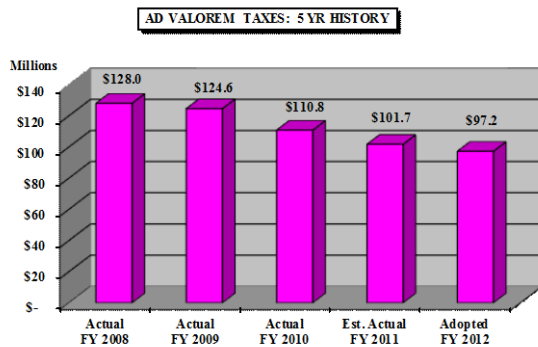
Table 1. Revenue Summary

	FY 2011 Original Adopted Budget	FY 2011 Revised Budget	FY 2011 Estimated Actual	FY 2012 Adopted Budget
Resources Available:				
Ad Valorem Taxes – Operating	\$ 96,624,487	98,424,487	96,624,487	93,402,605
Ad Valorem Taxes – Debt	5,097,105	2,482,282	5,097,105	3,803,274
Franchise Fees	19,538,752	19,538,752	16,850,000	17,550,000
Sales & Use Tax	4,197,286	4,197,286	4,197,286	4,882,276
Utility Taxes	36,697,209	36,697,209	35,300,000	35,955,000
Licenses & Permits	3,024,655	3,024,655	3,158,770	3,239,570
Intergovernmental	16,704,042	16,704,042	16,820,831	16,169,911
Charges for Services	19,866,264	19,884,264	19,140,349	20,456,960
Fines & Forfeitures	10,692,163	10,692,163	3,020,820	2,905,000
Miscellaneous:				
Interest	658,000	658,000	257,108	480,684
Leases/Rents	2,561,262	2,561,262	2,645,585	2,941,481
Special Assessments	20,051,500	20,599,669	20,331,500	20,057,175
Other Miscellaneous	26,908,282	28,072,254	25,516,747	35,490,380
Non-Revenues:				
Other Sources	4,226,770	1,993,598	9,198,103	4,938,087
Balances and Reserves	57,359,996	61,511,766	72,578,427	56,244,658
Total Resources Available	\$ 324,207,772	327,041,689	330,737,118	318,517,062



Ad Valorem Taxes

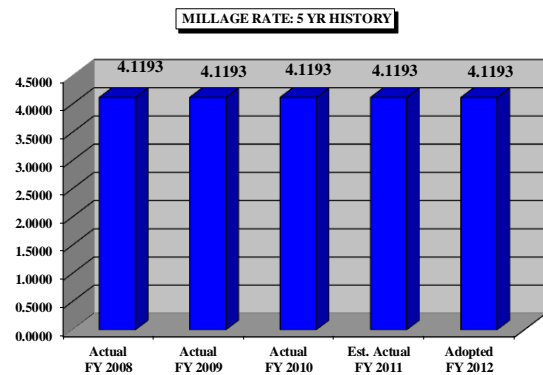
The adopted ad valorem or property tax millage for operating purposes is 4.1193 and generates \$93,402,605 million. In addition to the property tax levied for operating purposes, property taxes also include a separate debt levy, which is used to pay debt service costs (principal and interest payments) on outstanding General Obligation Bonds (GOB).



The current outstanding debt issues include the 1997/2002/2011B, the 2005 Fire Bond and 2011A refinanced Fire Bond. The 1997 Bond Issue, was refunded in 2002, and refunded again in 2011 and requires a debt service payment in FY 2012 of \$2,524,288 and requires a levy of \$2,524,297 and a adopted millage of 0.1125. The adopted debt service payment for the 2005 Fire Bond Issue is \$1,277,340, which requires a levy of \$1,278,977 and a millage of 0.0570. The 2011A refinanced Fire Bond does not require any payment in FY 2012.

The adopted combined millage for operating and debt service for FY 2012 is 4.2888, which represents a 1.1% decrease from FY 2011.

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 4.2265, the adopted operating rate is a 2.50% decrease.



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 totals \$6.8 million. The City’s adopted combined Debt Service for FY 2012 is \$10.1 million.

The impact of the adopted City millage on the average homeowner is complicated by the “Save Our Homes” Constitutional Amendment to the Florida Constitution. This amendment provides for an annual cap on the increase in the taxable assessed value of property that also receives a homestead exemption. The annual increase is limited to the lesser of 3.00% or the year-over-year increase in the Consumer Price Index. For calendar year 2011, the limit is 1.5%.

Over time, the limit essentially shifts the tax burden from full-time owner-occupied residential property to seasonally occupied and newly purchased residential property, and to commercial, rental and other non-residential property. Homes that were homesteaded since the beginning of the program reflect an assessed value that has been restricted since 1995. Therefore, there are great disparities in taxable values for similar properties that may have the same market value, but drastically different assessed values, as described below. The average assessed single-family home value of \$271,368 used in the illustrations below was calculated from the final 2011 tax roll for single-family dwellings divided by the number of parcels. These illustrations compare the annual property tax paid for the types of properties:

- The Property Appraiser estimates that the assessed value of the average residential property in Fort Lauderdale is \$233,051. A property that has enjoyed the benefits of the assessed value limit since 1995 with homestead exemption would pay \$35.47 less in City taxes in FY 2012 compared to FY 2011. The same property without homestead would pay \$38.27 less.
- The Property Appraiser estimates that the assessed value of the average condominium in Fort Lauderdale is \$204,449. A condominium with homestead exemption would pay \$34.80 less in FY 2012 compared to a non-homesteaded condominium, which would pay \$41.38 less.
- A similar comparison to the condominium example above is provided for the average single family home estimated with an assessed value of \$271,368. The one with homestead would pay \$16.26 less next year compared to \$20.58 less 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. The taxable value is net of all exemptions, including Amendment One. Amendment One doubles the homestead exemption to \$50,000; gives homesteaded owners the "portability" right to move Save Our Homes benefits to a new homesteaded property; grants businesses and mobile home residents a \$25,000 break on tangible personal property taxes; and caps annual increases for non-homesteaded properties to no more than 10%. 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, 2011 and have a combined household adjusted gross income of no more than \$26,203. Additional exemptions are available to qualified widows, veterans, and disabled taxpayers. The following is a comparison of the Adopted FY 2012 millage rates for Broward County taxing jurisdictions, as well as larger Florida cities.

Table 2. Adopted Operating Millage Rates for FY 2012

<u>Jurisdiction</u>	<u>Millage</u>	<u>Percentage</u>
Broward County Schools	5.1700	29.74%
Broward County	5.1860	29.83%
Fort Lauderdale	4.1193	23.69%
North Broward Hospital	1.8750	10.78%
S. Florida Water Mgmt.	0.4363	2.51%
Children Services	0.4789	2.75%
Hillsboro Inlet	0.0860	0.49%
Florida Inland Navigation	0.0345	0.20%
	<u>17.3860</u>	<u>100.00%</u>

Table 3. Adopted FY 2012 Operating Millage Rates as per \$1,000 of Taxable Value for Selected Florida Cities

Jacksonville*	10.0353	Tampa	5.7326
Miami	7.5710	Orlando	5.6500
Hollywood	7.4479	Pembroke Pines	5.6368
Hialeah	6.5400	Clearwater	5.1550
Miramar	6.4654	Gainesville	4.2544
Miami Beach	6.1655	Fort Lauderdale	4.1193
St. Petersburg	5.9125	Tallahassee**	3.7000

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

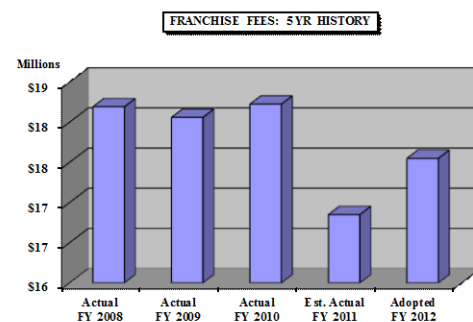
**Tallahassee operates its own power company. Revenues from that operation heavily subsidize their General Fund.

Table 4. Broward County Cities - Population and Adopted FY 2012 Operating Millage Rates

<u>City</u>	<u>Operating</u>		<u>Population</u>	<u>Rank</u>
	<u>Millage</u>	<u>Rank</u>		
Lauderdale Lakes	9.5000	1	32,593	19
West Park	8.9900	2	14,156	23
Pembroke Park	8.5000	3	6,102	27
Margate	7.7500	4	53,284	14
Sea Ranch Lakes	7.5000	5	670	30
Hollywood	7.4479	6	140,768	3
North Lauderdale	7.4066	7	41,023	17
Lauderhill	6.8198	8	66,887	11
Tamarac	6.6850	9	60,427	13
Miramar	6.4654	10	122,041	4
Coconut Creek	6.3857	11	52,909	15
Wilton Manors	6.2068	12	11,632	24
Sunrise	6.0543	13	84,439	9
Oakland Park	6.0138	14	41,363	16
Dania Beach	5.9998	15	29,639	20
Hallandale Beach	5.9000	16	37,113	18
Pembroke Pines	5.6368	17	154,750	2
Deerfield Beach	5.1865	18	75,018	10
Cooper City	5.0526	19	28,547	21
Lazy Lake Village	4.9481	20	24	31
Davie	4.8122	21	91,992	7
Pompano Beach	4.7027	22	99,845	6
Plantation	4.6142	23	84,955	8
Coral Springs	4.3939	24	121,096	5
Fort Lauderdale	4.1193	25	165,521	1
Parkland	4.0198	26	23,962	22
Lauderdale-By-The-Sea	3.9990	27	6,056	28
Southwest Ranches	3.9404	28	7,345	26
Lighthouse Point	3.5893	29	10,344	25
Hillsboro Beach	3.3900	30	1,875	29
Weston	2.0000	31	65,333	12

Franchise Fees

This revenue source consists of 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 for payment to the City of 6.0% of their gross revenue derived from accounts within the City limits, less property tax and minor fees previously paid to the City. Projected FPL and Peoples Gas franchise fees for FY 2012 are \$17,500,000, which represents a decrease of 10% from the FY 2011 budget.



Sales & Use Tax

Florida Statutes provide for the levy of excise taxes of 1.85% on fire insurance premiums and 0.85% on casualty insurance premiums. These funds are passed through the General Fund as revenue and an expense. Proceeds of these taxes are distributed to eligible municipalities to supplement the Pension and Retirement Trust funds for firefighters and police officers. The adopted revenue for FY 2012 of \$4,882,276 reflects an increase of 16% from the FY 2011 budget.

Utility Taxes

This category is comprised of three major components. The largest component is the City utility tax on electricity, charged by FPL to its customers. FPL utility tax is projected to be 46.9% of the adopted FY 2012 utility tax revenues. The second-largest source for this revenue category is the State Communications Services Tax. This tax represents 41.3% of the adopted FY 2012 utility tax revenue, based upon estimates from the Florida Department of Revenue. The third component of utility tax revenue consists of the combination of the City’s 10.0% utility tax on gas and water utility bills for customers within the City. Water utility taxes increase as water rates increase. The adopted revenue for FY 2012 is \$35,955,000, which represents a 2% decrease from the FY 2011 budget.

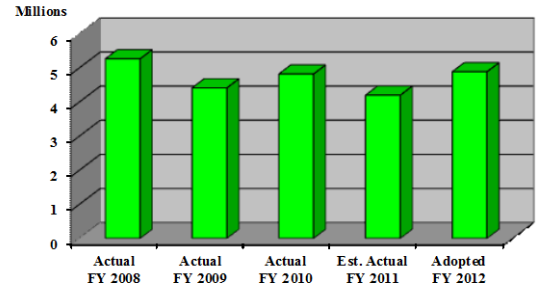
Charges for Services

This category 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. The adopted revenue for FY 2012 is \$20,456,960, which represents a 3% increase from the FY 2011 budget.

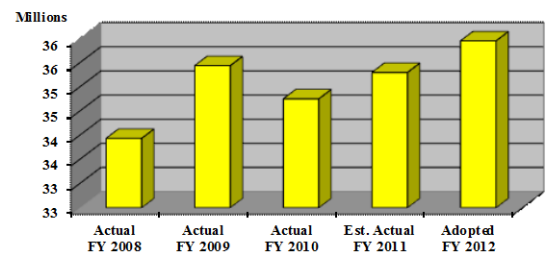
Licenses & Permit Fees

This revenue category includes local business tax receipts issued to authorize businesses to operate within the City limits and development permits issued to authorize building and construction within the City limits. The adopted revenue for FY 2012 is \$3,239,750, which represents a 7% increase from the FY 2011 budget due to an accounting change moving the Building Permit division into a special revenue fund.

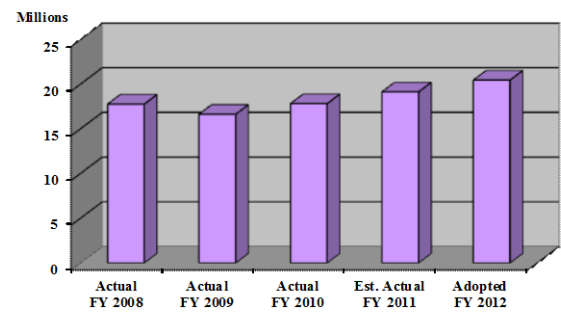
SALES & USE TAXES: 5 YR HISTORY



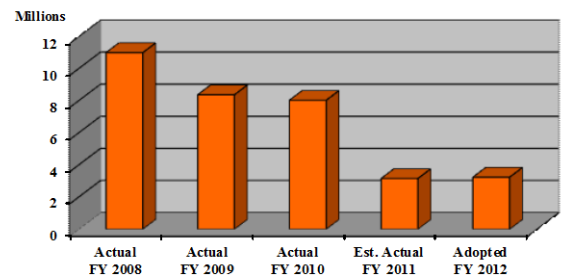
UTILITY TAXES: 5 YR HISTORY



CHARGES FOR SERVICE: 5 YR HISTORY



LICENSES & PERMITS: 5 YR HISTORY



Intergovernmental Revenue

This revenue source is recurring State and County shared revenue. The State of Florida shares motor fuel, alcoholic beverage license, and sales tax revenue with local governments based on population. Broward County provides gasoline tax and local business tax receipt revenue. The adopted revenue for FY 2012 is \$16,169,911, which represents a 3% decrease from the FY 2011 budget, primarily due to an 8% decrease in population from 180,384 to 165,521.

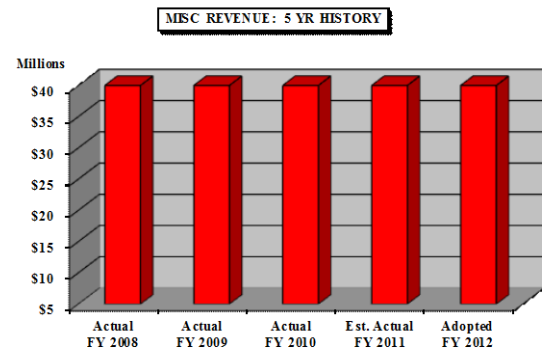
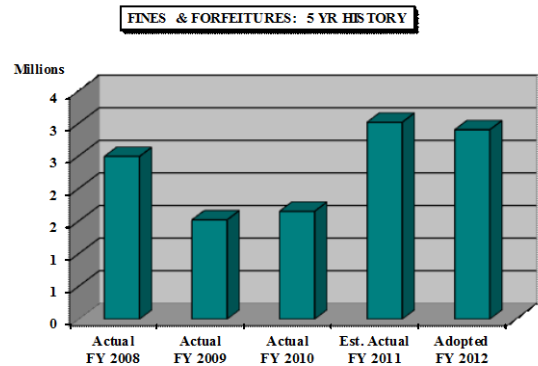
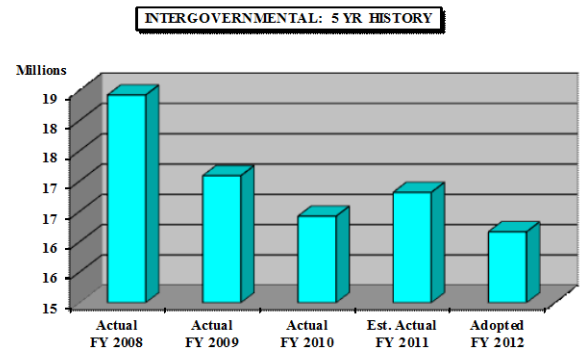
Fines & Forfeitures

This revenue category includes fines for traffic and other violations collected by the County on our behalf through the judicial process. This category represents less than 1.0% of all General Fund resources. The adopted revenue for FY 2012 is \$ 2,905,000, which represents a 73% decrease from the FY 2012 budget, primarily due to the red-light camera program.

Miscellaneous Revenue

This revenue source includes interest earnings, rents, Fire-Rescue special assessment, and interfund charges. The fire assessment fee, which appears as a non-ad valorem charge on the tax bill, is adopted at \$135 per residential unit. The adopted revenue for FY 2012 is \$58,969,721, which represents an increase of 18% from the FY 2011 budget.

Non-Revenues - This source consists of the working capital reserve, prior year balance, and transfers from other funds. Working capital reserve and prior year balance is considered fund balance and no budget amount is adopted for FY 2012. A Return on Investment (ROI) is adopted for the Parking, Water and Sewer, Central Region and Stormwater funds as transfers to the General Fund. See Table 8. Parking and Water and Sewer will no longer be charged for the Payment in Lieu of Taxes (PILOT).



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

Resources Allocated	FY 2011 Original Adopted Budget	FY 2011 Revised Budget	FY 2011 Estimated Actual	FY 2012 Adopted Budget
Departmental				
Building Services	\$ 3,926,198	4,000,943	4,053,151	3,777,369
Business Enterprises	6,519,039	6,623,897	6,351,130	6,521,262
City Attorney	3,857,602	3,863,877	3,825,707	3,900,617
City Auditor	749,018	749,367	748,315	777,728
City Clerk	739,914	758,938	734,995	1,593,529
City Commission	1,010,009	1,019,512	1,015,554	1,023,683
City Manager	2,949,648	2,982,882	2,776,978	2,381,827
Economic Development	1,152,436	1,203,719	1,113,555	1,117,770
Finance	5,773,250	5,791,245	5,599,519	5,852,180
Fire-Rescue	69,120,176	69,734,977	69,519,140	73,082,820
Human Resources	2,167,822	2,130,831	2,051,510	2,340,707
Information Technology Systems	4,544,489	4,629,937	4,614,018	4,627,568
Office of Management and Budget	-	-	-	-
Office of Professional Standards	522,365	527,345	519,609	-
Parks and Recreation	26,846,030	28,121,767	27,160,320	26,928,254
Planning and Zoning	4,303,613	4,602,343	4,542,620	4,065,123
Police	100,315,207	100,584,466	96,161,013	99,990,382
Procurement	1,476,969	1,477,618	1,478,429	1,452,411
Public Information	1,342,751	1,659,418	1,376,067	1,329,677
Public Works	16,366,992	16,671,968	16,392,072	16,523,136
Other General Government	5,985,496	6,056,242	4,840,375	(1,273,223)
Other*	1,000,000	1,000,000	1,000,000	-
Total Departmental	\$ 260,669,025	264,191,293	255,874,076	256,012,820
Non-Departmental				
Transfers to Building Funds	\$ -	1,416,563	-	-
Transfers to Debt Funds	8,259,605	8,282,343	8,259,605	6,637,683
Transfer to CRA - Tax Increment	4,178,305	4,178,305	4,138,538	3,889,404
Transfer to General Capital Improvements	-	1,557,263	3,665,711	-
Transfer to General Fund	-	31,892	-	-
Transfer to Miscellaneous Grants	597,693	847,955	597,693	657,498
Other Transfers/Approved B7 Requests	-	1,000,000	-	-
Total Non-Departmental	\$ 13,035,603	17,314,321	16,661,547	11,184,585
Balances and Reserves	\$ 50,428,144	45,486,075	58,137,046	51,244,657
Reserves for Contingencies	\$ 75,000	50,000	64,449	75,000
Total Expenditures	\$ 324,207,772	327,041,689	330,737,118	318,517,062

*Other Post-Employment Benefits (OPEB).

CITY OF FORT LAUDERDALE STAFFING LEVELS

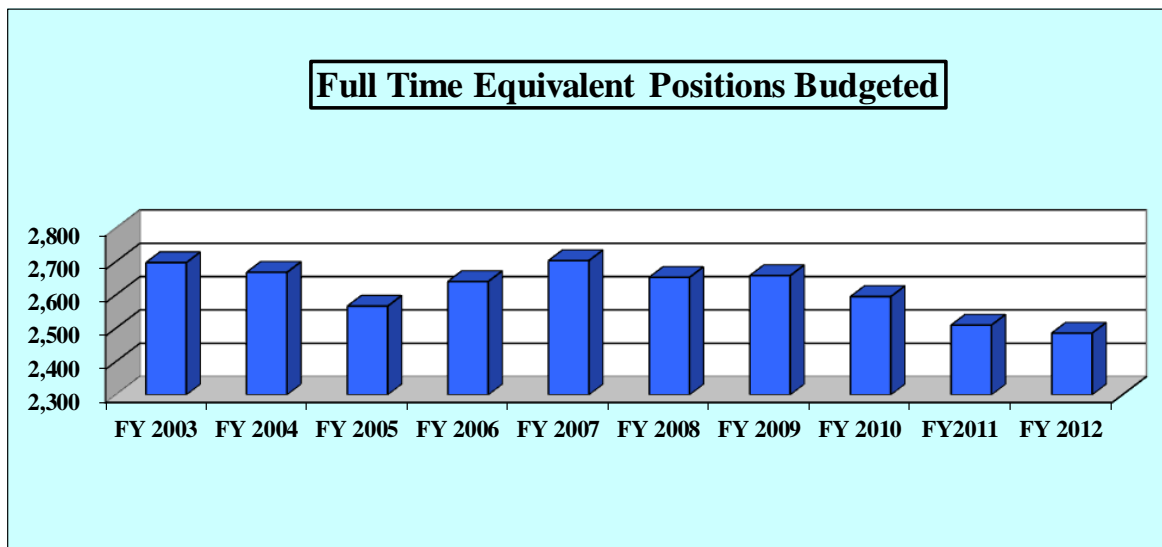
The number of full-time equivalent (FTE) positions is a primary factor in determining the adopted budget.
The adopted all funds staffing level for FY 2012 is 2,485 FTE positions.

Table 6. Adopted Authorized City Position Summary

	Fiscal Year 2011 Adopted						Fiscal Year 2012 Adopted					
	Permanent Full-Time	Temporary Full-Time	Temporary Part-Time	Unfunded Positions	New Pos/Trfs	Total FTE	Permanent Full-Time	Temporary Full-Time	Temporary Part-Time	Unfunded Positions	New Pos/Trfs	Total FTE
GENERAL FUND:												
Building Services	49.00	-	-	-4.00	-7.00	38.00	38.00	-	-	-	-	38.00
Business Enterprises	28.00	-	19.16	-	-	47.16	28.00	-	19.02	-	-	47.02
City Attorney	26.00	-	-	-1.00	-	25.00	25.00	-	-	-	-	25.00
City Auditor	5.00	-	-	-	-	5.00	5.00	-	-	-	-	5.00
City Clerk	6.00	-	0.50	-	-	6.50	6.00	-	0.63	-	-	6.63
City Commission	12.00	-	-	-	-	12.00	12.00	-	-	-	-	12.00
City Manager	18.00	-	-	-1.00	4.00	21.00	21.00	-	-	-2.00	-1.00	18.00
Economic Development	8.00	-	-	-2.00	-	6.00	8.00	-	-	-2.00	1.00	7.00
Finance	49.00	-	-	-	6.00	55.00	55.00	-	-	-	-	55.00
Fire-Rescue	452.00	-	7.89	-1.00	-	458.89	451.00	-	8.96	-	1.00	460.96
Human Resources	20.00	-	-	-1.00	-	19.00	18.00	-	-	-	1.00	19.00
Information Systems	29.00	-	0.98	-	-	29.98	29.00	-	0.49	-	-	29.49
Office of Management & Budget	12.00	-	-	-2.00	-10.00	-	-	-	-	-	-	-
Office of Professional Standards	3.00	-	-	-	-	3.00	3.00	-	-	-3.00	-	-
Parks & Recreation	216.00	3.00	80.40	-19.00	1.00	281.40	198.00	1.00	86.80	-11.00	-	274.80
Planning & Zoning	31.00	-	-	-	-	31.00	31.00	-	-	-	-	31.00
Police	673.00	-	12.01	-7.00	-	678.01	666.00	-	12.01	-5.00	-	673.01
Procurement	11.00	-	-	-	-	11.00	11.00	-	-	-	-	11.00
Public Information	11.00	-	-	-1.00	-	10.00	10.00	-	-	-	-	10.00
Public Works	125.00	-	-	-7.00	-2.00	116.00	116.00	-	-	-2.00	1.00	115.00
General Fund Total	1,784.00	3.00	120.94	-46.00	-8.00	1,853.94	1,731.00	1.00	127.91	-25.00	3.00	1,837.91
SPECIAL REVENUE FUNDS:												
Economic Development	12.00	-	-	-	-	12.00	12.00	-	-	-	-	12.00
Building Funds	59.00	-	-	-6.00	7.00	60.00	60.00	-	-	-1.00	-	59.00
Special Revenue Fund Total	71.00	-	-	-6.00	7.00	72.00	72.00	-	-	-1.00	-	71.00
ENTERPRISE FUNDS:												
Sanitation	63.00	-	0.40	-3.00	2.00	62.40	62.00	-	0.40	-5.00	-	57.40
Water & Sewer	315.00	-	0.98	-9.00	1.00	307.98	307.00	-	-	-	-1.00	306.00
Central Region	34.00	-	-	-	1.00	35.00	35.00	-	-	-	-	35.00
Stormwater	22.00	-	-	-1.00	-	21.00	21.00	-	-	-	-	21.00
Parking System - Parking & Fleet Svcs	46.00	-	1.76	-2.00	-	45.76	44.00	-	1.76	-	25.00	70.76
Parking System - Police	23.00	-	-	-1.00	-	22.00	22.00	-	-	-	-22.00	-
Parking System - Public Works	3.00	-	0.23	-	-	3.23	3.00	-	0.23	-	-	3.23
Executive Airport	15.00	1.00	1.00	-1.00	-	16.00	15.00	-	1.00	-	-	16.00
Enterprise Funds Total	521.00	1.00	4.37	-17.00	4.00	513.37	509.00	-	3.39	-5.00	2.00	509.39
INTERNAL SERVICE FUNDS:												
Insurance	10.00	-	-	-	-	10.00	10.00	-	-	-	-	10.00
Central Services - Business Enterprises	3.00	-	1.00	-	-	4.00	3.00	-	1.03	-	-	4.03
Central Services - Information Systems	7.00	-	1.12	-	-	8.12	7.00	-	1.12	-	1.00	9.12
Vehicle Rental - Parking & Fleet Svcs	4.00	-	-	-	-	4.00	4.00	-	-	-	-	4.00
Internal Service Funds Total	24.00	-	2.12	-	-	26.12	24.00	-	2.15	-	1.00	27.15
LIGHT DUTY POSITIONS:												
(Insurance Fund)												
Public Works	1.00	-	-	-1.00	-	-	-	-	-	-	-	-
Light Duty Positions Total	1.00	-	-	-1.00	-	-	-	-	-	-	-	-
GRANTS AND CONFISCATION FUNDS:												
Planning	17.00	-	-	-	-	17.00	18.00	-	-	-3.00	-	15.00
Police	18.00	-	-	-	-	18.00	18.00	-	-	-	-	18.00
Grants & Confiscation Funds Total	35.00	-	-	-	-	35.00	36.00	-	-	-3.00	-	33.00
TRUST AND AGENCY FUND:												
Arts & Science Garage District	1.00	-	7.83	-	-	8.83	2.00	-	4.75	-	-	6.75
Trust & Agency Fund Total	1.00	-	7.83	-	-	8.83	2.00	-	4.75	-	-	6.75
ALL FUNDS TOTAL	2,437.00	4.00	135.26	-70.00	3.00	2,509.26	2,374.00	1.00	138.20	-34.00	6.00	2,485.20

Table 7. FY 2012 Proposed Budget Funding Reductions for Thirty-four (34) Positions

DEPT	Position	Amount	DEPT	Position	Amount
GENERAL FUND					
City Manager	C113 Assistant City Manager	\$ 130,435	Police	P970 Clerk Typist II	\$ 43,219
	C119 Assistant to the City Manager	87,331		P231 Police Records Clerk	41,006
Economic Development	E162 Economic Development Manager	111,512		P627 Crime Scene Investigator	52,604
	E548 Economic Development Director	212,944		P075 Video Production Specialist	84,106
Office of Prof Standards	C071 Director, Office of Professional Standards	212,944		P921 Clerk Typist II	40,311
	C089 Professional Standards Coordinator	137,887		General Fund Grand Total	\$ 1,956,018
	C087 Secretary III	82,002			
Public Works	U594 Assistant Public Works Director	107,012	OTHER FUNDS		
	PB07 Engineering Technician II	58,471	Building Services	U510 Director, Building Department	\$ 213,704
Parks & Recreation	R096 Community Program Supervisor	72,352	Planning & Zoning	EG541 Asst Housing & Comm Dev Mgr	144,610
	R562 Recreation Programmer	64,692		E128 Real Estate Officer II	125,009
	R179 Administrative Assistant I	66,058		E092 Clerk Typist II	40,311
	R197 Municipal Maintenance Worker III	43,536	Public Works	U909 Administrative Assistant I	66,058
	R589 Municipal Maintenance Worker III	43,536		U910 Administrative Aide	49,268
	R237 Pest Control Technician	43,536		U669 Municipal Maintenance Wrkr II	67,260
	R532 Municipal Maintenance Worker III	43,536		U664 Municipal Maintenance Wrkr II	62,702
	R533 Horticulturist	51,440		U678 Municipal Maintenance Wrkr III	45,349
	R336 Municipal Maintenance Worker III	43,536			\$ 814,271
	R178 Municipal Maintenance Worker II	41,006			
	R148 Municipal Maintenance Worker II	41,006		General Fund Vacant Position Reductions	\$ 1,956,018
				Other Funds Vacant Position Reductions	814,271
				Grand Total All Vacant Position Reductions	\$ 2,770,289



PROGRAM HIGHLIGHTS

Due to projected revenue shortfalls, the City reduced funding for 34 positions for the FY 2012 budget year. This adopted funding reduction is necessary to maintain the active workforce and to maintain services to the citizens in the community.

Program highlights are listed below.

Building Services – The adopted budget reflects an additional \$10,000 for recording of special assessment liens for FY 2012. The Building Services Department’s budget eliminates one position totaling \$213,704.

Business Enterprises – The adopted budget reflects an additional \$20,000 for Perimeter Buoy Markers for Las Olas Anchorage, \$11,240 for Annual operation & maintenance for meters at FLAC Parking Lot, \$20,000 for repairs and maintenance to the marine infrastructure and the pools, and \$15,000 for contract services for derelict vessel removal.

City Attorney – The adopted budget reflects no additions for FY 2012.

City Auditor – The adopted budget reflects no additions for FY 2012.

City Clerk – The adopted budget reflects an additional \$9,400 for closed captioning and video for FY 2012.

City Commission – The adopted budget reflects no additions for FY 2012.

City Manager – The adopted budget reflects no additions for FY 2012. The City Manager Department budget eliminates two positions, totaling \$217,766.

Economic Development – The adopted budget reflects \$30,000 for the Fort Lauderdale Feeder System Transportation Project - Attract Tourists from Cruise Ships and Airport and \$27,047 for office space. The Economic Development Department’s budget eliminates two positions totaling \$324,456.

Finance – The adopted budget reflects \$23,784 for professional services for FY 2012.

Fire-Rescue – The adopted budget reflects an additional \$75,000 for EMS Billing and Collections Service Fees offset by \$260,000 in revenue, \$50,000 for a fee study of the Fire Rescue Special Assessment Program, \$724,823 to provide interfacility/non-emergent transportation of the sick and injured offset by \$724,823 in revenue, and \$152,650 for SMART Program Recruiting for FY 2012.

Human Resources – The adopted budget reflects an additional \$21,350 for Public Safety promotional assessment materials for the Police & Fire and \$75,000 for the City’s education and training program. It also includes functions from the Office of Professional Standards Department.

Information Technology Systems – The adopted budget reflects no additions for FY 2012.

Parks and Recreation – The adopted budget reflects an additional \$86,500 for the replacement of Parks & Facilities amenities and \$110,000 for the 2011 Waterworks sewer hook-up program for FY 2012. The Parks and Recreation Department's budget eliminates eleven positions totaling \$554,234.

Planning and Zoning – The adopted budget reflects \$128,600 for operating costs for the Housing and Community Development Division. The Planning and Zoning Department's budget eliminates three positions totaling \$309,930.

Police – The adopted budget reflects no additions for FY 2012. The Police Department's budget eliminates five positions totaling \$261,246.

Procurement – The adopted budget reflects no additions for FY 2012.

Public Information – The adopted budget reflects no additions for FY 2012.

Public Works – The adopted budget reflects no additions for FY 2012. The Public Works Department budget eliminates seven positions totaling \$456,120.

Office of Professional Standards - This department has been eliminated and reorganized into the Human Resources Department; yielding a savings of \$212,944.

Other General Government – The adopted budget reflects \$9,000 for department overtime associated with the Martin Luther King Day parade, \$10,207 for the Fort Lauderdale Historical Society towards windstorm insurance, and up to \$24,000 for the City's contribution for the Performing Arts Center Authority audit. Funding for celebratory events, include \$20,000 for the St. Patrick's Day, \$20,000 for the annual Riverwalk Holiday Lighting event, and \$10,000 for the Winterfest Boat Parade. Funding for non-profit organizations include: \$70,000 for the Sistrunk Historical Festival Committee, \$46,568 for Aging & Disability Resources Center of Broward County (formerly known as Area Agency), \$41,249 for Family Central, \$20,000 for 2-1-1 Broward - First Call for Help, and \$19,000 for Greater Fort Lauderdale Sister Cities International Inc.

Year-End Balance/Reserves – The adopted total Balance/Reserves is \$51.3 million. This includes \$50.2 million for fund balance, \$75,000 for contingencies, as well as \$1 million for Other Post-Employment Benefits.

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.

Table 8. General Fund Transfers

	FY 2011 Adopted Budget	FY 2011 Estimated Actual	FY 2012 Adopted Budget
TRANSFERS IN			
Airport	\$ -	21,994	-
Beach Improvement District	-	-	31,250
Central Region	-	17,962	-
General Capital Projects	-	398,785	-
Parking	-	83,945	-
Sanitation	-	92,742	-
Storm Water	-	31,892	-
Vehicle Rental	-	320,161	4,000,000
Water & Sewer	-	265,397	-
Total Transfers In	\$ -	1,232,878	4,031,250
TRANSFERS OUT			
CRA	\$ 4,178,305	4,138,538	3,889,404
Miscellaneous Grants	597,693	597,693	657,498
General Obligation Bonds	5,091,817	5,091,817	3,801,628
Special Obligation Loans	3,167,788	3,167,788	2,836,054
General Capital Projects	-	3,665,711	-
Total Transfers Out	\$ 13,035,603	16,661,547	11,184,585

SANITATION FUND

The Sanitation Fund provides the City a full compliment of modern solid waste services by providing residential household garbage, recycling, yard waste, and bulk trash collection. The fund also supports canal cleaning, lot cleaning and rights of way maintenance, public trash receptacles, and street cleaning services. The licensing of private collectors and the collection of commercial franchise fees are provided along with large-scale Emergency Debris Management services.

The City continues to maximize the separation of clean yard waste and recycling materials in all of our programs. The existing service levels continue to work well with our customers.

The remediation of the old Wingate Landfill and Incinerator site has been finalized and is based on the agreements between the City, other potential responsible parties and the Environmental Protection Agency. The ongoing environmental testing and site maintenance continues and is financed with the 6.0% rate increase approved by the City Commission for this purpose in March 1995. Sanitation Revenue bonds, series 2000, have been paid off. The Wingate fee of \$1.62 will continue to be assessed on residential accounts until the bond payoff is recovered.

The total FY 2012 adopted operating is \$19,603,750 which is \$2,846,544 under the FY 2011 adopted budget. This provides for a conservative revenue vs. expenditure-balanced budget for FY 2012 and reflects operational savings in both collection costs and disposal costs through new contracts. The budget includes funding totaling \$128,282 for Wingate monitoring costs, sanitation carts, Green Your Routine volunteers, and Green event advertising and marketing. These costs are offset by \$314,143 in additional revenues.

Fiscal Year 2012 starts with some uncertainty for the Sanitation Fund. Negotiations continue with Broward County, the Resource Recovery System and other cities on solid waste disposal and the associated costs. The City is undertaking a service level and rate study that was presented to the City Commission in September/October 2011.

WATER AND SEWER FUND

The City supplies water and sewer services on a regional basis for over 250,000 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, and portions of Davie, Tamarac, and unincorporated Broward County.

The total FY 2012 adopted operating budget for the Water and Sewer Fund is \$95,947,906 which is \$9,187,393 over the FY 2011 adopted budget. The budget includes funding totaling \$403,991 for reoccurring technology purchases, saltwater modeling, Broward County water conservation inter-local agreement, and annual computer maintenance. The increases in the budget are due to a CPI increase of 1.5% on utilities and contractual agreements, fuel/diesel price increases and additional fleet replacement charges. A 6.75% rate increase is being recommended effective October 1, 2011 based on the updated Water and Sewer Rate Analysis completed by the City's Utility Financial Rate Consultant.

The impact of the adopted rate increase on a residential customer using 5,000 gallons of water monthly amounts to \$2.93, illustrated as follows:

Effect of Adopted Increase on Water & Sewer Rates

<i>5/8 inch meter</i>		<i>Old Rate</i>	<i>New Rate</i>	<i>Increase</i>
Water Fixed Charge	\$	4.95	5.28	0.33
Water Commodity				
0-3,000		1.51	1.61	0.10
4-8,000		3.36	3.59	0.23
9-12,000		4.20	4.48	0.28
13-20,000		5.66	6.04	0.38
>20,000		8.21	8.76	0.55
Sewer Fixed Charge	\$	7.27	7.76	0.49
Sewer Commodity				
0-3,000		2.68	2.86	0.18
4-20,000		5.93	6.33	0.40

**Effect of Adopted Increase on Average
Customer (5,000 gallons/month)**

<i>5/8 inch meter</i>	<i>Old Rate</i>	<i>New Rate</i>	<i>Increase</i>
Water Charge	\$ 16.20	17.29	1.09
Sewer Charge	27.17	29.00	1.83
Total	\$ 43.37	46.30	2.93

**CENTRAL REGIONAL WASTEWATER
SYSTEM FUND**

The City, through large user agreements, operates the Central Regional Wastewater System to provide treatment services for Fort Lauderdale, Oakland Park, Wilton Manors, Port Everglades, parts of Tamarac and Davie. 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 Wastewater Large User 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 regarding rates and modifications to wastewater facilities. The current rate is \$1.21 per 1,000 gallons.

The FY 2012 adopted operating budget for the Central Regional Wastewater System is \$16,665,748, which is \$2,726,613 over the FY 2011 adopted budget. The Board met on August 24, 2011 and adopted a rate of \$1.48 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 improve water quality in the City's waterways. The FY 2012 adopted operating budget for the Stormwater Fund is \$4,235,226, which is \$1,146,431 over the FY 2011 adopted budget. The budget includes funding totaling \$262,500 for the City of Fort Lauderdale sustainability fund, and storm water pump replacements.

There continues to be greater demands for new stormwater projects. A Stormwater Master Plan was presented to the City Commission in January 2010. At the direction of City Commission, a stormwater rate analysis was conducted and the findings of that study were presented to the City Commission on February 1, 2011. The City Commission directed staff to delay any changes to rates until the scheduled two year water and sewer rate analysis was completed. The analysis was completed and the results were presented to the City Commission in the summer of 2011.

Stormwater billing will be based on the following rate schedule:

- Residential property with three units or less will be billed \$3.53 per month per unit.
- Commercial and industrial properties, as well as multifamily residential with four units or more, will be billed \$35.70 per acre per month.

Properties with low runoff characteristics, such as vacant land, parks and well fields, have been billed \$11.32 per acre per month.

PARKING FUND

The Parking Fund is a self-sustaining fund, using no tax dollars to fund the parking operation including garages; lots; and enforcement, managerial, administrative, and field personnel. All salaries, benefits, and expenses are paid exclusively from user-based revenues collected from meters, the sales of permits, and citations. The Parking Fund has had revenues in excess of expenses over the past 10 years or more. Excess revenues are accumulated in the fund balance to finance major reconstruction and rehabilitation projects of the City's garages and parking lots without tax dollars or outside financing. The Parking Fund contributes

approximately \$2.5-\$3 million to the General Fund each year through shared revenues from some of our lots; City indirect administrative overhead contributions; capital improvement project funding; payments in lieu of taxes; insurance; and absorption of certain General Fund employee salaries and benefits that devote a significant portion of time to Parking's administrative support. This \$2.5-\$3 million in General Fund support reduces ad valorem property taxes to the public while providing over 9,506 public parking spaces to the City's residents, businesses, and visitors each year.

The City's parking system provides approximately 10,110 parking spaces located in 4 parking garages and 33 parking lots, as well as on-street parking. The adopted operating budget for FY 2012 Parking Services operating budget is \$11,709,917, which is \$1,053,631 over the FY 2011 adopted budget. The City Hall security component of the Parking Fund resides under the supervision of the Public Works department, which has an adopted budget of \$279,009. The Parking & Fleet component has an adopted budget of \$11,430,908. These two components are part of the total Parking Services operating budget listed above. The budget includes funding totaling \$331,404 for various items including three new supervisors for parking enforcement operations, a license plate recognition system, multi-space meter replacements, and a high speed coin counter. These costs are offset by \$224,000 in additional revenues.

Major re-construction and rehabilitation of the Fort Lauderdale Beach Park (formerly known as Fort Lauderdale's South Beach) parking lot is in progress, funded by Parking Services and the Beach CRA, our partner in the venture. This project includes widening the pedestrian sidewalk to 13 feet; extending the beach 'wave wall'; creating new traffic routing through the lot including new vehicle entrance- and exit-ways; undergrounding the utilities to protect them during storms and for esthetic value; upgrading the landscaping, drainage, and irrigation systems; and creating an enhanced pedestrian connection between the two levels of the lot. These improvements will improve the traffic flow in the area and significantly enhance the esthetics of the lot for businesses, tourists, and residents.

FLEET SERVICES

The adopted FY 2012 Fleet Services operating budget is \$20,275,453, which is \$45,997 over the FY 2011 adopted budget.

Fleet Services is now set to begin the actual construction for the renovation of two bays in the Central Garage. This will provide additional workspace for the maintenance and repair of City vehicles. The efficiencies to be realized from these additions will allow for greater maintenance and repair efficiency, increased unit output, and maintenance cost savings in subsequent years.

Fleet Services is accredited by Fleet Counselors under the auspices of nationally recognized non-profit fleet educational agencies, as a Nationally Certified Fleet. This certification requires proficiency in twenty (20) areas of competence based on national benchmark standards for fleet management. There are only twelve fleets in the nation that have obtained this certification and received the coveted Crystal Award. The City's fleet is the first public fleet with a privatized vehicle maintenance contractor to be nationally certified.

The City's Fleet is consistently among the top 100 fleets in North America, which is sponsored by Government Fleet Magazine. There are over 38,000 governmental and public fleet agencies in North America. Of that number, over 1,600 fleets apply annually for recognition. Fleet's ranking for the past four years has been: 9th in 2008, 3rd in 2009, 8th in 2010, and 11th in 2011.

Again this year, First Vehicle Services (FVS), the department's vehicle maintenance contractor, was awarded the "Blue Seal Certification" from Automotive Services Excellent (ASE). For the eighth (8th) straight year the FVS Fort Lauderdale operation received this national recognition as an ASE Blue Seal of Excellence repair facility.

Fleet Services completed an extensive three-year vehicle and equipment utilization study that identified forty-nine (49) under utilized units within the various using departments. Of the forty-nine (49) units surrendered to Fleet, twenty-four (24) have been auctioned off, nine (9) are scheduled for sale in the next auction, and sixteen (16) have been reassigned. This produced a total

capital expenditure savings of \$1,380,897 and an annual departmental budgetary savings of \$222,300. This reduced the total vehicle and equipment inventory from 1555 units to 1522 units.

Fleet Services used monies from a Federal Sustainability Grant to purchase two new hybrid drive aerial bucket trucks. These trucks replaced older, less efficient models and can operate the aerial boom device without running the engine. This will save on fuel costs, reduce engine wear and tear, and lower long-term maintenance costs.

That same grant was used to fund a project to retrofit 730 vehicles with the Ward CANceiver fuel monitoring interface. CANceiver is a fuel interface device connected to the vehicle's Controller Area Network (CAN). When a vehicle so equipped refuels the proximity transmitter at the fuel dispenser, it activates the system and the transaction is authorized without the driver identifying the vehicle.

This assures that only authorized vehicles can obtain fuel. It also prevents pumping the wrong fuel into a vehicle, prevents pumping fuel into a fuel can instead of a vehicle, and records vehicle mileage without driver intervention. A connection to the vehicle on-board computer identifies the vehicle and allows the system to read vehicle mileage at the time of each fuel transaction, again without driver intervention, thus eliminating driver data input errors. Engine performance fault codes or required maintenance messages are recorded and sent to the system administrator for initiating the proper response.

In addition to their function of collecting fuel transaction data, the CANceivers are also capable of recording engine idle time. Reports of engine idle time of vehicles equipped with CANceivers are available in the same web-based system presently used to collect fuel transaction data. No additional hardware is required for the reporting of engine idle information. This reporting process will allow the City to monitor and enforce its 30-second idling policy.

AIRPORT FUND

The FY 2012 adopted operating budget for the Airport is \$6,118,869, which is \$158,763 over the FY 2011 adopted budget. The budget includes

funding totaling \$31,681 for maintenance, electric, water and waste disposal, computer and printer replacements.

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's mission is to attract business to the area and help those businesses prosper while being a benefit to the community.

The Executive Airport is unique in the Southeast in that it offers a 24-hour Federal Aviation Administration (FAA) Air Traffic Control Tower, an Instrument Landing System, a 6,000-foot runway, Aircraft Rescue and Fire Fighting services, U.S. Customs and Border Protection, 24-hour security, and a police substation on the property.

This award-winning facility is home to over 700 aircraft, including 174 jets and 59 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. The Airport generates a total economic activity of over \$815 million annually as determined by the Florida Department of Transportation and generates 5,090 jobs.

The Airport is self-sustaining, with revenue generated by land leases and fuel flowage fees. The division administers 44 land leases for both aviation-related and Industrial Airpark land on the 1,100-acre property. Additionally, the total fuel flowage fee received in 2010 increased by \$282,631 over the total paid in 2009, with jet fuel accounting for more than 90% of the 9.17 million gallons of fuel pumped.

A number of Capital Improvement Projects are currently under development to enable the airport to be operated in a safe and efficient manner. Some of these projects include: approximately \$3.5 million for the design and construction of a new U.S. Customs and Border Protection Facility and Aircraft Apron; \$1.5 million for the relocation of Taxiway Golf to conform to FAA standards; the design and construction of a new Air Traffic Control Tower to replace the existing

tower, which is 100% funded by the Federal Aviation Administration; and \$2.6 million for rehabilitating the airfield pavement along Taxiways Charlie and Delta.

The Airport recently celebrated the ninth-year anniversary of the elevated Downtown Helistop, which provides a vital transportation link to the City's Central Business District. The facility offers a helicopter landing/takeoff position, a helicopter parking position, a fully furnished lobby, and vehicle parking spaces. 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 promoting economic development opportunities in the area, the entire Airport and five additional sites around the county 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 them financially stronger and more competitive.

BUILDING FUNDS

The Building Funds were established to ensure legally restricted permit revenues, certification maintenance fees and construction technology fees are used to finance allowable activities related to enforcement of the Florida Building Code in accordance with Section 553.80(7) of the Florida Statutes. The FY 2012 adopted operating budget for the Building Funds is \$7,246,417.

CEMETERY PERPETUAL CARE FUND

The Cemetery Perpetual Care Fund is established for purposes of managing the City's four cemeteries: Woodlawn, Evergreen, Sunset Memorial Gardens and Lauderdale Memorial Park. The cemeteries have been owned by the City since 1917, but are operated and maintained by a private contractor. The FY 2012 adopted operating budget for the Cemetery Perpetual Care Fund is \$895,000.

ARTS AND SCIENCE DISTRICT GARAGE

The Performing Arts Center Authority (PACA) is a 950 space parking garage located in the Arts and

Science District of the City, with the City having full and exclusive responsibility for operations and maintenance of the garage. This is a joint venture with the City, the PACA, and the Downtown Development Authority (DDA). The City has 16% interest, the DDA 42% interest and PACA 42% interest. The Parking and Fleet Services Department collects the revenue and the Finance Department distributes the funds to the DDA and PACA. The City's net income from the garage is zero. At the end of each fiscal year, shares of the net revenue are paid to PACA as a social contribution, not to exceed \$300,000 for the fiscal year. Any revenue collected over the \$300,000 is revenue to the City. The FY 2012 adopted operating budget for the Arts and Science District Garage is \$1,175,300. This includes \$24,093 for PACA Garage multi-space meters.

SUNRISE KEY NEIGHBORHOOD IMPROVEMENT DISTRICT

In accordance with State Statute regarding safe neighborhood districts, the following budget is based upon an adopted millage rate of 1.0000 mil. The revenue generated from this assessment and a transfer from fund balance in the amount of \$8,694 supports the district's budget as shown:

Insurance	\$ 8,000
Accounting, Audit & Administration	200
Vehicle Rental	4,200
Building & Equipment, Repair & Maint	3,500
Security (includes Comcast cameras)	52,600
Landscaping/Lawn Maint & Pest Control	5,000
Contingencies	5,000
Miscellaneous	<u>1,000</u>
TOTAL	\$ 79,500

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 551 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 in the amount of \$76,065.68 based upon an assessment of \$15 per property. The district's budget was adopted at their May 9th, 2011 meeting. The TRIM (Truth-in-Millage) notice advised the property owners of this assessment.

COMMUNITY REDEVELOPMENT AGENCY

The City has one Community Redevelopment Agency (CRA) with two redevelopment areas: 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. The Property Appraiser has provided the following final net taxable value amounts compared to last year:

Area	FY2010	FY2011	% Change
Beach CRA	\$677.2 M	\$660.8 M	(2.4%)
NWP CRA	\$707.2 M	\$643.1 M	(9.1%)

Based on information contained in the chart above, the estimated change in net taxable values for each CRA tax increment district (TIF) are expected to decrease by 2.4% in the Central Beach and decrease by 9.1% in the NWPFH area, respectively. These taxable value estimates project that \$11,500,417 in total TIF revenue is anticipated from both the Central Beach \$6,588,872 and NWPFH \$4,911,545 areas. The adopted operating budget for FY 2012 for the CRA is \$3,308,343, which includes \$1,212,467 for Central Beach and \$2,095,876 for NWPFH. The budget includes funding totaling \$39,000 for various items including advertising and marketing and water and sewer costs.

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 the spin-off of developments adjacent to the CRA areas triggered by the CRA efforts. Increases in population translate into additional State-shared revenue tied to the number of residents, and the City benefits overall by the elimination of blight and the improvements that make the City better as a whole.

BEACH BUSINESS IMPROVEMENT DISTRICT

On October 3, 2006, the Commission adopted Ordinance 06-34, which created the Beach Business Improvement District (BID) on the beach and gave the Commission the authority to impose special assessments on certain specially benefited properties within the district annually.

The City Commission approved the adopted assessment rate at the September 7, 2011 City Commission meeting. The adopted operating budget for FY 2012 for the district is \$642,193.

CAPITAL IMPROVEMENT BUDGET

The City recognizes that capital improvements are an investment in the future of its communities. The Capital Improvement Plan (CIP), a five-year plan, is a key component of the City's annual financial plan. Expenditures for capital improvements are not included directly in the operating budget. The City's adopted operating budget specifically identified some projects to be included in the 2012-2016 CIP Plan, and each capital project must have approved funding authorized by the City Commission before work begins. See pages 225-241 for a list of funding uses and sources.



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Budgetary Policies and Basis Section

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.

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 funds are fiscal and accounting entities 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. 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 Agencies, Beach Business Improvement District, Housing and Community Development (HCD), State Housing Initiative Program (SHIP), Sunrise Key Neighborhood Improvement District, Building Permits, Building Certification Maintenance and Building Technology Funds.

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, Special Obligation Loans, and Tax Increment Revenue Bonds.

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 Program, 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. 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.

A PILOT (Payment in Lieu of Taxes) charges enterprise funds a fee that is revenue to the General Fund. This policy has been in place since 1988 based on the value of fixed assets.

Effective October 1, 2011 a (ROI) Return on Investment was implemented for the Water and Sewer and Central Region at 3% of net assets and for Parking and Stormwater at 2% of net assets. The City adopted this policy by resolution in September of 2000. However, it was never implemented. The Sanitation and Airport funds will continue to be charged based upon a calculated Payment in Lieu of Taxes (PILOT).

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 (Telecommunications, Print Shop, and Radio), and Vehicle Rental (Fleet Management).

Other Fund Types

In the City's accounting system, there are other fund types. 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 General Employees and Police/Fire Pension Funds, the Arts and

Science District Garage, Cemetery Perpetual Care Fund, 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.

GENERAL FINANCIAL POLICIES

The purpose is to provide overall financial guidance for the City of Fort Lauderdale, and serve as a basis for future financial decision-making.

General Guidelines

- Current, recurring revenues equal current, on-going expenses (Balanced Budget).
- One-time revenues can be used to build up the undesignated fund balance or be used for truly one-time expenses without impacting service levels.
- Any year-end surplus should be directed to the undesignated fund balance and not used to finance recurring expenses in the following fiscal year.
- Capital improvements should be financed from current revenues, but may be financed by prudent use of debt instruments that provide for a pay back period, which does not exceed the life of the improvement. Once the City has borrowed for such improvements, debt service becomes a current expense to be covered by recurring revenue.

- Internal service funds are used by the City to provide services within the City organization. Examples include fleet, print shop, radio communications, telephones and insurance. Charges to City departments should be set to cover all costs. They should have sufficient reserves to cover fluctuations or long-term liabilities such as vehicle replacement and insurance claims.

Fund Balance Levels and Appropriation of Fund Balance

- Maintaining a prudent level of undesignated fund balance is necessary to protect the City against reducing service levels, emergencies or natural disasters, unanticipated economic downturns, or unpredicted one-time expenditures. They also provide flexibility to respond to unexpected opportunities.
- The Commission adopted a recommendation from the Budget Advisory Board to maintain the fund balance for the General Fund at a level between 10% and 15% of the annual General Fund operating expenditures. Should the projected or actual undesignated fund balance fall below this minimum, a plan will be submitted by the Deputy and Director of Finance for the City Manager's consideration to achieve the minimum level within a three-year period. This plan will include a combination of cost reductions, revenue enhancements, and/or service reductions and should be submitted within 30 days of recognition of the fund shortfall. Use of the fund balance below the 10% level is permitted only in case of an emergency, or in the case of an unanticipated economic downturn, which causes a material loss of revenues. Non-recurring revenues should not be used to balance the annual budget for recurring expenses.

Funding of Self Insurance Fund

- City managed, self-insured programs are to be funded through fees recovered through the user departments including administrative costs and reserves. These self-insurance programs include workers' compensation,

certain health plans, police and employment practices and general liability.

- It is the policy of the City that the self-insured programs of the City be fully funded. An actuarial report will be performed each year. Any current or future deficits that may occur in the workers' compensation or general liability programs will require a financial plan which will require that the fund deficit be eliminated within the next three years. This plan will be presented to the City Manager for consideration. The plan will include options such as increased department contributions, transfer of available equity reserves from other self-insurance programs or transfers from other funds available as a means to fund the deficit.

Capital Improvement Program

- The City currently prepares a 5-year Capital Improvement Program with each annual budget. The program serves as a general planning guide for the construction of general purpose and utility facility improvements in the City. This provides the City Commission with an assessment of capital needs. Annual contributions to this program from the General Fund are required to maintain facility improvements and infrastructure requirements.
- It is the policy of the City that annual contributions to this program from the General Fund are at a minimum of 1% of the total General Fund expenses. Additional contributions may be made during the fiscal year through budget amendments as desired projects and funding sources become available. However, additional funding from the General Fund will not be permitted if the use of fund balance causes the undesignated fund balance to fall below the 10% minimum requirement. The City Manager may pursue alternate methods of funding these projects through federal, state, or local grants, contributions from developers and other innovative financial options (public/private partnerships).
- The construction of new facilities or buildings and other types of infrastructure or the annexation of property may require additional future operating costs to staff and maintain the facility or property. These costs of staffing

and maintaining the facility or property and any associated revenues should be considered prior to construction of the facility or annexation of the property.

- It is the policy of the City that all capital projects or other long-range projects (annexation of property, tax increment areas, etc.) contain an economic evaluation providing information on the potential operating impacts of the project. The evaluation should include any savings or incremental revenue resulting from the project, as well as any new costs. The City Manager should be made aware of the funding source to cover the operating costs of the project.
- No capital project should be funded unless an economic evaluation has been completed and the necessary funds can be reasonably assumed to be available, when needed.

Operating Capital Outlay

- Capital outlay needs can also be provided through department line item budgets. This type of capital expenditure includes equipment replacement, hardware/software needs and other minor facility or building improvements.
- It is the policy of the City to fund operating capital needs from current revenues. The City will include in the operating budget those operating capital needs that are considered “critical” to functional operations of City services. Financing the purchase through bonds, notes or an interfund advance is an option only if the debt service required to pay back the debt can be made from current revenues (does not require the use of fund balance in future years).

Enterprise Funds

- The City provides a wide variety of services to the residents and visitors including water and sewer, solid waste, storm water, parking facilities, and an executive airport. The cost of these services approximates 33% of the City’s annual expenditures. The City Commission establishes rates for the use of these services and periodically adjusts the rates based upon user fee rate analyses.

- It is the policy of the City in regard to enterprise funds to establish user fees at an amount sufficient to cover all costs, including indirect costs and any debt service related to investment in these facilities, and to provide for reasonable reserve levels. The City Manager is responsible for conducting periodic reviews of the financial performance of these funds to ensure user fees are adequate, costs are justified, and reserve balances are sufficient to provide for future operations. The City Commission recently adopted a policy to conduct an analysis and review the user fees on a biannual basis.

BASIS OF BUDGETING

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

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

The 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. Budgetary expenditures include expenditures adjusted for encumbrances at fiscal year end and principal on long-term debt of the proprietary funds.

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) is 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).

DEVELOPMENT PROCESS

The budget process that 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.

The FY 2012 budget was designed by the Research and Budget Division of Finance, working closely with each department in coordinating the creation of the budget document. The budget process was comprised of five stages, all of which were facilitated by the Research and Budget Division: 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.

Forecast stage - This is the beginning step in the development of the next year's budget. The Research and Budget Division of Finance and the City Manager conducted interim reviews with Department Directors and Budget Coordinators. The Budget staff outlined 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 was prepared. The forecast was presented to the City Commission at the same time that the Commission provided their priorities for budget development.

Request stage - This stage involved many participants. In February, the budget staff provided training to employees who were traditionally involved in preparing their own

department's budget request. In March/April, all departments prepared their proposals using on-line budget preparation software and complete justifications on Program Proposal forms. Departments were also asked to submit proposals for reorganizing or utilizing temporary and part-time help. The information assembled also included revenue projections for each department's area of responsibility.

Review stage - This stage provided for the evaluation of departmental budget request submittals. Budget staff reviewed the reorganization and position change proposals in March and loaded any changes into the automated payroll projection system. In May, the City Manager and Research and Budget Division conducted formal budget reviews with each department to better understand their priorities and requests. In June, the management team (City Manager, Assistant City Managers, and the Research and Budget Division) met frequently to discuss the decisions necessary to prepare a proposed, balanced budget. Final decisions were made in July so that the City Manager was able to present the Budget Message to the Commission per City Charter requirements.

Adoption stage - This stage is the final step in the development of the budget. It began with the City Manager presenting a comprehensive proposal for the coming fiscal year. In July, the City Commission accepted the City Manager's proposal and directed that a preliminary millage be calculated and forwarded to Broward County for inclusion in the State-required "Truth in Millage" (TRIM) notice sent to all property owners. The TRIM notice was sent in August and provided 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 held the first hearing and tentatively adopted the millage and the budget. A TRIM advertisement was placed in the City's newspaper of record before the final public hearing. That advertisement provided a budget summary, information about the final public hearing, and a notice of tax increase if applicable. The City Commission held the final public hearing and then adopted the final millage and the budget.

Monitoring stage - This occurs year round. In October, the adopted budget is loaded 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). Throughout the fiscal year, departmental and Budget staff review purchases and personnel requisitions, access 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. Monthly departmental trend analyses are also performed and distributed to the departments, who then provide a response to any issues raised.

AMENDMENT/TRANSFER PROCESS

The annual operating budget of the City is approved by the City Commission at the fund and department level. Any change in the budget, change between departments, or a change between funds is considered an amendment and must be approved by the City Commission. The City Commission also approves all allocations from General Fund Contingencies.

Budget transfers "within" a department can be approved by the City Manager and/or the Research and Budget Division of Finance.

Rationale

- Budget transfers provide for ongoing adjustments to the operating budget and enhance reporting and control over expenditure/revenue items at the fund/department/division/character/subobject level. It does not impact the bottom line for that department.

Guidelines:

- All budget amendments/transfers will be processed through the Research and Budget Division of Finance.
- The amount "transferred in" must equal the amount "transferred out".
- All budget amendments/transfers must have the appropriate approval signatures.
- 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.

CAPITAL IMPROVEMENT PROGRAM

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 Program (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.

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

that may last several years and result in major physical assets being added in the community.

DEBT POLICY AND ADMINISTRATION

There is no statutory or charter debt limitation. The City has established 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 City Commission has issued debt for recapitalization of existing assets, most of the Water and Sewer Master Plan, the replacement of nine existing fire stations and the addition of one new fire station. 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:

- 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.

- Debt payment shall not exceed the anticipated useful life of an improvement and in no case exceed 30 years.
- 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.
- Efforts shall be made to maintain or improve the City’s bond rating.
- 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:

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

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

BOND RATINGS

	<u>Moody’s</u>	<u>Standard & Poor’s</u>
General Obligation	Aa1	AA
Water & Sewer Bonds	Aa1	AA

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. Tax increment bonds are secured by property taxes.

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 (page 5) 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. To address these priorities, departmental objectives for the fiscal year indicate what actions City departments will take during the fiscal year to fulfill the City Commission’s expectations. The allocation of resources to meet the objectives is summarized in the Budget Message and the Executive Summary.

In the departmental section of this document, the Administration Division of the Economic Development Department is to “be the catalyst for economic development strategies that reflect and preserve both the City’s diversity and the high quality of life standards for residents, businesses and visitors”. The Administration and Special Facilities Division of Parks and Recreation has a mission to “provide the opportunity to experience fun and rewarding recreation programs, events and leisure activities, in an aesthetically pleasing and safe environment, accessible to all”. The Operations Division of the Fire-Rescue Department has an objective to “reduce overall response times and increase effectiveness of service levels to the general public”. The Operations Division of the Police Department has a mission stating “responsibility for the physical twenty-four hour delivery of police services throughout the three police districts within the City and focus on its efforts on reducing crime and the fear of crime in the City”.

Other key areas of the City’s vision statement which have translated into specific responses in the FY 2012 budget include:

- The Fire-Rescue Department is “striving to be recognized as the nation’s best provider of fire, rescue, medical and community services” which demonstrates their commitment to the safety of all citizens.
- Information Systems continuing to implement new technologies and the Procurement Department’s expansion in the use of the P-Card to include capital purchases, and the use

of BuySpeed Online (BSO), a web based electronic requisition and purchase order system enabling real time integration to the City’s general ledger system.

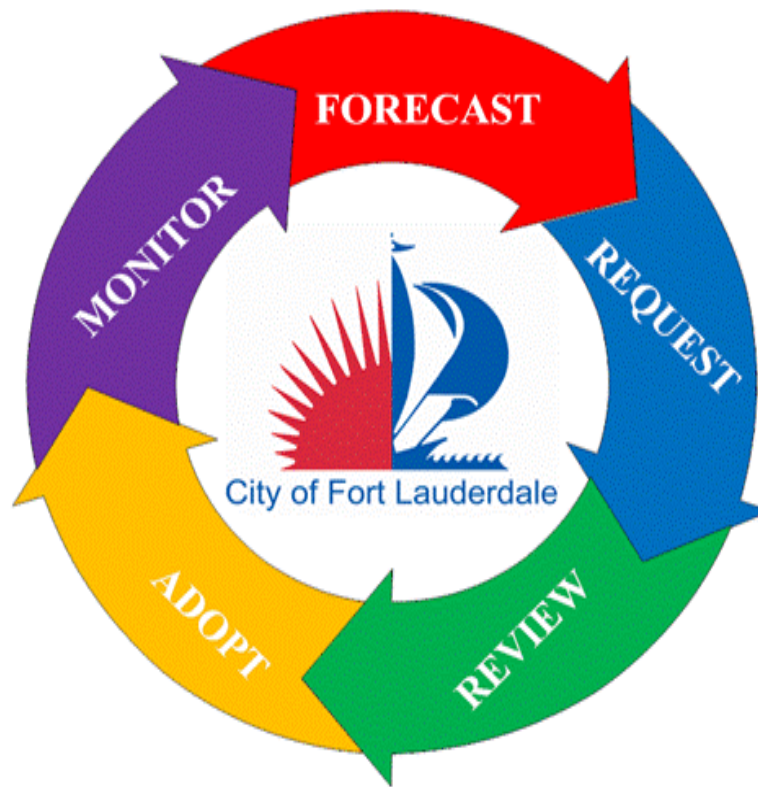
CITY OF FORT LAUDERDALE BUDGET PROCESS

December-March:

- Beginning Step in Budget Process
- Conducts Interim Reviews with Departments
- Outline Process
- Prepare General Fund Forecast
- Commission Workshops
- Begin CIP Process

October-September:

- Occurs Year Round
- Budget is loaded into accounting system
- Transmit Adopted Millage
- On-Line Review
- Review Requisitions
- Commission Agendas
- Budget Amendments
- Monthly Financial Reports
- Monthly Departmental Trends Analyses
- Budget Advisory Board (BAB) Meetings



February-June:

- Position Changes
- Train Staff
- Department Requests
- Department Goals & Objectives
- Revenue Projections

July-September:

- Final Step in Budget Process
- City Manager Message
- Tentative Adoption
- TRIM Notice
- Public Hearings
- TRIM Ad
- Final Adoption of Budget

March-September:

- City Manager Reviews
- Executive Management Meetings
- Balance the Budget

BUDGET PREPARATION AND IMPLEMENTATION CALENDAR**FY 2012 OPERATING BUDGET****DATE: 2011****ACTIVITY****October**

- Prepare Truth in Millage (TRIM) compliance packet for Florida Department of Revenue
- Comply with GFOA requirements for submission for the budget awards program
- Prepare monthly financial report
- Monitor FY 2011 year-end and prepare any needed budget amendments

November

- Prepare monthly financial report

December

- Prepare monthly financial report
- Publish Budget Document
- CIP Kickoff and training

DATE: 2012**ACTIVITY****January**

- Initial FY 2013 Budget Discussions held with the City Manager and the Executive Management Team to discuss the budgeting methodology
- Prepare monthly financial report
- Prepare five-year financial forecast
- Prepare first quarter revenue and expenditure data
- Prepare monthly trend analysis

February

- Prepare monthly financial report
- Begin/complete interim reviews with each department and discuss reorganization and temporary positions
- Prepare monthly trend analysis

DATE: 2012**ACTIVITY****March**

- Budget kickoff occurs with all forms and spending guidelines distributed
- Prepare monthly financial report
- Finalize FY 2013 budget process
- Along with Information Systems to work on enhancements to the payroll projection system
- Provide Budget Forms and Bprep On-line training to all budget preparers
- Conduct City Commission Workshop
- City Commission communicates consensus on FY 2013 budget priorities
- Departments begin preliminary preparation of budget requests
- Prepare monthly trend analysis

April

- Provide budget preparation assistance to the departments
- Departments submit budget requests
- Prepare monthly financial report
- Prepare monthly trend analysis

May

- Prepare monthly financial report
- Budget Office conducts technical budget reviews with departments
- Analyze budget requests
- Conduct budget reviews with departments and the City Manager
- Prepare monthly trend analysis

DATE: 2012**ACTIVITY****June**

- Broward County Property Appraiser provides preliminary property valuation
- 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
- Prepare any needed budget amendments.
- Prepare monthly trend analysis
- Complete budget balancing

July

- Prepare monthly financial report
- Broward County Property Appraiser certifies the property tax roll on July 1
- City Manager presents proposed budget and five-year financial forecast to the City Commission
- City Commission adopts proposed millage to be advertised in the Truth in Millage (TRIM) notice
- Prepare monthly trend analysis
- Departments submit goals and objectives for FY 2013

August

- Certification of Proposed Millage and non-ad valorem fees to the Property Appraiser
- Prepare monthly financial report
- Property Appraiser distributes TRIM notices to all property owners
- Prepare monthly trend analysis
- Prepare for public hearings

DATE: 2012**ACTIVITY****September**

- Prepare monthly financial report
- Prepare any budget amendments needed
- City Commission holds 1st public hearing and tentatively adopts millage and budget
- Certify the City's Fire assessment fee to the Property Appraiser
- Certify the Lauderdale Isles Water Management District fee to the Property Appraiser
- Certify the Beach Business Improvement District (BID) assessment fee to the Property Appraiser
- City advertises budget in newspaper of record to meet TRIM requirements
- Prepare monthly trend analysis
- City Commission holds 2nd public hearing and adopts final millage and budget
- Certify final millage with the Property Appraiser and State of Florida Department of Revenue within 3 days of final adoption

October

- Beginning of FY 2013

Financial Section

INTRODUCTION

For FY 2012, the all funds adopted budget is \$632,677,392. The following pages reflect this budget information in tables and graphic format. The General Fund summary for FY 2012 is presented showing revenues by source, expenditures by department, transfers, reserves, and balances. In addition, a similar table is included for FY 2011 for comparative purposes. These are followed by detailed information, as listed below, regarding resources, expenditures, transfers, reserves, and balances. Where applicable, information includes actual expenditures and revenues for FY 2010, both budgeted and estimated actual and variance for FY 2011 and then the adopted budget for FY 2012. The “Percent Change Increase (Decrease)” column in the tables compares the adopted FY 2012 budget to the FY 2011 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 the adopted FY 2012 and FY 2011 All Funds Expenditures and Revenues.
- ❑ All Funds Adopted Budgeted Transfers for FY 2012.

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 schedules, current year charts of resources and expenditures for Enterprise Funds (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 Cemetery Perpetual Care Fund and the Arts and Science District Garage.
- ❑ 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 2012

Financial Section

Estimated Revenues and Other Resources Available:	<div style="display: flex; justify-content: space-around; font-size: small;"> Community Beach Business Improvement Housing & Community Development Building Funds Debt Service Funds Cemetery Perpetual Care Fund </div>								
	General Fund	Redevelopment	Sunrise Key	District					
Projected Cash Balances Brought Forward:									
Prior Year Carryforward (Balances)	\$ 56,244,658	-	33,357	194,073	-	1,121,108	-	19,945,721	
Required Reserves - Beginning	906,837	-	-	-	-	-	1,532,140	-	
Total Cash Balances Brought Forward	\$ 57,151,495	-	33,357	194,073	-	1,121,108	1,532,140	19,945,721	
Estimated Revenues:									
Taxes:	Millage/\$1,000								
Ad Valorem Taxes - Operating	4.1193	93,402,605	-	-	-	-	-	-	
Ad Valorem Taxes - 1997/2002/2011B Bonds	0.1125	2,524,297	-	-	-	-	-	-	
Ad Valorem Taxes - 2005 Bonds	0.0570	1,278,977	-	-	-	-	-	-	
Ad Valorem Taxes - Sunrise Key	1.0000	-	-	70,760	-	-	-	-	
Sales and Use Tax		4,882,276	-	-	-	-	-	-	
Franchise Fees		17,550,000	-	-	-	-	-	-	
Utility Service Taxes		35,955,000	-	-	-	-	-	-	
Licenses and Permits		3,239,570	-	-	-	8,979,765	-	-	
Intergovernmental		16,169,911	7,035,309	-	-	12,231,173	-	-	
Charges for Services		20,456,960	-	-	-	55,500	-	-	
Fines and Forfeitures		2,905,000	-	-	-	-	-	-	
Other		58,969,721	34,980	100	506,736	230,000	-	1,950,000	
Total Estimated Revenues		\$ 257,334,317	7,070,289	70,860	506,736	12,461,173	9,035,265	-	1,950,000
Estimated Transfers and Other Sources		\$ 4,031,250	4,430,128	-	-	-	-	10,147,019	-
Total Resources Available		\$ 318,517,062	11,500,417	104,217	700,809	12,461,173	10,156,373	11,679,159	21,895,721
Appropriations and Other Resources Allocated:									
Proposed Appropriations by Department:									
Building Services	\$	3,777,369	-	-	-	-	7,246,417	-	-
Business Enterprises		6,521,262	-	-	-	-	-	-	895,000
City Attorney		3,900,617	-	-	-	-	-	-	-
City Auditor		777,728	-	-	-	-	-	-	-
City Clerk		1,593,529	-	-	-	-	-	-	-
City Commission		1,023,683	-	-	-	-	-	-	-
City Manager		2,381,827	-	-	-	-	-	-	-
Economic Development		1,117,770	3,308,343	-	642,193	-	-	-	-
Finance		5,852,180	-	-	-	-	-	-	-
Fire-Rescue		73,082,820	-	-	-	-	-	-	-
Human Resources		2,340,707	-	-	-	-	-	-	-
Information Systems		4,627,568	-	-	-	-	-	-	-
Office of Management and Budget		-	-	-	-	-	-	-	-
Office of Professional Standards		-	-	-	-	-	-	-	-
Parking and Fleet		-	-	-	-	-	-	-	-
Parks and Recreation		26,928,254	-	-	-	-	-	-	-
Planning and Zoning		4,065,123	-	-	-	12,461,173	-	-	-
Police		99,990,382	-	-	-	-	-	-	-
Procurement		1,452,411	-	-	-	-	-	-	-
Public Information		1,329,677	-	-	-	-	-	-	-
Public Works		16,523,136	-	-	-	-	-	-	-
Other General Government		(1,273,223)	-	79,500	-	-	-	-	-
Debt Service		-	-	-	-	-	-	9,583,160	-
Total Appropriations for Operating Expenditures	\$	256,012,820	3,308,343	79,500	642,193	12,461,173	7,246,417	9,583,160	895,000
Other Resources Allocated:									
Required Transfers Out		10,527,087	3,358,771	-	31,250	-	-	-	-
Discretionary Transfers Out		657,498	-	-	-	-	-	-	-
Capital Transfers Out		-	4,833,303	-	-	-	-	-	-
Total Other Resources Allocated	\$	11,184,585	8,192,074	-	31,250	-	-	-	-
Projected Balances and Reserves:									
Anticipated Year End Balance		50,244,658	-	24,717	27,366	-	2,909,955	-	21,000,721
Contingencies		75,000	-	-	-	-	-	-	-
Required Reserves - Ending		1,000,000	-	-	-	-	-	2,095,999	-
Total Balances and Reserves		51,319,657	-	24,717	27,366	-	2,909,955	2,095,999	21,000,721
Total Resources Allocated	\$	318,517,062	11,500,417	104,217	700,809	12,461,173	10,156,373	11,679,159	21,895,721

City of Fort Lauderdale
Adopted All Funds Operating Budget
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Financial Section

Estimated Revenues and Other Resources Available:	Arts & Science		Water & Sewer & Central Regional			Airport	Total Operating Funds	
	District	Garage	Sanitation	Wastewater	Stormwater			Parking
Projected Cash Balances Brought Forward:								
Prior Year Carryforward (Balances)	-		1,751,669	21,352,484	7,545,796	4,296,647	9,406,683	121,892,196
Required Reserves - Beginning	-		2,465,398	35,170,729	-	2,793,217	-	42,868,321
Total Cash Balances Brought Forward	-		4,217,067	56,523,213	7,545,796	7,089,864	9,406,683	164,760,517
Estimated Revenues:								
Taxes:	Millage/\$1,000							
Ad Valorem Taxes - Operating	4.1193	-	-	-	-	-	-	93,402,605
Ad Valorem Taxes - 1997/2002/2011B Bonds	0.1125	-	-	-	-	-	-	2,524,297
Ad Valorem Taxes - 2005 Bonds	0.057	-	-	-	-	-	-	1,278,977
Ad Valorem Taxes - Sunrise Key	1.0000	-	-	-	-	-	-	70,760
Sales and Use Tax		-	-	-	-	-	-	4,882,276
Franchise Fees		-	-	-	-	-	-	17,550,000
Utility Service Taxes		-	-	-	-	-	-	35,955,000
Licenses and Permits		-	-	-	-	-	-	12,219,335
Intergovernmental		-	-	-	-	-	-	35,436,393
Charges for Services		1,175,300	19,994,193	110,832,499	4,983,787	8,648,760	2,907,601	169,054,600
Fines and Forfeitures		-	-	-	-	3,039,000	-	5,944,000
Other		-	40,000	5,250,240	60,000	313,640	3,634,819	70,990,236
Total Estimated Revenues		1,175,300	20,034,193	116,082,739	5,043,787	12,001,400	6,542,420	449,308,478
Estimated Transfers and Other Sources		-	-	-	-	-	-	18,608,397
Total Resources Available		1,175,300	24,251,260	172,605,952	12,589,583	19,091,264	15,949,103	632,677,392
Appropriations and Other Resources Allocated:								
Proposed Appropriations by Department:								
Building Services		-	-	-	-	-	-	11,023,786
Business Enterprises		-	-	-	-	-	6,118,869	13,535,131
City Attorney		-	-	-	-	-	-	3,900,617
City Auditor		-	-	-	-	-	-	777,728
City Clerk		-	-	-	-	-	-	1,593,529
City Commission		-	-	-	-	-	-	1,023,683
City Manager		-	-	-	-	-	-	2,381,827
Economic Development		-	-	-	-	-	-	5,068,306
Finance		-	-	-	-	-	-	5,852,180
Fire-Rescue		-	-	-	-	-	-	73,082,820
Human Resources		-	-	-	-	-	-	2,340,707
Information Systems		-	-	-	-	-	-	4,627,568
Office of Management and Budget		-	-	-	-	-	-	-
Office of Professional Standards		-	-	-	-	-	-	-
Parking and Fleet		1,175,300	-	-	-	11,430,908	-	12,606,208
Parks and Recreation		-	-	-	-	-	-	26,928,254
Planning and Zoning		-	-	-	-	-	-	16,526,296
Police		-	-	-	-	-	-	99,990,382
Procurement		-	-	-	-	-	-	1,452,411
Public Information		-	-	-	-	-	-	1,329,677
Public Works		-	19,603,750	79,573,911	4,235,226	279,009	-	120,215,032
Other General Government		-	-	-	-	-	-	(1,193,723)
Debt Service		-	-	33,039,743	-	-	-	42,622,902
Total Appropriations for Operating Expenditures		1,175,300	19,603,750	112,613,654	4,235,226	11,709,917	6,118,869	445,685,322
Other Resources Allocated:								
Required Transfers Out		-	-	-	-	540,724	-	14,457,832
Discretionary Transfers Out		-	-	-	-	-	-	657,498
Capital Transfers Out		-	-	2,800,000	1,300,000	345,000	1,598,215	10,876,518
Total Other Resources Allocated		-	-	2,800,000	1,300,000	885,724	1,598,215	25,991,847
Projected Balances and Reserves:								
Anticipated Year End Balance		-	2,182,113	20,132,687	7,054,357	3,502,405	8,232,019	115,310,998
Contingencies		-	-	-	-	-	-	75,000
Required Reserves - Ending		-	2,465,398	37,059,611	-	2,993,217	-	45,614,225
Total Balances and Reserves		-	4,647,511	57,192,298	7,054,357	6,495,622	8,232,019	161,000,223
Total Resources Allocated		1,175,300	24,251,260	172,605,952	12,589,583	19,091,264	15,949,103	632,677,392

City of Fort Lauderdale
Adopted All Funds Operating Budget
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Financial Section

Estimated Revenues and Other Resources Available:	General Fund	Community Redevelopment	Sunrise Key	Beach	Housing & Community Development	Building Funds	Debt Service Funds	Cemetery	
				Business Improvement District				Perpetual Care Fund	
Projected Cash Balances Brought Forward:									
Prior Year Carryforward (Balances)	\$ 57,359,996	-	80,454	74,242	-	476,005	-	16,497,691	
Required Reserves - Beginning	4,226,770	-	-	-	-	-	293,210	-	
Total Cash Balances Brought Forward	\$ 61,586,766	-	80,454	74,242	-	476,005	293,210	16,497,691	
Estimated Revenues:									
Taxes:	Millage/\$1,000								
Ad Valorem Taxes - Operating	4.1193	96,624,487	-	-	-	-	-	-	
Ad Valorem Taxes - 1997/2002 Bonds	0.1122	2,631,823	-	-	-	-	-	-	
Ad Valorem Taxes - 2005 Bonds	0.0497	1,165,790	-	-	-	-	-	-	
Ad Valorem Taxes - 2010 Bonds	0.0554	1,299,492	-	-	-	-	-	-	
Ad Valorem Taxes - Sunrise Key	0.5000	-	35,363	-	-	-	-	-	
Sales and Use Tax		4,197,286	-	-	-	-	-	-	
Franchise Fees		19,538,752	-	-	-	-	-	-	
Utility Service Taxes		36,697,209	-	-	-	-	-	-	
Licenses and Permits		3,024,655	-	-	-	7,781,902	-	-	
Intergovernmental		16,704,042	7,002,688	-	12,062,650	-	-	-	
Charges for Services		19,866,264	-	-	-	55,500	-	-	
Fines and Forfeitures		10,692,163	-	-	-	-	-	-	
Other		50,179,044	201,480	1,600	531,336	230,000	1,100	1,215,000	
Total Estimated Revenues	\$	262,621,007	7,204,168	36,963	531,336	12,292,650	7,837,402	1,100	1,215,000
Estimated Transfers and Other Sources	\$	-	4,719,029	-	-	-	9,770,799	-	-
Total Resources Available	\$	324,207,772	11,923,197	117,417	605,578	12,292,650	8,313,407	10,065,109	17,712,691
Appropriations and Other Resources Allocated:									
Proposed Appropriations by Department:									
Building Services	\$	3,926,198	-	-	-	6,955,795	-	-	
Business Enterprises		6,519,039	-	-	-	-	-	775,000	
City Attorney		3,857,602	-	-	-	-	-	-	
City Auditor		749,018	-	-	-	-	-	-	
City Clerk		739,914	-	-	-	-	-	-	
City Commission		1,010,009	-	-	-	-	-	-	
City Manager		2,949,648	-	-	-	-	-	-	
Economic Development		1,152,436	3,112,339	-	539,443	-	-	-	
Finance		5,773,250	-	-	-	-	-	-	
Fire-Rescue		69,120,176	-	-	-	-	-	-	
Human Resources		2,167,822	-	-	-	-	-	-	
Information Systems		4,544,489	-	-	-	-	-	-	
Office of Management and Budget		-	-	-	-	-	-	-	
Office of Professional Standards		522,365	-	-	-	-	-	-	
Parking and Fleet		-	-	-	-	-	-	-	
Parks and Recreation		26,846,030	-	-	-	-	-	-	
Planning and Zoning		4,303,613	-	-	-	12,292,650	-	-	
Police		100,315,207	-	-	-	-	-	-	
Procurement		1,476,969	-	-	-	-	-	-	
Public Information		1,342,751	-	-	-	-	-	-	
Public Works		16,366,992	-	-	-	-	-	-	
Other General Government		5,985,496	-	81,700	-	-	-	-	
Debt Service		-	-	-	-	-	9,815,109	-	
Other *		1,000,000	-	-	-	-	-	-	
Total Appropriations for Operating Expenditures	\$	260,669,025	3,112,339	81,700	539,443	12,292,650	6,955,795	9,815,109	775,000
Other Resources Allocated:									
Required Transfers Out		12,437,910	1,480,142	-	-	-	-	-	
Discretionary Transfers Out		597,693	-	-	-	-	-	-	
Capital Transfers Out		-	7,330,716	-	-	-	-	-	
Total Other Resources Allocated	\$	13,035,603	8,810,858	-	-	-	-	-	
Projected Balances and Reserves:									
Anticipated Year End Balance		50,428,144	-	35,717	66,135	-	1,357,612	-	16,937,691
Contingencies		75,000	-	-	-	-	-	-	
Required Reserves - Ending		-	-	-	-	-	250,000	-	
Total Balances and Reserves		50,503,144	-	35,717	66,135	-	1,357,612	250,000	16,937,691
Total Resources Allocated	\$	324,207,772	11,923,197	117,417	605,578	12,292,650	8,313,407	10,065,109	17,712,691

* Other Post Employment Benefits

City of Fort Lauderdale
Adopted All Funds Operating Budget
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Financial Section

Estimated Revenues and Other Resources Available:	Arts & Science		Water & Sewer & Central Regional			Airport	Total Operating Funds
	District	Sanitation	Wastewater	Stormwater	Parking		
Projected Cash Balances Brought Forward:							
Prior Year Carryforward (Balances)	1,698,462	130,962	14,336,688	530,559	3,880,475	10,060,930	105,126,463
Required Reserves - Beginning	-	6,432,892	28,018,578	-	2,593,217	-	41,564,667
Total Cash Balances Brought Forward	1,698,462	6,563,854	42,355,266	530,559	6,473,692	10,060,930	146,691,130
Estimated Revenues:							
Taxes:	Millage/\$1,000						
Ad Valorem Taxes - Operating	4.1193	-	-	-	-	-	96,624,487
Ad Valorem Taxes - 1997/2002 Bonds	0.1122	-	-	-	-	-	2,631,823
Ad Valorem Taxes - 2005 Bonds	0.0497	-	-	-	-	-	1,165,790
Ad Valorem Taxes - 2010 Bonds	0.0554	-	-	-	-	-	1,299,492
Ad Valorem Taxes - Sunrise Key	0.5000	-	-	-	-	-	35,363
Sales and Use Tax	-	-	-	-	-	-	4,197,286
Franchise Fees	-	-	-	-	-	-	19,538,752
Utility Service Taxes	-	-	-	-	-	-	36,697,209
Licenses and Permits	-	-	-	-	-	-	10,806,557
Intergovernmental	-	-	-	-	-	-	35,769,380
Charges for Services	1,175,300	22,615,758	105,993,110	4,983,787	8,505,760	2,881,806	166,077,285
Fines and Forfeitures	-	-	-	-	2,615,000	-	13,307,163
Other	-	76,000	5,656,728	60,000	328,613	3,915,306	62,396,207
Total Estimated Revenues	1,175,300	22,691,758	111,649,838	5,043,787	11,449,373	6,797,112	450,546,794
Estimated Transfers and Other Sources	-	-	-	-	-	-	14,489,828
Total Resources Available	2,873,762	29,255,612	154,005,104	5,574,346	17,923,065	16,858,042	611,727,752
Appropriations and Other Resources Allocated:							
Proposed Appropriations by Department:							
Building Services	-	-	-	-	-	-	10,881,993
Business Enterprises	-	-	-	-	-	5,960,106	13,254,145
City Attorney	-	-	-	-	-	-	3,857,602
City Auditor	-	-	-	-	-	-	749,018
City Clerk	-	-	-	-	-	-	739,914
City Commission	-	-	-	-	-	-	1,010,009
City Manager	-	-	-	-	-	-	2,949,648
Economic Development	-	-	-	-	-	-	4,804,219
Finance	-	-	-	-	-	-	5,773,250
Fire-Rescue	-	-	-	-	-	-	69,120,176
Human Resources	-	-	-	-	-	-	2,167,822
Information Systems	-	-	-	-	-	-	4,544,489
Office of Management and Budget	-	-	-	-	-	-	-
Office of Professional Standards	-	-	-	-	-	-	522,365
Parking and Fleet	346,298	-	-	-	8,537,348	-	8,883,646
Parks and Recreation	-	-	-	-	-	-	26,846,030
Planning and Zoning	-	-	-	-	-	-	16,596,263
Police	-	-	-	-	1,863,112	-	102,178,319
Procurement	-	-	-	-	-	-	1,476,969
Public Information	-	-	-	-	-	-	1,342,751
Public Works	-	22,450,294	67,319,531	3,088,795	255,826	-	109,481,437
Other General Government	-	-	-	-	-	-	6,067,196
Debt Service	-	-	33,380,118	-	-	-	43,195,227
							1,000,000
Total Appropriations for Operating Expenditures	346,298	22,450,294	100,699,649	3,088,795	10,656,286	5,960,106	437,442,489
Other Resources Allocated:							
Required Transfers Out	-	-	1,350,000	-	540,724	-	15,808,776
Discretionary Transfers Out	-	-	-	-	-	-	597,693
Capital Transfers Out	257,400	-	1,800,000	-	1,927,050	3,981,000	15,296,166
Total Other Resources Allocated	257,400	-	3,150,000	-	2,467,774	3,981,000	31,702,635
Projected Balances and Reserves:							
Anticipated Year End Balance	2,270,064	2,407,028	20,397,759	2,485,551	2,005,788	6,916,936	105,308,425
Contingencies	-	-	-	-	-	-	75,000
Required Reserves - Ending	-	4,398,290	29,757,696	-	2,793,217	-	37,199,203
Total Balances and Reserves	2,270,064	6,805,318	50,155,455	2,485,551	4,799,005	6,916,936	142,582,628
Total Resources Allocated	2,873,762	29,255,612	154,005,104	5,574,346	17,923,065	16,858,042	611,727,752

**Adopted Internal Service Funds Operating Budget
Fiscal Year 2012**

Estimated Revenues and Other Resources Available:	Internal Service Funds		
	Insurance	Central Services	Vehicle Rental
Projected Cash Balances Brought Forward:			
Prior Year Carryforward (Balances)	\$ 14,799,750	1,071,399	5,267,761
Required Reserves - Beginning	-	-	11,333,563
Total Cash Balances Brought Forward	\$ 14,799,750	1,071,399	16,601,324
Estimated Revenues:			
Charges for Services	\$ 39,645,037	3,258,115	21,711,281
Other	169,600	156,585	157,500
Total Estimated Revenues	\$ 39,814,637	3,414,700	21,868,781
Estimated Transfers	\$ -	-	-
Total Resources Available	\$ 54,614,387	4,486,098	38,470,105
Estimated Resources Allocated:			
Building Services	\$ -	-	-
Business Enterprises	-	520,471	-
City Attorney	-	-	-
City Auditor	-	-	-
City Clerk	-	-	-
City Commission	-	-	-
City Manager	-	-	-
Economic Development	-	-	-
Finance	1,567,766	-	-
Fire-Rescue	-	-	-
Human Resources	81,000	-	-
Information Technology Services	-	2,990,999	-
Office of Management and Budget	-	-	-
Office of Professional Standards	-	-	-
Parking and Fleet Services	-	-	18,608,933
Parks and Recreation	-	-	-
Planning and Zoning	-	-	-
Police	-	-	-
Procurement	-	-	-
Public Information	-	-	-
Public Works	-	-	-
Other General Government	-	-	-
Debt Service	-	414,562	1,666,521
Total Expenses	\$ 1,648,766	3,926,032	20,275,453
Year End Operating Balance/Reserves	\$ 13,712,621	532,100	1,518,259
Claims	39,253,000	-	-
Transfers	-	27,966	4,000,000
Reserves	-	-	12,676,392
Total of Other Financial Uses	\$ 52,965,621	560,066	18,194,651
Total Resources Allocated	\$ 54,614,387	4,486,098	38,470,105

**Adopted Internal Service Funds Operating Budget
Fiscal Year 2011**

Estimated Revenues and Other Resources Available:	Internal Service Funds		
	Insurance	Central Services	Vehicle Rental
Projected Cash Balances Brought Forward:			
Prior Year Carryforward (Balances)	\$ 11,258,834	645,069	918,038
Required Reserves - Beginning	-	-	20,648,041
Total Cash Balances Brought Forward	\$ 11,258,834	645,069	21,566,079
Estimated Revenues:			
Charges for Services	\$ 39,289,419	3,245,723	12,026,081
Other	602,000	158,821	158,000
Total Estimated Revenues	\$ 39,891,419	3,404,544	12,184,081
Estimated Transfers	\$ -	-	-
Total Resources Available	\$ 51,150,253	4,049,613	33,750,160
Estimated Resources Allocated:			
Building Services	\$ -	-	-
Business Enterprises	-	528,039	-
City Attorney	-	-	-
City Auditor	-	-	-
City Clerk	-	-	-
City Commission	-	-	-
City Manager	-	-	-
Economic Development	-	-	-
Finance	1,666,143	-	-
Fire-Rescue	-	-	-
Human Resources	81,000	-	-
Information Technology Services	-	2,800,677	-
Office of Management and Budget	-	-	-
Office of Professional Standards	-	-	-
Parking and Fleet Services	-	-	14,573,571
Parks and Recreation	-	-	-
Planning and Zoning	-	-	-
Police	-	-	-
Procurement	-	-	-
Public Information	-	-	-
Public Works	-	-	-
Other General Government	-	-	-
Debt Service	-	-	5,655,886
Total Expenses	\$ 1,747,143	3,328,716	20,229,457
Year End Operating Balance/Reserves	\$ 9,584,927	689,845	-
Claims	39,818,184	-	-
Transfers	-	31,052	-
Reserves	-	-	13,520,703
Total of Other Financial Uses	\$ 49,403,110	720,897	13,520,703
Total Resources Allocated	\$ 51,150,253	4,049,613	33,750,160

ALL FUNDS* RESOURCES BY OBJECT

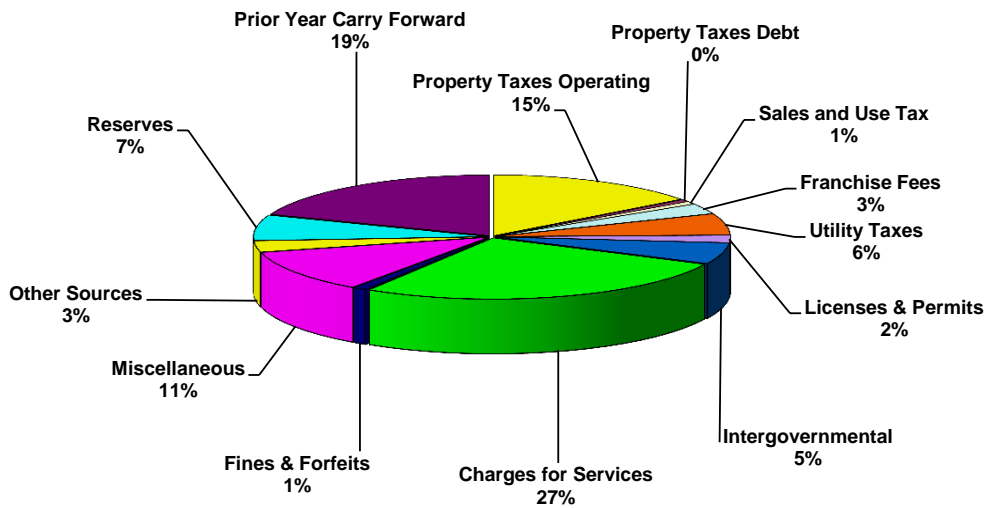
Character Object: Taxes:	FY 2010	FY 2011	FY 2011	VARIANCE-	ADOPTED	FY 2012
	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	BUDGET FY 2012 BUDGET	% CHANGE INCREASE (DECREASE)
Property Taxes - Operating	\$ 107,296,226	96,624,487	96,624,487	-	93,402,605	(3%)
Property Taxes - Sunrise Key	54,474	35,363	34,503	(860)	70,760	100%
1997/2002/11 General Obligation Debt Taxes	2,330,466	2,631,823	2,631,823	-	2,524,297	(4%)
2005 General Obligation Debt Taxes	1,155,685	1,165,790	1,165,790	-	1,278,977	10%
2010 General Obligation Debt Taxes	-	1,299,492	1,299,492	-	-	0%
Sales and Use Tax	4,816,576	4,197,286	4,197,286	-	4,882,276	16%
Franchise Fees	18,224,861	19,538,752	16,850,000	(2,688,752)	17,550,000	(10%)
Utility Taxes	34,754,319	36,697,209	35,300,000	(1,397,209)	35,955,000	(2%)
<i>Total Taxes</i>	<u>168,632,607</u>	<u>162,190,202</u>	<u>158,103,381</u>	<u>(4,086,821)</u>	<u>155,663,915</u>	<u>(4%)</u>
Licenses and Permits						
Local Business Taxes	2,578,060	2,736,000	2,901,100	165,100	2,946,900	8%
Building Permits	5,453,730	8,070,557	8,448,791	378,234	9,272,435	15%
<i>Total Licenses/Permits</i>	<u>8,031,791</u>	<u>10,806,557</u>	<u>11,349,891</u>	<u>543,334</u>	<u>12,219,335</u>	<u>13%</u>
Intergovernmental:						
Federal Grants	18,780,967	12,062,650	14,292,735	2,230,085	12,231,173	1%
State-Shared Revenues	14,205,820	14,739,728	14,635,000	(104,728)	14,047,161	(5%)
Other Local Grants	10,629,543	8,967,002	9,588,457	621,455	9,158,059	2%
<i>Total Intergovernmental</i>	<u>43,616,330</u>	<u>35,769,380</u>	<u>38,516,192</u>	<u>2,746,812</u>	<u>35,436,393</u>	<u>(1%)</u>
Charges for Services:						
Internal Service Charges	685,159	-	-	-	-	0%
General Government	894,413	1,763,897	1,255,196	(508,701)	1,289,014	(27%)
Public Safety	9,232,873	9,939,509	10,036,579	97,070	11,078,124	11%
Physical Environment	129,045,158	133,455,017	130,114,599	(3,340,418)	135,669,775	2%
Transportation	14,000,051	13,344,866	13,844,634	499,768	13,663,661	2%
Parks and Recreation	680,610	724,201	728,826	4,625	716,901	(1%)
Special Events	43,443	25,000	25,000	-	25,000	0%
Special Facilities	5,576,680	5,909,465	5,751,768	(157,697)	5,998,055	1%
Pools	574,361	800,760	536,674	(264,086)	499,500	(38%)
Miscellaneous	101,734	114,570	119,570	5,000	114,570	0%
<i>Total Charges for Services</i>	<u>160,834,481</u>	<u>166,077,285</u>	<u>162,412,846</u>	<u>(3,664,439)</u>	<u>169,054,600</u>	<u>2%</u>
Fines and Forfeits:						
Judgments and Fines	674,628	9,433,684	1,810,250	(7,623,434)	1,660,000	(82%)
Violations of Local Ordinances	3,639,406	3,873,479	3,725,770	(147,709)	4,284,000	11%
<i>Total Fines and Forfeitures</i>	<u>4,314,034</u>	<u>13,307,163</u>	<u>5,536,020</u>	<u>(7,771,143)</u>	<u>5,944,000</u>	<u>(55%)</u>
Miscellaneous:						
Interest Earnings	3,289,779	2,152,158	1,562,134	(590,024)	1,788,520	(17%)
Rents and Royalties	5,987,659	5,834,969	5,948,989	114,021	6,253,955	7%
Special Assessments	20,543,069	20,581,500	20,942,502	361,002	20,563,175	(0%)
Disposal of Fixed Assets	1,712,729	1,543,600	1,096,959	(446,641)	1,613,600	5%
Contributions/Donations	454,211	450,000	763,740	313,740	450,000	0%
Other Miscellaneous	32,258,971	31,833,980	31,459,386	(374,594)	40,320,985	27%
<i>Total Miscellaneous</i>	<u>64,246,418</u>	<u>62,396,207</u>	<u>61,773,710</u>	<u>(622,497)</u>	<u>70,990,236</u>	<u>14%</u>
Other Sources:						
Operating Transfers	59,372,037	14,489,828	40,997,967	26,508,139	18,608,397	28%
Notes & Loans	-	-	26,941,618	26,941,618	-	0%
<i>Total Other Sources</i>	<u>59,372,037</u>	<u>14,489,828</u>	<u>67,939,585</u>	<u>53,449,757</u>	<u>18,608,397</u>	<u>28%</u>
Balances and Reserves:						
Reserves	37,107,099	41,564,668	38,984,427	(2,580,242)	42,868,321	3%
Beginning Balances	155,809,918	105,126,463	139,884,541	34,758,078	121,892,196	16%
<i>Total Balances and Reserves</i>	<u>192,917,017</u>	<u>146,691,131</u>	<u>178,868,967</u>	<u>32,177,837</u>	<u>164,760,517</u>	<u>12%</u>
<i>Total Resources</i>	<u>\$ 701,964,714</u>	<u>611,727,752</u>	<u>684,500,592</u>	<u>72,772,839</u>	<u>632,677,392</u>	<u>3%</u>

*Includes General, Special Revenue, Debt Service, Enterprise, Cemetery Perpetual Care, and the Arts & Science District Garage. Internal Service Funds are supported primarily by charges to these funds.

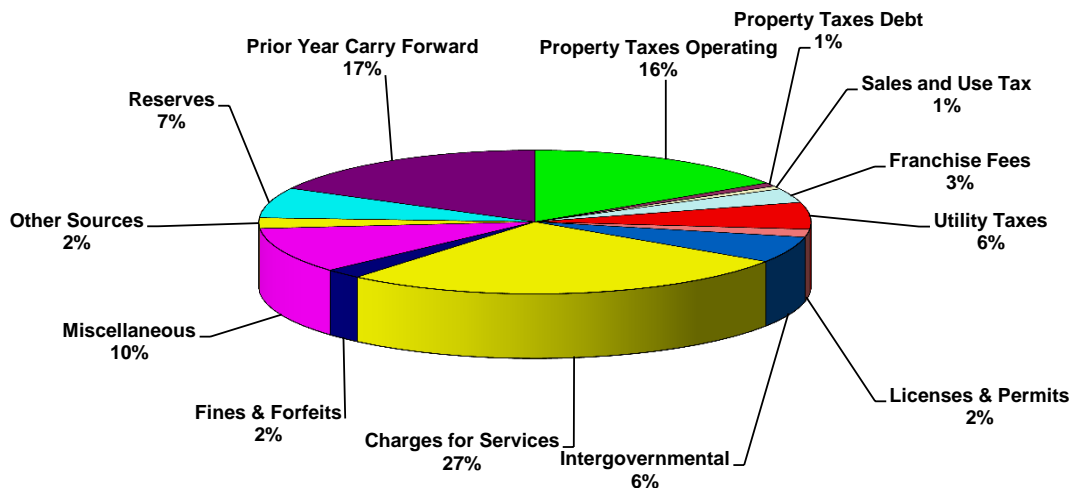
Resources for All Funds FY 2012

	FY2012		FY2011	
Property Taxes Operating	\$93,473,365	15%	\$96,659,850	16%
Property Taxes Debt	3,803,274	1%	5,097,105	1%
Sales and Use Tax	4,882,276	1%	4,197,286	1%
Franchise Fees	17,550,000	3%	19,538,752	3%
Utility Taxes	35,955,000	6%	36,697,209	6%
Licenses & Permits	12,219,335	2%	10,806,557	2%
Intergovernmental	35,436,393	6%	35,769,380	6%
Charges for Services	169,054,600	27%	166,077,285	27%
Fines & Forfeits	5,944,000	1%	13,307,163	2%
Miscellaneous	70,990,236	11%	62,396,207	10%
Other Sources	18,608,397	3%	14,489,828	2%
Reserves	42,868,321	7%	41,564,668	7%
Prior Year Carry Forward	121,892,196	19%	105,126,463	17%
Total Resources	\$632,677,392	100%	\$611,727,752	100%

**FY 2012 Budgeted All Funds Resources
\$632.7 M**



**FY 2011 Budgeted All Funds Resources
\$611.7 M**



ALL FUNDS*
EXPENDITURES BY OBJECT

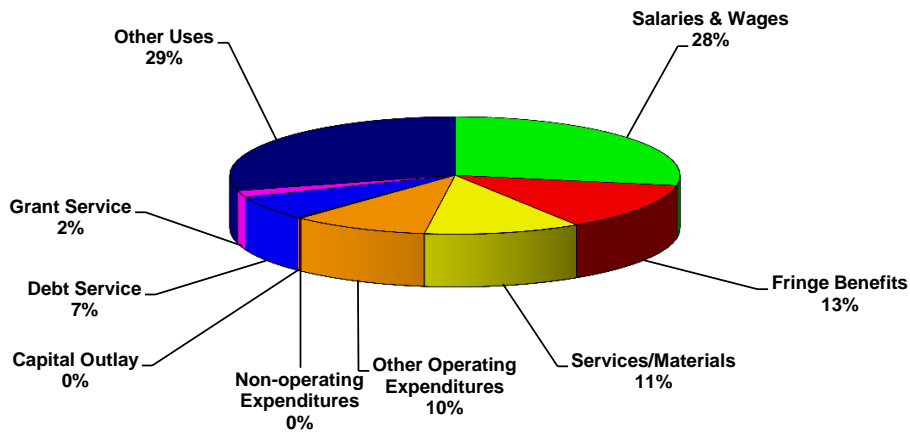
Character Object:	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
Salaries and Wages:						
Regular Salaries	\$ 146,781,597	151,601,179	147,003,410	(4,597,769)	152,136,987	0%
Longevity	3,590,160	3,584,258	3,550,768	(33,490)	3,591,225	0%
Other Wages	5,739,070	6,160,877	6,244,263	83,386	6,345,138	3%
Employee Allowances	1,204,765	1,300,291	1,204,168	(96,123)	1,285,005	(1%)
Overtime	6,983,247	6,715,812	7,063,969	348,157	7,253,207	8%
Distributive Labor	(172,481)	(32,858)	(17,828)	15,030	(22,858)	(30%)
Termination Pay	788,876	768,791	1,043,042	274,251	743,632	(3%)
Core Adjustment	0	0	1,595,698	1,595,698	0	0%
<i>Total Salaries and Wages</i>	<u>164,915,234</u>	<u>170,098,350</u>	<u>167,687,491</u>	<u>(2,410,859)</u>	<u>171,332,336</u>	<u>1%</u>
Fringe Benefits:						
Employee Benefits	364,697	342,537	387,120	44,583	392,342	15%
Pension/Deferred Comp.	45,405,246	52,383,942	52,385,426	1,484	45,962,193	(12%)
FICA Taxes	12,115,495	12,433,445	12,047,702	(385,744)	12,604,674	1%
Insurance Premiums	27,157,563	26,493,030	24,761,633	(1,731,397)	25,126,563	(5%)
<i>Total Fringe Benefits</i>	<u>85,043,001</u>	<u>91,652,954</u>	<u>89,581,880</u>	<u>(2,071,074)</u>	<u>84,085,772</u>	<u>(8%)</u>
Services/Materials:						
Professional Services	3,862,459	5,474,947	5,815,788	340,841	6,940,328	27%
Other Services	25,655,323	28,977,070	25,100,005	(3,877,065)	22,901,998	(21%)
Leases and Rentals	9,124,452	1,380,637	1,811,560	430,923	1,605,943	16%
Repair and Maintenance	6,365,103	6,948,461	8,234,422	1,285,961	7,182,761	3%
Photo/Printing	92,907	222,841	206,590	(16,251)	223,311	0%
Utilities, Communication	14,326,838	15,880,073	15,033,942	(846,131)	16,170,615	2%
Chemicals	3,636,883	4,791,536	5,300,076	508,540	5,016,955	5%
Fuel & Oil	4,323,727	4,248,269	4,447,011	198,742	5,003,311	18%
Supplies	6,388,136	6,892,129	7,289,801	397,672	6,624,699	(4%)
<i>Total Services/Materials</i>	<u>73,775,828</u>	<u>74,815,963</u>	<u>73,239,194</u>	<u>(1,576,769)</u>	<u>71,669,922</u>	<u>(4%)</u>
Other Operating Expenditures:						
Meetings/Schools	507,781	961,609	860,695	(100,914)	952,487	(1%)
Contributions/Subsidies	7,982,462	7,872,009	7,570,108	(301,901)	8,176,146	4%
Intragovernmental Charges	34,169,621	28,911,813	28,795,529	(116,285)	46,800,503	62%
Insurance Premiums	7,902,321	7,618,158	7,617,783	(375)	6,662,924	(13%)
<i>Total Other Expenditures</i>	<u>50,562,185</u>	<u>45,363,589</u>	<u>44,844,114</u>	<u>(519,475)</u>	<u>62,592,060</u>	<u>38%</u>
Nonoperating Expenditures:	<u>22,277,292</u>	<u>645,924</u>	<u>2,571,447</u>	<u>1,925,523</u>	<u>712,143</u>	<u>10%</u>
Capital Outlay:						
Equipment	6,384,068	556,145	1,668,107	1,111,962	951,428	71%
<i>Total Capital Outlay</i>	<u>6,384,068</u>	<u>556,145</u>	<u>1,668,107</u>	<u>1,111,962</u>	<u>951,428</u>	<u>71%</u>
Debt Service	39,910,896	43,291,201	41,820,713	(1,470,488)	42,667,767	(1%)
Grant Service	5,778,846	11,018,362	12,947,491	1,929,129	11,673,894	6%
Other Uses:						
Transfers	79,834,133	31,702,635	84,329,639	52,627,004	25,991,847	(18%)
Balances and Reserves	173,483,231	142,582,628	165,810,515	23,227,887	161,000,223	13%
<i>Total Other Uses</i>	<u>253,317,364</u>	<u>174,285,263</u>	<u>250,140,154</u>	<u>75,854,891</u>	<u>186,992,069</u>	<u>7%</u>
<i>Total Expenditures</i>	<u>\$ 701,964,714</u>	<u>611,727,752</u>	<u>684,500,592</u>	<u>72,772,839</u>	<u>632,677,392</u>	<u>3%</u>

*Includes General, Special Revenue, Debt Service, Enterprise, Cemetery Perpetual Care, and the Arts & Science District Garage. Internal Service Funds are supported primarily by charges to these funds.

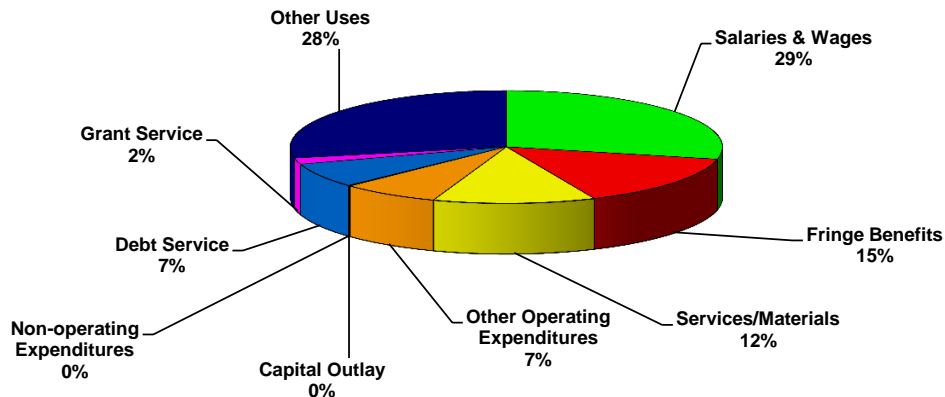
Expenditures for All Funds FY 2012

	<u>FY2012</u>		<u>FY2011</u>	
Salaries & Wages	\$171,332,336	28%	\$170,098,350	29%
Fringe Benefits	84,085,772	13%	91,652,954	15%
Services/Materials	71,669,922	11%	74,815,963	12%
Other Operating Expenditures	62,592,060	10%	45,363,589	7%
Non-operating Expenditures	712,143	0%	645,924	0%
Capital Outlay	951,428	0%	556,145	0%
Debt Service	42,667,767	7%	43,291,201	7%
Grant Service	11,673,894	2%	11,018,362	2%
Other Uses	186,992,069	30%	174,285,263	28%
Total Expenditures	632,677,391	100%	611,727,753	100%

**FY 2012 Budgeted All Funds Expenditures
\$632.7 M**



**FY 2011 Budgeted All Funds Expenditures
\$611.7 M**



ALL FUNDS BUDGETED TRANSFERS - FISCAL YEAR 2012

TRANSFERS IN	General Fund	Special Revenue	Debt Service Funds	Enterprise Funds	Internal Service Funds	Arts & Science District Garage
Required:						
From General Fund:						
GOB 2002 Refunded Debt Service	\$ -	-	-	-	-	-
GOB 2005 Debt Service Fire Bond	-	-	1,277,340	-	-	-
GOB 2010 Debt Service Fire Bond	-	-	-	-	-	-
GOB 2011 Debt Service Fire Bond	-	-	-	-	-	-
GOB 2011 Refunded Debt Service	-	-	2,524,288	-	-	-
Special Obligation Loans						
From General Fund	-	-	2,836,054	-	-	-
From Central Services Fund	-	-	27,966	-	-	-
From CDBG	-	-	122,599	-	-	-
Tax Increment Debt Service:						
From CRA	-	-	3,358,771	-	-	-
From General Capital Projects	-	-	-	-	-	-
From General Fund	-	-	-	-	-	-
Other:						
From Debt Service	-	-	-	-	-	-
From Parking Fund (Bond Pledge)	-	540,724	-	-	-	-
From Parking	-	-	-	-	-	-
From Vehicle Rental	4,000,000	-	-	-	-	-
From Water & Sewer	-	-	-	-	-	-
From Central Region	-	-	-	-	-	-
From Storm Water	-	-	-	-	-	-
Tax Increment (Beach)	-	2,146,622	-	-	-	-
Tax Increment (NWPFH)	-	1,742,782	-	-	-	-
Discretionary:						
Beach CRA Loan Repayment	31,250	-	-	-	-	-
Confiscated Property Fund	-	-	-	-	-	-
Vehicle Rental	-	-	-	-	-	-
Total Transfers In	\$ 4,031,250	4,430,128	10,147,019	-	-	-
TRANSFERS OUT						
Required:						
GOB 2002 Refunded Debt Service	\$ -	-	-	-	-	-
GOB 2005 Debt Service Fire Bond	1,277,340	-	-	-	-	-
GOB 2010 Debt Service Fire Bond	-	-	-	-	-	-
GOB 2011A Debt Service Fire Bond	-	-	-	-	-	-
GOB 2011 Refunded Debt Service	2,524,288	-	-	-	-	-
Special Obligation Loans	2,836,054	-	-	-	-	-
Tax Increment	-	3,358,771	-	-	27,966	-
Discretionary:						
Grant Match	657,498	-	-	-	-	-
Capital Improvements	-	4,833,303	-	6,043,215	-	-
Vehicle Rental	-	-	-	-	4,000,000	-
Community Redevelopment	3,889,404	-	-	540,724	-	-
Repayment to Vehicle Rental Fund	-	-	-	-	-	-
Repayment to General Fund	-	31,250	-	-	-	-
ROI Parking	-	-	-	-	-	-
ROI W&S	-	-	-	-	-	-
ROI Central Region	-	-	-	-	-	-
ROI Storm Water	-	-	-	-	-	-
Transfer to Excise Tax Bonds	-	-	-	-	-	-
Total Transfers Out	\$ 11,184,585	8,223,324	-	6,583,939	4,027,966	-

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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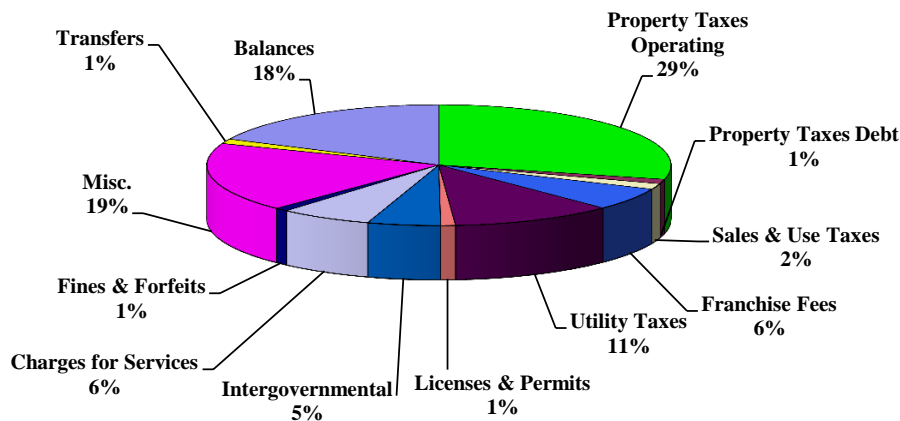
GENERAL FUND RESOURCES BY OBJECT

Character Object:	FY 2010	FY 2011	FY 2011	VARIANCE-	ADOPTED	FY 2012
Taxes:	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE	BUDGET	% CHANGE
				(DECREASE)	FY 2012	INCREASE
					BUDGET	(DECREASE)
Property Taxes - Operating	\$ 107,296,226	96,624,487	96,624,487	-	93,402,605	(3%)
77 General Obligation Debt Taxes	-	-	-	-	-	0%
1997/2002/11 General Obligation Debt Taxes	2,330,466	2,631,823	2,631,823	-	2,524,297	(4%)
2005 General Obligation Debt Taxes	1,155,685	1,165,790	1,165,790	-	1,278,977	10%
2010 General Obligation Debt Taxes	-	1,299,492	1,299,492	-	-	0%
2011 General Obligation Debt Taxes						
Sales and Use Tax	4,816,576	4,197,286	4,197,286	-	4,882,276	16%
Franchise Fees	18,224,861	19,538,752	16,850,000	(2,688,752)	17,550,000	(10%)
Utility Taxes	34,754,319	36,697,209	35,300,000	(1,397,209)	35,955,000	(2%)
<i>Total Taxes</i>	<u>168,578,132</u>	<u>162,154,839</u>	<u>158,068,878</u>	<u>(4,085,961)</u>	<u>155,593,155</u>	<u>(4%)</u>
Licenses and Permits						
Local Business Taxes	2,578,060	2,736,000	2,901,100	165,100	2,946,900	8%
Building Permits	5,453,730	288,655	257,670	(30,985)	292,670	1%
<i>Total Licenses/Permits</i>	<u>8,031,791</u>	<u>3,024,655</u>	<u>3,158,770</u>	<u>134,115</u>	<u>3,239,570</u>	<u>7%</u>
Intergovernmental:						
Federal Grants	168,457	-	84,164	84,164	-	0%
State-Shared Revenues	14,205,820	14,739,728	14,635,000	(104,728)	14,047,161	(5%)
Other Local Grants	2,053,413	1,964,314	2,101,667	137,353	2,122,750	8%
<i>Total Intergovernmental</i>	<u>16,427,690</u>	<u>16,704,042</u>	<u>16,820,831</u>	<u>116,789</u>	<u>16,169,911</u>	<u>(3%)</u>
Charges for Services:						
Internal Service Charges	80,688	-	-	-	-	0%
General Government	752,009	1,602,397	1,097,514	(504,883)	1,127,514	(30%)
Public Safety	9,232,873	9,939,509	10,036,410	96,901	11,078,124	11%
Physical Environment	(84,011)	(31,638)	(41,274)	(9,636)	(34,704)	10%
Transportation	870,602	782,000	885,861	103,861	932,000	19%
Parks and Recreation	680,610	724,201	728,826	4,625	716,901	(1%)
Special Events	43,443	25,000	25,000	-	25,000	0%
Special Facilities	5,576,680	5,909,465	5,751,768	(157,697)	5,998,055	1%
Pools	574,361	800,760	536,674	(264,086)	499,500	(38%)
Miscellaneous	101,734	114,570	119,570	5,000	114,570	0%
<i>Total Charges for Services</i>	<u>17,828,988</u>	<u>19,866,264</u>	<u>19,140,349</u>	<u>(725,915)</u>	<u>20,456,960</u>	<u>3%</u>
Fines and Forfeits:						
Judgments and Fines	673,578	9,433,684	1,810,250	(7,623,434)	1,660,000	(82%)
Violations of Local Ordinances	981,303	1,258,479	1,210,570	(47,909)	1,245,000	(1%)
<i>Total Fines and Forfeitures</i>	<u>1,654,881</u>	<u>10,692,163</u>	<u>3,020,820</u>	<u>(7,671,343)</u>	<u>2,905,000</u>	<u>(73%)</u>
Miscellaneous:						
Interest Earnings	830,298	658,000	257,108	(400,892)	480,684	(27%)
Rents and Royalties	2,544,551	2,561,262	2,645,585	84,324	2,941,481	15%
Special Assessments	20,015,476	20,051,500	20,331,500	280,000	20,057,175	0%
Disposal of Fixed Assets	1,024,936	943,600	463,071	(480,529)	1,013,600	7%
Contributions/Donations	454,211	450,000	763,740	313,740	450,000	0%
Other Miscellaneous	24,933,370	25,514,682	24,289,936	(1,224,746)	34,026,780	33%
<i>Total Miscellaneous</i>	<u>49,802,841</u>	<u>50,179,044</u>	<u>48,750,940</u>	<u>(1,428,104)</u>	<u>58,969,721</u>	<u>18%</u>
Other Sources:						
Operating Transfers	687,443	-	2,139,715	2,139,715	4,031,250	0%
Notes & Loans	-	-	2,831,618	2,831,618	-	0%
<i>Total Other Sources</i>	<u>687,443</u>	<u>-</u>	<u>4,971,333</u>	<u>4,971,333</u>	<u>4,031,250</u>	<u>0%</u>
Balances and Reserves:						
Reserves	75,000	4,226,770	4,226,770	-	906,837	(79%)
Beginning Balances	78,233,181	57,359,996	72,578,427	15,218,431	56,244,658	(2%)
<i>Total Balances and Reserves</i>	<u>78,308,181</u>	<u>61,586,766</u>	<u>76,805,197</u>	<u>15,218,431</u>	<u>57,151,495</u>	<u>(7%)</u>
<i>Total Resources</i>	<u>\$ 341,319,947</u>	<u>324,207,772</u>	<u>330,737,118</u>	<u>6,529,346</u>	<u>318,517,062</u>	<u>(2%)</u>

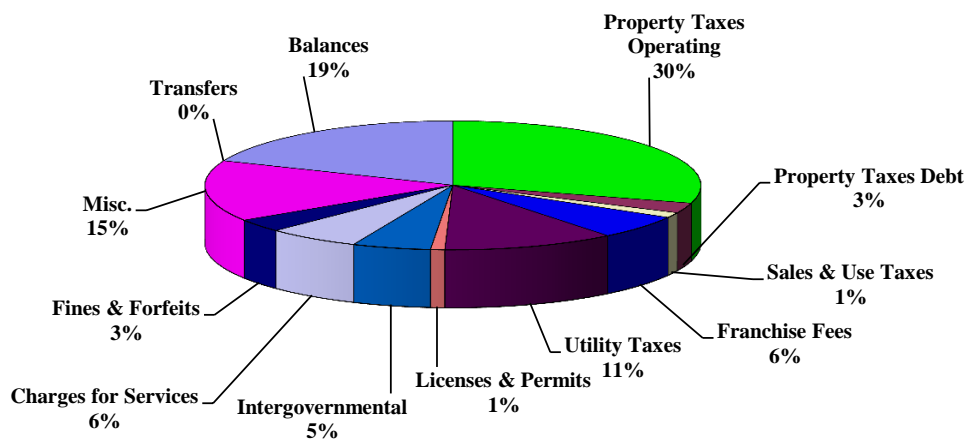
General Fund Resources FY 2012

	<u>FY 2012</u>		<u>FY 2011</u>	
Property Taxes Operating	\$93,402,605	29%	\$96,624,487	30%
Property Taxes Debt	3,803,274	1%	5,097,105	3%
Sales & Use Taxes	4,882,276	2%	4,197,286	1%
Franchise Fees	17,550,000	6%	19,538,752	6%
Utility Taxes	35,955,000	11%	36,697,209	11%
Licenses & Permits	3,239,570	1%	3,024,655	1%
Intergovernmental	16,169,911	5%	16,704,042	5%
Charges for Services	20,456,960	6%	19,866,264	6%
Fines & Forfeits	2,905,000	1%	10,692,163	3%
Misc.	58,969,721	19%	50,179,044	15%
Transfers	4,031,250	1%	0	0%
Balances	57,151,495	18%	61,586,766	19%
Total Resources	\$318,517,062	100%	\$324,207,772	100%

FY 2012 Budgeted General Fund Resources Available \$318.5 MM



FY 2011 Budgeted General Fund Resources Available \$324.2 MM



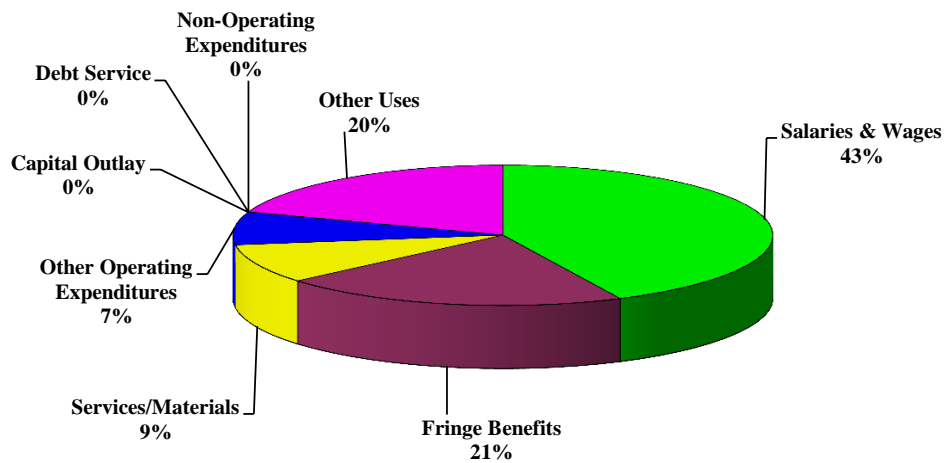
**GENERAL FUND
EXPENDITURES BY OBJECT**

Character Object:	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
Salaries and Wages:						
Regular Salaries	\$ 119,618,033	118,783,201	116,346,036	(2,437,165)	120,125,807	1%
Longevity	2,805,497	2,787,494	2,783,733	(3,761)	2,824,085	1%
Other Wages	5,567,772	5,974,871	6,039,870	64,999	6,151,942	3%
Employee Allowances	994,335	1,042,191	967,768	(74,423)	1,029,465	(1%)
Overtime	5,700,586	5,175,178	5,585,021	409,843	5,708,073	10%
Distributive Labor	273,814	142	-328	(470)	142	0%
Termination Pay	710,370	686,875	903,449	216,574	725,932	6%
Core Adjustment	0	0	739,708	739,708	0	0%
<i>Total Salaries and Wages</i>	<u>135,670,407</u>	<u>134,449,952</u>	<u>133,365,258</u>	<u>(1,084,694)</u>	<u>136,565,446</u>	<u>2%</u>
Fringe Benefits:						
Employee Benefits	324,488	296,390	341,831	45,441	344,360	16%
Pension/Deferred Comp.	38,872,876	43,988,330	44,068,440	80,110	37,039,242	(16%)
FICA Taxes	9,903,239	9,731,296	9,537,909	(193,386)	9,946,427	2%
Insurance Premiums	20,912,225	20,474,738	19,043,947	(1,430,790)	19,012,082	(7%)
<i>Total Fringe Benefits</i>	<u>70,012,829</u>	<u>74,490,753</u>	<u>72,992,127</u>	<u>(1,498,626)</u>	<u>66,342,112</u>	<u>(11%)</u>
Services/Materials:						
Professional Services	2,114,064	2,997,508	2,790,634	(206,874)	4,221,032	41%
Other Services	4,866,381	9,453,245	5,173,697	(4,279,549)	4,721,352	(50%)
Leases and Rentals	1,169,257	971,481	1,151,242	179,762	940,859	(3%)
Repair and Maintenance	2,509,822	2,766,969	3,208,640	441,671	2,923,399	6%
Photo/Printing	67,745	88,631	80,413	(8,218)	95,601	8%
Utilities, Communication	7,367,142	8,140,779	8,093,389	(47,390)	8,216,293	1%
Chemicals	97,049	182,519	195,792	13,273	194,819	7%
Fuel & Oil	2,775,694	2,761,494	3,097,107	335,613	3,369,966	22%
Supplies	3,983,058	3,727,004	4,564,541	837,537	4,135,919	11%
<i>Total Services/Materials</i>	<u>24,950,213</u>	<u>31,089,630</u>	<u>28,355,455</u>	<u>(2,734,175)</u>	<u>28,819,240</u>	<u>(7%)</u>
Other Operating Expenditures:						
Meetings/Schools	360,858	527,573	509,654	(17,919)	502,078	(5%)
Contributions/Subsidies	7,515,842	7,124,595	7,042,738	(81,857)	7,618,183	7%
Intragovernmental Charges	12,459,687	8,049,928	8,236,585	186,657	12,544,595	56%
Insurance Premiums	4,693,678	4,402,369	4,402,294	(75)	3,440,450	(22%)
<i>Total Other Expenditures</i>	<u>25,030,065</u>	<u>20,104,465</u>	<u>20,191,271</u>	<u>86,806</u>	<u>24,105,306</u>	<u>20%</u>
Nonoperating Expenditures:	<u>99,091</u>	<u>45,851</u>	<u>44,851</u>	<u>(1,000)</u>	<u>45,851</u>	<u>0%</u>
Capital Outlay:						
Equipment	546,839	392,400	829,140	436,740	90,000	(77%)
<i>Total Capital Outlay</i>	<u>546,839</u>	<u>392,400</u>	<u>829,140</u>	<u>436,740</u>	<u>90,000</u>	<u>(77%)</u>
Debt Service	<u>95,992</u>	<u>95,974</u>	<u>95,974</u>	<u>0</u>	<u>44,866</u>	<u>(53%)</u>
Grant Service	<u>21,453</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-</u>	<u>0%</u>
Other Uses:						
Transfers	12,314,630	13,035,603	16,661,547	3,625,944	11,184,585	(14%)
Balances and Reserves	72,578,427	50,503,144	58,201,495	7,698,351	51,319,657	2%
<i>Total Other Uses</i>	<u>84,893,057</u>	<u>63,538,747</u>	<u>74,863,042</u>	<u>11,324,295</u>	<u>62,504,242</u>	<u>(2%)</u>
<i>Total Expenditures</i>	<u>\$ 341,319,947</u>	<u>324,207,772</u>	<u>330,737,118</u>	<u>6,529,346</u>	<u>318,517,062</u>	<u>(2%)</u>

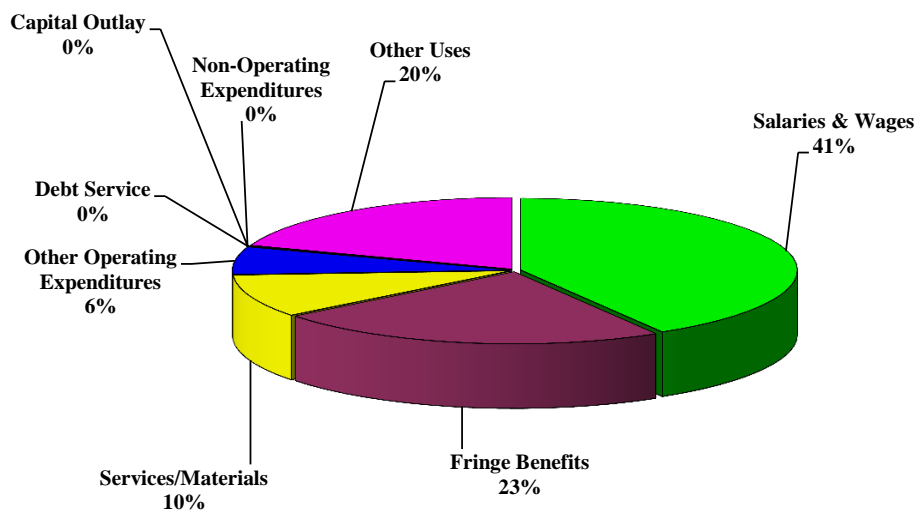
General Fund Expenditures FY 2012

	<u>FY 2012</u>		<u>FY 2011</u>	
Salaries & Wages	\$136,565,446	43%	\$134,449,952	41%
Fringe Benefits	66,342,112	21%	74,490,753	23%
Services/Materials	28,819,240	9%	31,089,630	10%
Other Operating Expenditures	24,105,306	8%	20,104,465	6%
Non-Operating Expenditures	45,851	0%	45,851	0%
Capital Outlay	90,000	0%	392,400	0%
Debt Service	44,866	0%	95,974	0%
Other Uses	62,504,242	20%	63,538,747	20%
Total Expenditures	\$318,517,062	100.0%	\$324,207,772	100%

FY 2012 Budgeted General Fund Expenditures \$318.5 MM



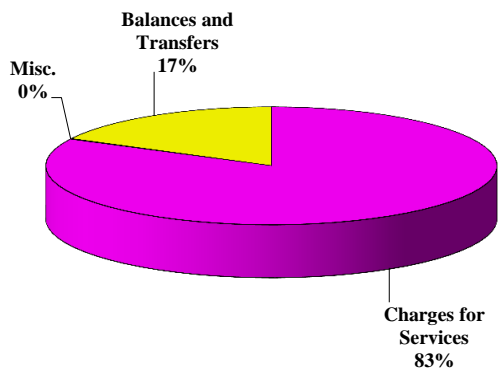
FY 2011 Budgeted General Fund Expenditures \$324.2 MM



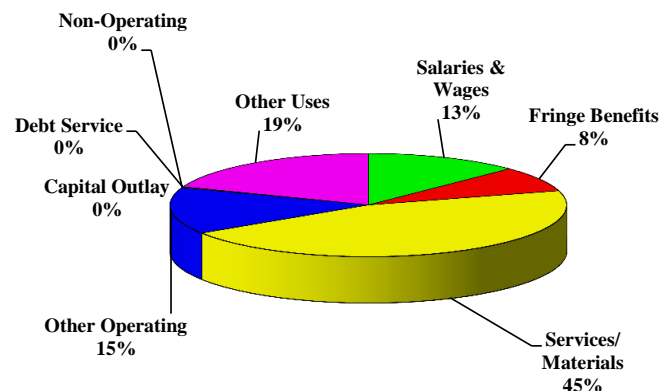
SANITATION FUND

RESOURCES AVAILABLE	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012	FY 2012 % CHANGE INCREASE (DECREASE)
Revenues:						
Intergovernmental Revenue	\$ 227,379	-	-	-	-	0%
Charges for Services	20,018,150	22,615,758	20,491,929	(2,123,829)	19,994,193	(12%)
Fines & Forfeitures	-	-	200	200	-	0%
Miscellaneous Revenue	291,330	76,000	44,418	(31,582)	40,000	(47%)
Other Resources	3,255,812	-	-	-	-	0%
<i>Total Revenues</i>	<u>23,792,671</u>	<u>22,691,758</u>	<u>20,536,547</u>	<u>(2,155,211)</u>	<u>20,034,193</u>	<u>(12%)</u>
Other Financial Resources:						
Transfers In CIP	-	-	-	-	-	0%
Reserves	6,205,892	6,432,892	7,222,285	789,393	2,465,398	(62%)
Prior Year Operating Balance	2,949,839	130,962	(3,035,969)	(3,166,931)	1,751,669	1238%
<i>Total Other Financial Resources</i>	<u>9,155,731</u>	<u>6,563,854</u>	<u>4,186,316</u>	<u>(2,377,538)</u>	<u>4,217,067</u>	<u>(36%)</u>
<i>Total Resources Available</i>	<u>\$ 32,948,402</u>	<u>29,255,612</u>	<u>24,722,863</u>	<u>(4,532,749)</u>	<u>24,251,260</u>	<u>(17%)</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 3,061,607	3,226,101	2,984,297	(241,804)	3,038,028	(6%)
Fringe Benefits	1,760,156	1,788,337	1,738,107	(50,230)	1,922,717	8%
Services/Materials	13,852,013	14,549,006	13,053,992	(1,495,014)	11,043,201	(24%)
Other Operating Expenses	2,944,079	2,818,050	2,662,899	(155,151)	3,533,304	25%
Non-Operating Expenses	423,605	66,500	66,500	-	66,500	0%
Capital Outlay	519,799	2,300	-	(2,300)	-	100%
Debt Service	2,928,565	-	-	-	-	0%
<i>Total Expenses</i>	<u>25,489,824</u>	<u>22,450,294</u>	<u>20,505,796</u>	<u>(1,944,498)</u>	<u>19,603,750</u>	<u>(13%)</u>
Other Financial Uses:						
Transfer to Misc.	16,450	-	-	-	-	-
Transfer to Debt	2,942,812	-	-	-	-	0%
Transfer to CIP	313,000	-	-	-	-	0%
Reserves	7,222,285	4,398,290	2,465,398	(1,932,892)	2,465,398	(44%)
Year End Balance	(3,035,969)	2,407,028	1,751,669	(655,359)	2,182,113	(9%)
<i>Total Other Financial Uses</i>	<u>7,458,578</u>	<u>6,805,318</u>	<u>4,217,067</u>	<u>(2,588,251)</u>	<u>4,647,511</u>	<u>(32%)</u>
<i>Total Resources Allocated</i>	<u>\$ 32,948,402</u>	<u>29,255,612</u>	<u>24,722,863</u>	<u>(4,532,749)</u>	<u>24,251,260</u>	<u>(17%)</u>

FY 2012 Budgeted Resources



FY 2012 Budgeted Expenditures



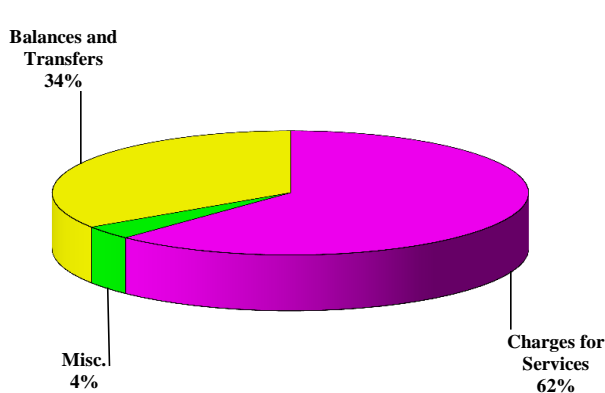
WATER AND SEWER FUND

RESOURCES AVAILABLE	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
Revenues:						
Intergovernmental	\$ 16,640	-	-	-	-	0%
Charges for Services	88,978,232	88,375,713	87,028,340	(1,347,373)	90,568,950	2%
Fines & Forfeitures	1,050	-	-	-	-	0%
Miscellaneous Revenue	5,525,353	5,601,228	5,340,563	(260,665)	5,175,240	(8%)
Other Sources	27,512,176	-	24,192,141	24,192,141	-	0%
<i>Total Revenues</i>	<u>122,033,450</u>	<u>93,976,941</u>	<u>116,561,044</u>	<u>22,584,103</u>	<u>95,744,190</u>	<u>2%</u>
Other Financial Resources:						
Transfer In	-	-	-	-	-	0%
Reserves	23,612,228	23,631,093	28,824,024	5,192,931	28,843,721	22%
Prior Year Operating Balance	27,516,788	13,995,090	18,084,922	4,089,832	21,195,048	51%
<i>Total Other Financial Resources</i>	<u>51,129,016</u>	<u>37,626,183</u>	<u>46,908,946</u>	<u>9,282,763</u>	<u>50,038,769</u>	<u>33%</u>
<i>Total Resources Available</i>	<u>\$ 173,162,466</u>	<u>131,603,124</u>	<u>163,469,990</u>	<u>31,866,866</u>	<u>145,782,959</u>	<u>11%</u>

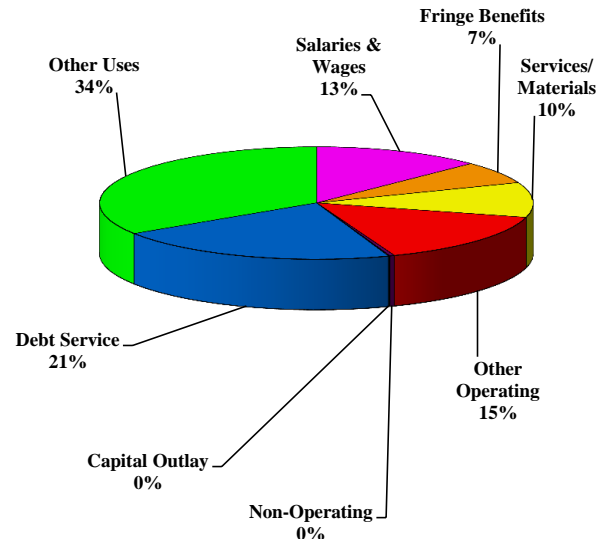
RESOURCES ALLOCATED

Expenses:						
Salaries and Wages	\$ 17,376,438	18,561,949	17,760,983	(800,966)	18,434,582	(1%)
Fringe Benefits	8,801,612	9,143,903	8,897,033	(246,870)	9,426,477	3%
Services/Materials	13,419,622	14,015,599	14,972,590	956,991	14,627,005	4%
Other Operating Expenses	13,865,549	13,361,328	13,297,807	(63,521)	21,894,186	64%
Non-Operating Expenses	15,937,469	447,705	2,373,897	1,926,191	515,922	15%
Capital Outlay	406,178	-	333,038	333,038	150,000	0%
Debt Service	26,711,584	31,230,029	30,807,802	(422,227)	30,899,734	(1%)
<i>Total Expenses</i>	<u>96,518,452</u>	<u>86,760,514</u>	<u>88,443,149</u>	<u>1,682,635</u>	<u>95,947,906</u>	<u>11%</u>
Other Financial Uses:						
Transfers Out	29,735,068	1,350,000	24,988,072	23,638,072	1,000,000	(26%)
Required Reserves	28,824,024	23,650,790	28,843,721	5,192,931	28,865,086	22%
Year End Balance	18,084,922	19,841,820	21,195,048	1,353,228	19,969,967	1%
<i>Total Other Financial Uses</i>	<u>76,644,014</u>	<u>44,842,610</u>	<u>75,026,841</u>	<u>30,184,231</u>	<u>49,835,053</u>	<u>11%</u>
<i>Total Resources Allocated</i>	<u>\$ 173,162,466</u>	<u>131,603,124</u>	<u>163,469,990</u>	<u>31,866,866</u>	<u>145,782,959</u>	<u>11%</u>

FY 2012 Budgeted Resources



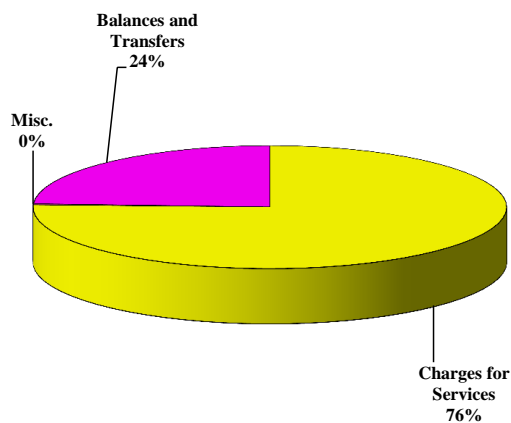
FY 2012 Budgeted Expenditures



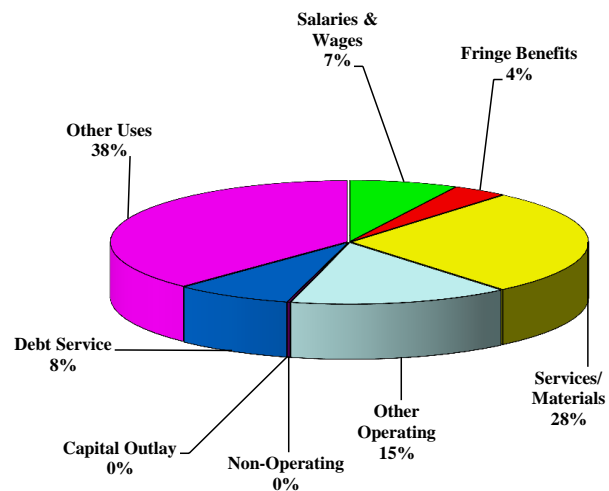
CENTRAL REGIONAL WASTEWATER SYSTEM FUND

RESOURCES AVAILABLE	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
Revenues:						
Intergovernmental	-	-	-	-	-	0%
Charges for Services	\$ 15,980,843	17,617,397	17,731,955	114,558	20,263,549	15%
Miscellaneous Revenue	(167,383)	55,500	75,200	19,700	75,000	35%
Other Sources	-	-	-	-	-	0%
<i>Total Revenues</i>	<u>15,813,460</u>	<u>17,672,897</u>	<u>17,807,155</u>	<u>134,258</u>	<u>20,338,549</u>	<u>15%</u>
Other Financial Resources:						
Transfer In	-	-	-	-	-	0%
Reserve for Debt Service	644,559	644,861	644,861	-	645,164	0%
Replacement Account	4,968,401	3,742,624	3,762,611	19,987	5,681,844	52%
Prior Year Operating Balance	2,351,791	341,598	167,318	(174,280)	157,436	(54%)
<i>Total Other Financial Resources</i>	<u>7,964,751</u>	<u>4,729,083</u>	<u>4,574,790</u>	<u>(154,293)</u>	<u>6,484,444</u>	<u>37%</u>
<i>Total Resources Available</i>	<u>\$ 23,778,211</u>	<u>22,401,980</u>	<u>22,381,945</u>	<u>(20,035)</u>	<u>26,822,993</u>	<u>20%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries & Wages	\$ 1,840,988	2,020,377	1,942,783	(77,594)	1,983,929	(2%)
Fringe Benefits	960,806	980,631	974,821	(5,811)	996,322	2%
Services/Materials	5,824,620	7,413,542	7,660,313	246,771	7,485,957	1%
Other Operating Expenses	1,702,592	1,324,628	1,307,330	(17,298)	4,011,661	203%
Non-Operating Expenses	1,785,816	49,868	50,199	331	47,870	(4%)
Capital Outlay	42,602	-	247,384	247,384	-	0%
Debt Service	2,173,114	2,150,089	2,106,931	(43,158)	2,140,008	(0%)
<i>Total Expenses</i>	<u>14,330,538</u>	<u>13,939,135</u>	<u>14,289,761</u>	<u>350,626</u>	<u>16,665,748</u>	<u>20%</u>
Other Financial Uses:						
Other Transfers Out	4,872,883	1,800,000	1,607,740	(192,260)	1,800,000	0%
Required Reserves	4,407,472	6,106,906	6,327,008	220,102	8,194,525	34%
Year End Balance	167,318	555,939	157,436	(398,503)	162,720	(71%)
<i>Total Other Financial Uses</i>	<u>9,447,673</u>	<u>8,462,845</u>	<u>8,092,184</u>	<u>(370,661)</u>	<u>10,157,245</u>	<u>20%</u>
<i>Total Resources Allocated</i>	<u>\$ 23,778,211</u>	<u>22,401,980</u>	<u>22,381,945</u>	<u>(20,035)</u>	<u>26,822,993</u>	<u>20%</u>

FY 2012 Budgeted Resources



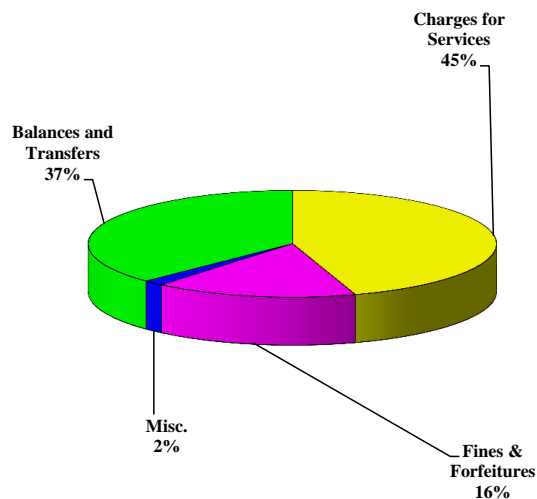
FY 2012 Budgeted Expenditures



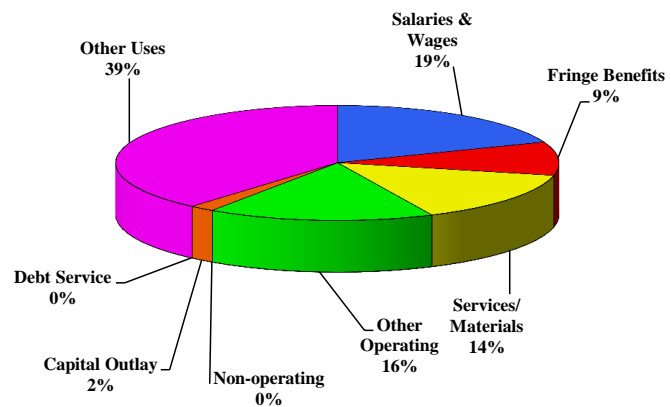
PARKING FUND

RESOURCES AVAILABLE	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
Revenues:						
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Charges for Services	\$ 8,840,317	8,505,760	8,699,060	193,300	8,648,760	2%
Fines & Forfeitures	2,658,103	2,615,000	2,515,000	(100,000)	3,039,000	16%
Miscellaneous Revenue	411,278	328,613	277,362	(51,251)	313,640	(5%)
<i>Total Revenues</i>	<u>11,909,697</u>	<u>11,449,373</u>	<u>11,491,422</u>	<u>42,049</u>	<u>12,001,400</u>	<u>5%</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	0%
Reserves	1,301,031	2,593,217	2,627,208	33,991	2,793,217	8%
Prior Year Operating Balance	7,808,613	3,880,475	6,007,073	2,126,598	4,296,647	11%
<i>Total Other Financial Resources</i>	<u>9,109,644</u>	<u>6,473,692</u>	<u>8,634,281</u>	<u>2,160,589</u>	<u>7,089,864</u>	<u>10%</u>
<i>Total Resources Available</i>	<u>\$ 21,019,341</u>	<u>17,923,065</u>	<u>20,125,703</u>	<u>2,202,638</u>	<u>19,091,264</u>	<u>7%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 3,181,141	3,443,930	3,285,046	(158,884)	3,650,927	6%
Fringe Benefits	1,661,964	1,666,672	1,628,497	(38,175)	1,799,001	8%
Services/Materials	2,132,126	2,733,399	2,713,180	(20,219)	2,762,824	1%
Other Operating Expenses	2,772,761	2,650,840	2,710,359	59,519	3,151,047	19%
Non-Operating Expenses	1,187,493	-	-	-	-	0%
Capital Outlay	208,001	161,445	230,983	69,538	346,118	114%
Debt Service	-	-	-	-	-	0%
<i>Total Expenses</i>	<u>11,143,486</u>	<u>10,656,286</u>	<u>10,568,065</u>	<u>(88,221)</u>	<u>11,709,917</u>	<u>10%</u>
Other Financial Uses:						
Transfers Out	539,199	540,724	540,724	-	540,724	0%
Capital Projects	702,375	1,927,050	1,927,050	-	345,000	(82%)
Reserves	2,627,208	2,793,217	2,793,217	-	2,993,217	7%
Year End Balance	6,007,073	2,005,788	4,296,647	2,290,859	3,502,405	75%
<i>Total Other Financial Uses</i>	<u>9,875,855</u>	<u>7,266,779</u>	<u>9,557,638</u>	<u>2,290,859</u>	<u>7,381,346</u>	<u>2%</u>
<i>Total Resources Allocated</i>	<u>\$ 21,019,341</u>	<u>17,923,065</u>	<u>20,125,703</u>	<u>2,202,638</u>	<u>19,091,264</u>	<u>7%</u>

FY 2012 Budgeted Resources



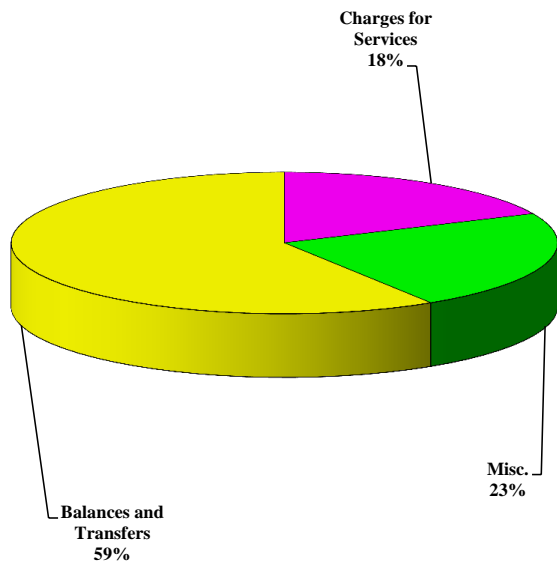
FY 2012 Budgeted Expenditures



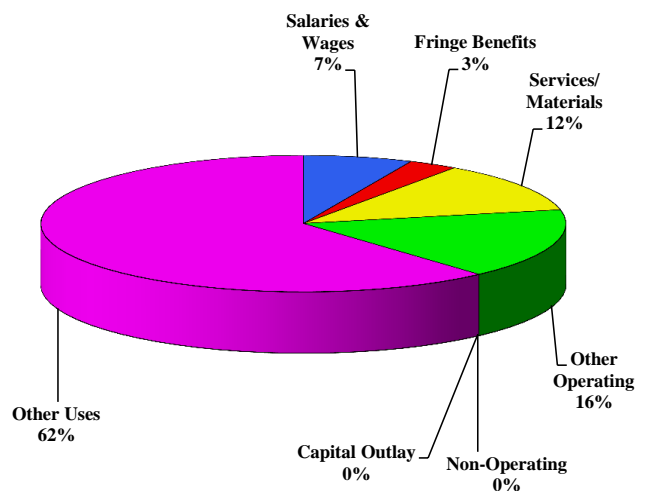
AIRPORT FUND

RESOURCES AVAILABLE	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
Revenues:						
Intergovernmental	\$ 2,451,695	-	-	-	-	0%
Charges for Services	2,931,911	2,881,806	2,961,713	79,907	2,907,601	1%
Miscellaneous Revenue	3,827,338	3,915,306	3,733,251	(182,055)	3,634,819	(7%)
Other Sources	2,163,000	-	-	-	-	0%
<i>Total Revenues</i>	<u>11,373,944</u>	<u>6,797,112</u>	<u>6,694,964</u>	<u>(102,148)</u>	<u>6,542,420</u>	<u>(4%)</u>
Other Financial Resources:						
Prior Year Operating Balance	15,372,836	10,060,930	12,705,454	2,644,524	9,406,683	(7%)
<i>Total Other Financial Resources</i>	<u>15,372,836</u>	<u>10,060,930</u>	<u>12,705,454</u>	<u>2,644,524</u>	<u>9,406,683</u>	<u>(7%)</u>
<i>Total Resources Available</i>	<u>\$ 26,746,780</u>	<u>16,858,042</u>	<u>19,400,418</u>	<u>2,542,376</u>	<u>15,949,103</u>	<u>(5%)</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 934,155	1,066,623	984,050	(82,573)	1,075,065	1%
Fringe Benefits	378,492	451,950	423,263	(28,687)	483,340	7%
Services/Materials	1,340,783	1,687,617	1,926,141	238,524	1,916,299	14%
Other Operating Expenses	3,036,378	2,753,916	2,672,101	(81,815)	2,644,165	(4%)
Non-Operating Expenses	2,124,710	-	-	-	-	0%
Capital Outlay	4,063,810	-	7,180	7,180	-	0%
<i>Total Expenses</i>	<u>11,878,326</u>	<u>5,960,106</u>	<u>6,012,735</u>	<u>52,629</u>	<u>6,118,869</u>	<u>3%</u>
Other Financial Uses:						
Transfers Out	2,163,000	3,981,000	3,981,000	-	1,598,215	(60%)
Year End Balance	12,705,454	6,916,936	9,406,683	2,489,747	8,232,019	19%
<i>Total Other Financial Uses</i>	<u>14,868,454</u>	<u>10,897,936</u>	<u>13,387,683</u>	<u>2,489,747</u>	<u>9,830,234</u>	<u>(10%)</u>
<i>Total Resources Allocated</i>	<u>\$ 26,746,780</u>	<u>16,858,042</u>	<u>19,400,418</u>	<u>2,542,376</u>	<u>15,949,103</u>	<u>(5%)</u>

FY 2012 Budgeted Resources



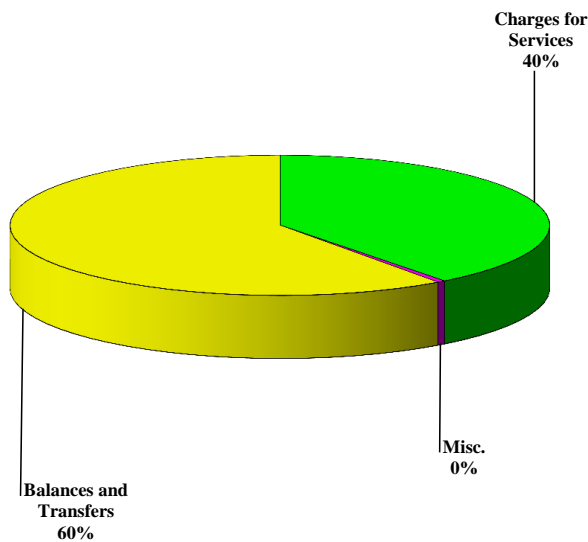
FY 2012 Budgeted Expenditures



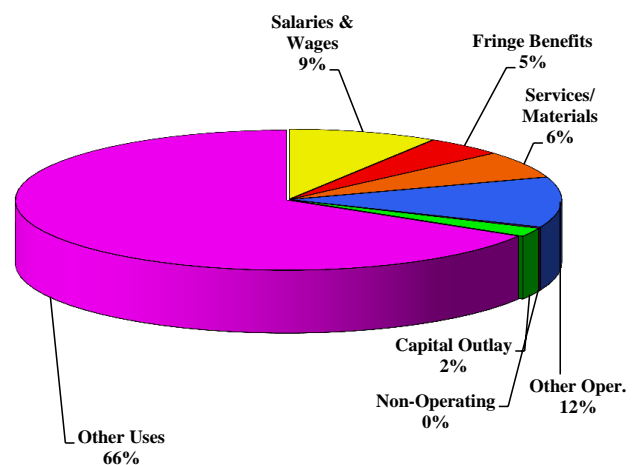
STORMWATER FUND

RESOURCES AVAILABLE	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012	FY 2012 % CHANGE INCREASE (DECREASE)
Revenues:						
Intergovernmental	\$ 218	-	-	-	-	0%
Charges for Services	4,898,820	4,983,787	5,006,000	22,213	4,983,787	0%
Miscellaneous Revenue	122,092	60,000	125,000	65,000	60,000	0%
<i>Total Revenues</i>	<u>5,021,130</u>	<u>5,043,787</u>	<u>5,131,000</u>	<u>87,213</u>	<u>5,043,787</u>	<u>0%</u>
Other Financial Resources:						
Transfer In	-	-	-	-	-	0%
Prior Year Operating Balance	5,529,179	530,559	5,410,311	4,879,752	7,545,796	1322%
<i>Total Other Financial Resources</i>	<u>5,529,179</u>	<u>530,559</u>	<u>5,410,311</u>	<u>4,879,752</u>	<u>7,545,796</u>	<u>1322%</u>
<i>Total Resources Available</i>	<u>\$ 10,550,309</u>	<u>5,574,346</u>	<u>10,541,311</u>	<u>4,966,965</u>	<u>12,589,583</u>	<u>126%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 1,043,328	1,131,634	1,067,834	(63,800)	1,121,371	(1%)
Fringe Benefits	578,458	580,483	563,731	(16,752)	584,108	1%
Services/Materials	571,011	762,168	741,588	(20,580)	787,608	3%
Other Operating Expenses	721,263	578,510	565,981	(12,529)	1,456,139	152%
Non-Operating Expenses	716,858	36,000	36,000	-	36,000	0%
Capital Outlay	165,330	-	20,382	20,382	250,000	0%
<i>Total Expenses</i>	<u>3,796,248</u>	<u>3,088,795</u>	<u>2,995,515</u>	<u>(93,280)</u>	<u>4,235,226</u>	<u>37%</u>
Other Financial Uses:						
Transfers	1,343,750	-	-	-	1,300,000	0%
Year End Balance	5,410,311	2,485,551	7,545,796	5,060,245	7,054,357	184%
<i>Total Other Financial Uses</i>	<u>6,754,061</u>	<u>2,485,551</u>	<u>7,545,796</u>	<u>5,060,245</u>	<u>8,354,357</u>	<u>236%</u>
<i>Total Resources Allocated</i>	<u>\$ 10,550,309</u>	<u>5,574,346</u>	<u>10,541,311</u>	<u>4,966,965</u>	<u>12,589,583</u>	<u>126%</u>

FY 2012 Budgeted Resources



FY 2012 Budgeted Expenditures



CITY INSURANCE FUND

	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
RESOURCES AVAILABLE						
Revenues:						
Charges for Services	\$ 23,724,876	22,419,819	22,528,909	109,090	21,509,237	(4%)
Miscellaneous Revenue	495,484	247,000	112,344	(134,656)	112,000	(55%)
<i>Total Revenues</i>	<u>24,220,360</u>	<u>22,666,819</u>	<u>22,641,253</u>	<u>(25,566)</u>	<u>21,621,237</u>	<u>(5%)</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	-
Prior Year Balance	2,211,323	4,359,810	8,097,328	3,737,518	9,297,956	113%
<i>Total Other Financial Resources</i>	<u>2,211,323</u>	<u>4,359,810</u>	<u>8,097,328</u>	<u>3,737,518</u>	<u>9,297,956</u>	<u>113%</u>
<i>Total Resources Available</i>	<u>\$ 26,431,683</u>	<u>27,026,629</u>	<u>30,738,581</u>	<u>3,711,952</u>	<u>30,919,193</u>	<u>14%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 717,551	725,879	741,496	15,617	742,863	2%
Fringe Benefits	414,320	332,416	331,616	(800)	341,979	3%
Services/Materials	327,935	380,232	395,732	15,500	340,278	(11%)
Other Operating Expenses	284,468	308,616	197,656	(110,960)	223,646	(28%)
Non-Operating Expenses	16,486,081	20,747,524	19,774,125	(973,399)	19,878,000	(4%)
Capital Outlay	104,000	-	-	-	-	0%
<i>Total Expenses</i>	<u>18,334,355</u>	<u>22,494,667</u>	<u>21,440,625</u>	<u>(1,054,041)</u>	<u>21,526,766</u>	<u>(4%)</u>
Other Financial Uses:						
Claims	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Operating Balance Year End	8,097,328	4,531,963	9,297,956	4,765,993	9,392,427	107%
<i>Total Other Financial Uses</i>	<u>8,097,328</u>	<u>4,531,963</u>	<u>9,297,956</u>	<u>4,765,993</u>	<u>9,392,427</u>	<u>107%</u>
<i>Total Resources Allocated</i>	<u>\$ 26,431,683</u>	<u>27,026,629</u>	<u>30,738,581</u>	<u>3,711,952</u>	<u>30,919,193</u>	<u>14%</u>

SELF-INSURED HEALTH BENEFITS FUND

	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
RESOURCES AVAILABLE						
Revenues:						
Charges for Services	\$ 16,693,299	16,869,600	17,265,900	396,300	18,135,800	8%
Miscellaneous Revenue	808,119	355,000	461,000	106,000	57,600	(84%)
<i>Total Revenues</i>	<u>17,501,418</u>	<u>17,224,600</u>	<u>17,726,900</u>	<u>502,300</u>	<u>18,193,400</u>	<u>6%</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	-
Prior Year Balance	9,364,807	6,899,024	6,298,816	(600,208)	5,501,794	(20%)
<i>Total Other Financial Resources</i>	<u>9,364,807</u>	<u>6,899,024</u>	<u>6,298,816</u>	<u>(600,208)</u>	<u>5,501,794</u>	<u>(20%)</u>
<i>Total Resources Available</i>	<u>\$ 26,866,225</u>	<u>24,123,624</u>	<u>24,025,716</u>	<u>(97,908)</u>	<u>23,695,194</u>	<u>(2%)</u>
RESOURCES ALLOCATED						
Expenses:						
Services/Materials	\$ 59,484	65,060	81,622	16,562	81,500	25%
Other Operating Expenses	186	-	-	-	-	0%
Non-Operating Expenses	20,507,739	19,005,600	18,442,300	(563,300)	19,293,500	2%
<i>Total Expenses</i>	<u>20,567,409</u>	<u>19,070,660</u>	<u>18,523,922</u>	<u>(546,738)</u>	<u>19,375,000</u>	<u>2%</u>
Other Financial Uses:						
Claims	-	-	-	-	-	0%
Operating Balance Year End	6,298,816	5,052,964	5,501,794	448,830	4,320,194	(15%)
<i>Total Other Financial Uses</i>	<u>6,298,816</u>	<u>5,052,964</u>	<u>5,501,794</u>	<u>448,830</u>	<u>4,320,194</u>	<u>(15%)</u>
<i>Total Resources Allocated</i>	<u>\$ 26,866,225</u>	<u>24,123,624</u>	<u>24,025,716</u>	<u>(97,908)</u>	<u>23,695,194</u>	<u>(2%)</u>

CENTRAL SERVICES FUND

RESOURCES AVAILABLE	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED	FY 2012
					BUDGET FY 2012 BUDGET	% CHANGE INCREASE (DECREASE)
Revenues:						
Charges for Services	\$ 3,142,018	3,245,723	3,119,317	(126,406)	3,258,115	0%
Miscellaneous Revenue	232,620	158,821	164,409	5,588	156,585	(1%)
<i>Total Revenues</i>	<u>3,374,638</u>	<u>3,404,544</u>	<u>3,283,726</u>	<u>(120,818)</u>	<u>3,414,700</u>	<u>0%</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	0%
Prior Year Operating Balance	1,034,087	645,069	1,072,464	427,395	1,071,399	66%
<i>Total Other Resources</i>	<u>1,034,087</u>	<u>645,069</u>	<u>1,072,464</u>	<u>427,395</u>	<u>1,071,399</u>	<u>66%</u>
<i>Total Resources Available</i>	<u>\$ 4,408,725</u>	<u>4,049,613</u>	<u>4,356,190</u>	<u>306,577</u>	<u>4,486,098</u>	<u>11%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 820,505	813,036	814,101	1,065	856,847	5%
Fringe Benefits	350,396	361,217	357,796	(3,421)	389,134	8%
Services/Materials+A23	1,633,319	1,884,173	1,797,834	(86,340)	1,947,827	3%
Other Operating Expenses	216,305	223,290	222,626	(664)	240,662	8%
Non Operating Expenses	262,602	-	-	-	-	0%
Capital Outlay	22,082	47,000	61,383	14,383	77,000	64%
Debt Service	-	-	-	-	414,562	
<i>Total Expenses</i>	<u>3,305,209</u>	<u>3,328,716</u>	<u>3,253,739</u>	<u>(74,977)</u>	<u>3,926,032</u>	<u>18%</u>
Other Financial Uses:						
Transfers Out	31,052	31,052	31,052	(0)	27,966	(10%)
Operating Balance Year End	1,072,464	689,845	1,071,399	381,554	532,100	(23%)
<i>Total Other Uses</i>	<u>1,103,516</u>	<u>720,897</u>	<u>1,102,451</u>	<u>381,554</u>	<u>560,066</u>	<u>(22%)</u>
<i>Total Resources Allocated</i>	<u>\$ 4,408,725</u>	<u>4,049,613</u>	<u>4,356,190</u>	<u>306,577</u>	<u>4,486,098</u>	<u>11%</u>

VEHICLE RENTAL FUND

RESOURCES AVAILABLE	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED	FY 2012
					BUDGET FY 2012 BUDGET	% CHANGE INCREASE (DECREASE)
Revenues:						
Charges for Services	\$ 16,192,916	12,026,081	12,017,549	(8,532)	21,711,281	81%
Fines & Forfeitures	-	-	-	-	-	0%
Miscellaneous Revenue	4,897	158,000	157,500	(500)	157,500	(0%)
Other Sources	245,000	-	-	-	-	
<i>Total Revenues</i>	<u>16,442,813</u>	<u>12,184,081</u>	<u>12,175,049</u>	<u>(9,032)</u>	<u>21,868,781</u>	<u>79%</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	0%
Reserves	23,852,179	20,648,041	21,398,568	750,527	11,333,563	(45%)
Prior Year Operating Balance	12,037,395	918,038	4,489,144	3,571,106	5,267,761	474%
<i>Total Other Resources</i>	<u>35,889,574</u>	<u>21,566,079</u>	<u>25,887,712</u>	<u>4,321,633</u>	<u>16,601,324</u>	<u>(23%)</u>
<i>Total Resources Available</i>	<u>\$ 52,332,387</u>	<u>33,750,160</u>	<u>38,062,761</u>	<u>4,312,601</u>	<u>38,470,105</u>	<u>14%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 262,465	283,155	209,106	(74,049)	241,275	(15%)
Fringe Benefits	115,756	123,725	113,607	(10,118)	101,918	(18%)
Services/Materials	8,853,770	9,693,820	10,459,798	765,978	11,983,620	24%
Other Operating Expenses	512,178	435,473	435,689	216	491,120	13%
Non Operating Expenses	8,360,948	-	-	-	-	0%
Capital Outlay	6,436,298	4,037,398	4,587,351	549,953	5,791,000	43%
Debt Service	1,658,260	5,655,886	5,655,886	0	1,666,521	(71%)
<i>Total Expenses</i>	<u>26,199,675</u>	<u>20,229,457</u>	<u>21,461,437</u>	<u>1,231,981</u>	<u>20,275,453</u>	<u>0%</u>
Other Financial Uses:						
Transfers	245,000	-	-	-	4,000,000	0%
Reserves	21,398,568	13,520,703	11,333,563	(2,187,140)	12,676,392	(6%)
Operating Balance Year End	4,489,144	-	5,267,761	5,267,761	1,518,259	0%
<i>Total Other Uses</i>	<u>26,132,712</u>	<u>13,520,703</u>	<u>16,601,324</u>	<u>3,080,620</u>	<u>18,194,651</u>	<u>35%</u>
<i>Total Resources Allocated</i>	<u>\$ 52,332,387</u>	<u>33,750,160</u>	<u>38,062,761</u>	<u>4,312,601</u>	<u>38,470,105</u>	<u>14%</u>

CEMETERY PERPETUAL CARE

	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
RESOURCES AVAILABLE						
Revenues:						
Miscellaneous Revenue	\$ 2,958,438	1,215,000	2,418,200	1,203,200	1,950,000	60%
<i>Total Revenues</i>	<u>2,958,438</u>	<u>1,215,000</u>	<u>2,418,200</u>	<u>1,203,200</u>	<u>1,950,000</u>	<u>60%</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	0%
Prior Year Operating Balance	16,047,691	16,497,691	18,402,521	1,904,830	19,945,721	21%
Reserves	-	-	-	-	-	0%
<i>Total Other Resources</i>	<u>16,047,691</u>	<u>16,497,691</u>	<u>18,402,521</u>	<u>1,904,830</u>	<u>19,945,721</u>	<u>21%</u>
<i>Total Resources Available</i>	<u>\$ 19,006,129</u>	<u>17,712,691</u>	<u>20,820,721</u>	<u>3,108,030</u>	<u>21,895,721</u>	<u>24%</u>
RESOURCES ALLOCATED						
Expenses:						
Services/Materials	\$ 603,608	775,000	775,000	-	895,000	15%
Debt Service	-	-	-	-	-	0%
<i>Total Expenses</i>	<u>603,608</u>	<u>775,000</u>	<u>775,000</u>	<u>-</u>	<u>895,000</u>	<u>15%</u>
Other Financial Uses:						
Transfer to CIP	-	-	100,000	100,000	-	0%
Operating Balance Year End	18,402,521	16,937,691	19,945,721	3,008,030	21,000,721	24%
<i>Total Other Uses</i>	<u>18,402,521</u>	<u>16,937,691</u>	<u>20,045,721</u>	<u>3,108,030</u>	<u>21,000,721</u>	<u>24%</u>
<i>Total Resources Allocated</i>	<u>\$ 19,006,129</u>	<u>17,712,691</u>	<u>20,820,721</u>	<u>3,108,030</u>	<u>21,895,721</u>	<u>24%</u>

ARTS & SCIENCE DISTRICT GARAGE

	FY 2010 ACTUAL	FY 2011 ORIG. BUDGET	FY 2011 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED BUDGET FY 2012 BUDGET	FY 2012 % CHANGE INCREASE (DECREASE)
RESOURCES AVAILABLE						
Revenues:						
Charges for Services	\$ 1,357,219	1,175,300	1,298,000	122,700	1,175,300	0%
Fines & Forfeitures	-	-	-	-	-	0%
Miscellaneous Revenue	7	-	-	-	-	0%
Other Sources	-	-	193,050	193,050	-	-
<i>Total Revenues</i>	<u>1,357,226</u>	<u>1,175,300</u>	<u>1,491,050</u>	<u>315,750</u>	<u>1,175,300</u>	<u>0%</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	0%
Prior Year Operating Balance	-	1,698,462	-	(1,698,462)	-	(100%)
Reserves	-	-	-	-	-	0%
<i>Total Other Resources</i>	<u>-</u>	<u>1,698,462</u>	<u>-</u>	<u>(1,698,462)</u>	<u>-</u>	<u>(100%)</u>
<i>Total Resources Available</i>	<u>\$ 1,357,226</u>	<u>2,873,762</u>	<u>1,491,050</u>	<u>(1,382,712)</u>	<u>1,175,300</u>	<u>(59%)</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 176,112	220,510	160,349	(60,161)	107,565	(51%)
Fringe Benefits	41,991	33,667	30,066	(3,601)	36,111	7%
Services/Materials	1,110,534	67,675	1,018,589	950,914	877,126	1196%
Other Operating Expenses	28,588	24,446	24,646	200	39,188	60%
Capital Outlay	-	-	-	-	115,310	0%
<i>Total Expenses</i>	<u>1,357,226</u>	<u>346,298</u>	<u>1,233,650</u>	<u>887,352</u>	<u>1,175,300</u>	<u>239%</u>
Other Financial Uses:						
Transfers	-	257,400	257,400	-	-	(100%)
Reserves	-	-	-	-	-	0%
Operating Balance Year End	-	2,270,064	-	(2,270,064)	-	(100%)
<i>Total Other Uses</i>	<u>-</u>	<u>2,527,464</u>	<u>257,400</u>	<u>(2,270,064)</u>	<u>-</u>	<u>(100%)</u>
<i>Total Resources Allocated</i>	<u>\$ 1,357,226</u>	<u>2,873,762</u>	<u>1,491,050</u>	<u>(1,382,712)</u>	<u>1,175,300</u>	<u>(59%)</u>

SPECIAL REVENUE FUNDS*

RESOURCES AVAILABLE	FY 2010	FY 2011	FY 2011	VARIANCE-	ADOPTED	FY 2012
	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	BUDGET FY 2012	% CHANGE INCREASE (DECREASE)
Revenues:						
Taxes	\$ 54,474	35,363	34,503	(860)	70,760	100%
Licenses & Permits	-	7,781,902	8,191,121	409,219	8,979,765	15%
Intergovernmental**	24,492,708	19,065,338	21,695,361	2,630,023	19,266,482	1%
Charges for Services	-	55,500	55,500	-	55,500	0%
Miscellaneous Revenue	1,469,956	964,416	876,540	(87,876)	771,816	(20%)
<i>Total Revenues</i>	<u>26,017,138</u>	<u>27,902,519</u>	<u>30,853,025</u>	<u>2,950,506</u>	<u>29,144,323</u>	<u>4%</u>
Other Financial Resources:						
Transfer from General Fund**	5,021,383	4,178,305	4,138,538	(39,767)	3,889,404	(7%)
Transfer from CRA Fund	12,334,191	-	-	-	-	0%
Transfer from Parking Fund	539,199	540,724	540,724	-	540,724	0%
2004 TIR Bond	167,048	-	-	-	-	0%
Prior Year Operating Balance	-	630,701	912,713	282,012	1,348,538	114%
<i>Total Other Financial Resources</i>	<u>18,061,821</u>	<u>5,349,730</u>	<u>5,591,975</u>	<u>242,245</u>	<u>5,778,666</u>	<u>8%</u>
<i>Total Resources Available</i>	<u>\$ 44,078,959</u>	<u>33,252,249</u>	<u>36,445,000</u>	<u>3,192,751</u>	<u>34,922,988</u>	<u>5%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 1,700,448	6,006,344	6,136,891	130,547	5,548,762	(8%)
Fringe Benefits	792,635	2,487,488	2,334,236	(153,252)	2,302,245	(7%)
Services/Materials	9,989,691	1,722,327	2,022,346	300,018	2,455,662	43%
Other Operating Expenses	427,183	1,747,406	1,411,721	(335,685)	1,757,064	1%
Non-Operating Expenses	2,250	-	-	-	-	0%
Debt Service	135,798	-	-	-	122,599	0%
Grant Services	5,757,392	11,018,362	12,947,491	1,929,129	11,551,294	5%
Capital Outlay	431,510	30,380	-	(30,380)	-	(100%)
<i>Total Expenses</i>	<u>19,236,907</u>	<u>23,012,307</u>	<u>24,852,685</u>	<u>1,840,377</u>	<u>23,737,627</u>	<u>3%</u>
Other Financial Uses:						
Transfer to Capital Projects	23,298,276	7,330,716	7,833,799	503,083	4,833,303	(34%)
Transfer to Tax Increment	1,461,591	1,480,142	1,503,142	23,000	3,358,771	127%
Debt Service Reserve	-	-	-	-	-	0%
Year End Balance	82,185	1,429,084	1,348,538	(80,547)	2,962,038	107%
<i>Total Other Financial Uses</i>	<u>24,842,052</u>	<u>10,239,942</u>	<u>11,592,315</u>	<u>1,352,374</u>	<u>11,185,362</u>	<u>9%</u>
<i>Total Resources Allocated</i>	<u>\$ 44,078,959</u>	<u>33,252,249</u>	<u>36,445,000</u>	<u>3,192,751</u>	<u>34,922,988</u>	<u>5%</u>

*This schedule includes resources for the Beach Redevelopment Area, the North West Progresso Flagler Heights Redevelopment Area, The CRA Business Improvement District, Housing and Community Development, Sunrise Key, State Housing Initiative Program (SHIP) and Building Funds.

**The Intergovernmental and Transfer from General Fund revenues are based upon current tax rates.

DEBT SERVICE FUNDS

RESOURCES AVAILABLE	FY 2010	FY 2011	FY 2011	VARIANCE-	ADOPTED	FY 2012
	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	BUDGET FY 2012	% CHANGE INCREASE (DECREASE)
Revenues:						
Miscellaneous Revenue	\$ 5,170	1,100	132,236	131,136	-	(100%)
Other Sources	-	-	24,110,000	24,110,000	-	-
<i>Total Revenues</i>	<u>5,170</u>	<u>1,100</u>	<u>24,242,236</u>	<u>24,241,136</u>	<u>-</u>	<u>(100%)</u>
Other Financial Resources:						
Transfer from General Fund	6,072,776	8,259,605	8,259,605	-	6,637,683	(20%)
Transfer from Sun State Debt Service	126,368	-	-	-	122,599	0%
Transfer from Central Services	31,052	31,052	31,052	(0)	27,966	(10%)
Transfer from CRA	1,461,590	1,480,142	1,503,142	23,000	3,358,771	127%
Reserves	299,988	293,210	328,438	35,228	1,532,140	423%
<i>Total Other Financial Resources</i>	<u>7,991,774</u>	<u>10,064,009</u>	<u>10,122,237</u>	<u>58,227</u>	<u>11,679,159</u>	<u>16%</u>
<i>Total Resources Available</i>	<u>\$ 7,996,944</u>	<u>10,065,109</u>	<u>34,364,473</u>	<u>24,299,363</u>	<u>11,679,159</u>	<u>16%</u>
RESOURCES ALLOCATED						
Expenses:						
Debt Service	\$ 7,865,845	9,815,109	8,810,006	(1,005,103)	9,583,160	(2%)
<i>Total Expenses</i>	<u>7,865,845</u>	<u>9,815,109</u>	<u>8,810,006</u>	<u>(1,005,103)</u>	<u>9,583,160</u>	<u>(2%)</u>
Other Financial Uses:						
Transfer Out	131,100	-	-	-	-	0%
Advance Debt Repayment	-	-	24,022,327	24,022,327	-	0%
Reserves	-	250,000	1,532,140	1,282,140	2,095,999	738%
<i>Total Other Financial Uses</i>	<u>131,100</u>	<u>250,000</u>	<u>25,554,467</u>	<u>25,304,467</u>	<u>2,095,999</u>	<u>738%</u>
<i>Total Resources Allocated</i>	<u>\$ 7,996,944</u>	<u>10,065,109</u>	<u>34,364,473</u>	<u>24,299,363</u>	<u>11,679,159</u>	<u>16%</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 2010 Actual	FY 2011 Adopted	FY 2011 Estimated	FY 2012 Adopted
<u>Governmental Funds Debt Service</u>				
Capital Leases	\$ 95,992	95,974	51,108	44,866 ⁽¹⁾
General Obligation Bonds	3,871,976	5,136,127	3,882,738	5,019,437
Special Obligation Refunding Bond	2,196,675	2,070,140	3,178,605	2,986,620
Special Obligation Note	471,401	1,128,700	235,701	-
Tax Increment Revenue Bonds	1,461,590	1,480,142	1,474,377	1,577,102
Subtotal	<u>\$ 8,097,634</u>	<u>9,911,083</u>	<u>8,822,529</u>	<u>9,628,025</u>
<u>Enterprise Funds Debt Service</u>				
Sanitation Revenue Bonds	\$ 2,928,565	-	-	-
Water and Sewer Revenue Bonds	22,460,657	26,350,050	26,687,248	26,463,939
State Revolving Fund Loans	6,424,041	7,030,068	6,614,357	6,575,804
Subtotal	<u>\$ 31,813,263</u>	<u>33,380,118</u>	<u>33,301,605</u>	<u>33,039,743</u>
<u>Internal Service Funds Debt Service</u>				
Capital Leases	\$ 1,658,260	5,655,886	1,660,965	2,081,083
Subtotal	<u>\$ 1,658,260</u>	<u>5,655,886</u>	<u>1,660,965</u>	<u>2,081,083</u>
TOTAL	<u><u>\$ 41,569,157</u></u>	<u><u>48,947,087</u></u>	<u><u>43,785,099</u></u>	<u><u>44,748,850</u></u>

⁽¹⁾The Capital Leases budgets are included in the Procurement Departments operating budgets.

**CHANGE IN LONG-TERM DEBT OBLIGATIONS FOR
THE 12 MONTH PERIOD ENDING SEPTEMBER 30, 2011**

DETAIL	Beginning 10/01/2010	Additions	Reductions	Ending 09/30/2011	Due Within One Year
Governmental Activities					
General Obligation Bonds					
2002	\$ 16,445,000	-	(2,100,000)	14,345,000	14,345,000
2005	18,020,000	-	(445,000)	17,575,000	460,000
2011A	-	20,000,000.00		20,000,000	590,000
2011B	-	13,980,000.00		13,980,000	2,250,000
	<u>\$ 34,465,000</u>	<u>33,980,000</u>	<u>(2,545,000)</u>	<u>65,900,000</u>	<u>17,645,000</u>
Excise Tax Bonds					
1998C	\$ -	-	-	-	-
	\$ -	-	-	-	-
Tax Increment Bonds					
2003A	\$ 1,015,000	-	(495,000)	520,000	520,000
2004A	9,870,000	-	(528,000)	9,342,000	598,000
2004B	4,235,000	-	(254,000)	3,981,000	264,000
	<u>\$ 15,120,000</u>	<u>-</u>	<u>(1,277,000)</u>	<u>13,843,000</u>	<u>1,382,000</u>
Special Obligation Refunding Bond					
2008A	\$ 13,971,127	-	(13,971,127)	-	-
2010A	-	14,015,000	(1,701,300)	12,313,700	1,687,800
2010B	-	10,095,000	(764,300)	9,330,700	741,400
	<u>\$ 13,971,127</u>	<u>24,110,000</u>	<u>(16,436,727)</u>	<u>21,644,400</u>	<u>2,429,200</u>
Special Obligation Note					
2008B	\$ 10,051,200	-	(10,051,200)	-	-
2011A	-	7,218,000	-	7,218,000	-
2011B	-	2,546,000	-	2,546,000	-
	<u>\$ 10,051,200</u>	<u>9,764,000</u>	<u>(10,051,200)</u>	<u>9,764,000</u>	<u>-</u>
Leasing Agreements					
#10 - Fire Trucks	\$ 916,377	-	(448,471)	467,906	467,906
#11 - PAVe Vehicles	150,499	-	(150,499)	-	-
#12 - PAVe Technology	-	-	-	-	-
#13 - BuySpeed	49,168	-	(49,168)	-	-
#14 - Fire Trucks	7,309,428	-	(666,450)	6,642,978	698,906
	<u>\$ 8,425,472</u>	<u>-</u>	<u>(1,314,588)</u>	<u>7,110,884</u>	<u>1,166,812</u>
Total Governmental	<u>\$ 82,032,799</u>	<u>67,854,000</u>	<u>(31,624,515)</u>	<u>118,262,284</u>	<u>22,623,012</u>
Business-Type Activities					
Water & Sewer Revenue Bonds					
2003	\$ 74,755,000	-	(2,265,000)	72,490,000	2,350,000
2006	94,725,000	-	(1,620,000)	93,105,000	1,680,000
2008	148,830,000	-	(3,235,000)	145,595,000	3,335,000
2010	82,300,000	-	(1,685,000)	80,615,000	1,735,000
	<u>\$ 400,610,000</u>	<u>-</u>	<u>(8,805,000)</u>	<u>391,805,000</u>	<u>9,100,000</u>
Sanitation Revenue Bonds					
	-	-	-	-	-
State Revolving Fund Loans					
WWG12047439P	\$ 7,700,130	-	(369,867)	7,330,263	380,671
WW47439L	18,242,430	-	(959,231)	17,283,199	985,672
WW47440S	14,059,159	-	(742,600)	13,316,559	759,207
WW474410	40,170,113	-	(1,992,222)	38,177,891	1,088,870
WW474420	9,022,912	-	(437,877)	8,585,035	230,770
	<u>\$ 89,194,744</u>	<u>-</u>	<u>(4,501,797)</u>	<u>84,692,947</u>	<u>3,445,190</u>
Total Business-Type Activities	<u>\$ 489,804,744</u>	<u>-</u>	<u>(13,306,797)</u>	<u>476,497,947</u>	<u>12,545,190</u>
Total All Activities	<u>\$ 571,837,543</u>	<u>67,854,000</u>	<u>(44,931,312)</u>	<u>594,760,231</u>	<u>35,168,202</u>

**BONDS, NOTES AND LOANS PAYABLE
AT SEPTEMBER 30, 2011**

<u>Summary</u>	<u>Beginning 10/01/2010</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending 09/30/2011</u>	<u>Due Within One Year</u>
Governmental Activities:					
General Obligation Bonds	\$ 34,465,000	33,980,000	(2,545,000)	65,900,000	17,645,000
Excise Tax Bonds	0	-	-	-	-
Tax Increment Bonds	15,120,000	-	(1,277,000)	13,843,000	1,382,000
FIFC Loans	0	-	0	-	-
Sunshine State Loans	0	-	0	-	-
Special Obligation Refunding Bond	13,971,127	24,110,000	(16,436,727)	21,644,400	2,429,200
Special Obligation Note	10,051,200	9,764,000	(10,051,200)	9,764,000	-
Leasing Agreements	8,425,472	0	(1,314,588)	7,110,884	1,166,812
Total Governmental Activities	<u>\$ 82,032,799</u>	<u>67,854,000</u>	<u>(31,624,515)</u>	<u>118,262,284</u>	<u>22,623,012</u>
Business-Type Activities:					
Water and Sewer Revenue Bonds	\$ 400,610,000	-	(8,805,000)	391,805,000	9,100,000
Sanitation Bonds	0	-	0	0	0
State Revolving Fund Loans	89,194,744	0	(4,501,797)	84,692,947	3,445,190
Total Business-Type Activities	<u>\$ 489,804,744</u>	<u>-</u>	<u>(13,306,797)</u>	<u>476,497,947</u>	<u>12,545,190</u>
Total All Activities	<u>\$ 571,837,543</u>	<u>67,854,000</u>	<u>(44,931,312)</u>	<u>594,760,231</u>	<u>35,168,202</u>

**DEBT SERVICE REQUIREMENTS FOR ALL BONDS AND LOANS
OUTSTANDING AS OF SEPTEMBER 30, 2011**

Year Ending September 30	GOVERNMENTAL ACTIVITIES					
	Capital Leases		General Obligation Bonds		Tax Increment Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2012	\$ 1,166,812	338,613	5,470,000	2,065,588	1,382,000	667,470
2013	732,943	289,476	5,375,000	2,174,339	12,461,000	603,598
2014	768,637	253,782	5,530,000	2,019,420	-	-
2015	806,070	216,349	5,700,000	1,853,356	-	-
2016	845,325	177,093.77	5,915,000	1,655,681	-	-
2017-2021	2,791,097	276,160	10,475,000	6,417,169	-	-
2022-2026	-	-	6,335,000	5,277,119	-	-
2027-2031	-	-	7,690,000	3,928,406	-	-
2032-2036	-	-	8,330,000	2,126,585	-	-
2037-2041	-	-	5,080,000	661,519	-	-
Total	\$ 7,110,884	1,551,474	65,900,000	28,179,182	13,843,000	1,271,068

Year Ending September 30	GOVERNMENTAL ACTIVITIES					
	Special Obligation Refunding Bonds		Special Obligation Note		Total Governmental	
	Principal	Interest	Principal	Interest	Principal	Interest
2012	\$ 2,429,200	726,237	-	-	10,448,012	3,797,908
2013	3,214,900	754,251	-	-	21,783,843	3,821,664
2014	2,740,400	671,906	-	-	9,039,037	2,945,108
2015	2,810,800	600,977	-	-	9,316,870	2,670,682
2016	2,884,300	528,194	-	-	9,644,625	2,360,969
2017-2021	13,085,900	1,509,783	-	-	26,351,997	8,203,112
2022-2026	3,654,900	318,559	-	-	9,989,900	5,595,678
2027-2031	588,000	8,761	-	-	8,278,000	3,937,167
2032-2036	-	-	-	-	8,330,000	2,126,585
2037-2041	-	-	-	-	5,080,000	661,519
Total	\$ 31,408,400	5,118,669	-	-	118,262,284	36,120,393

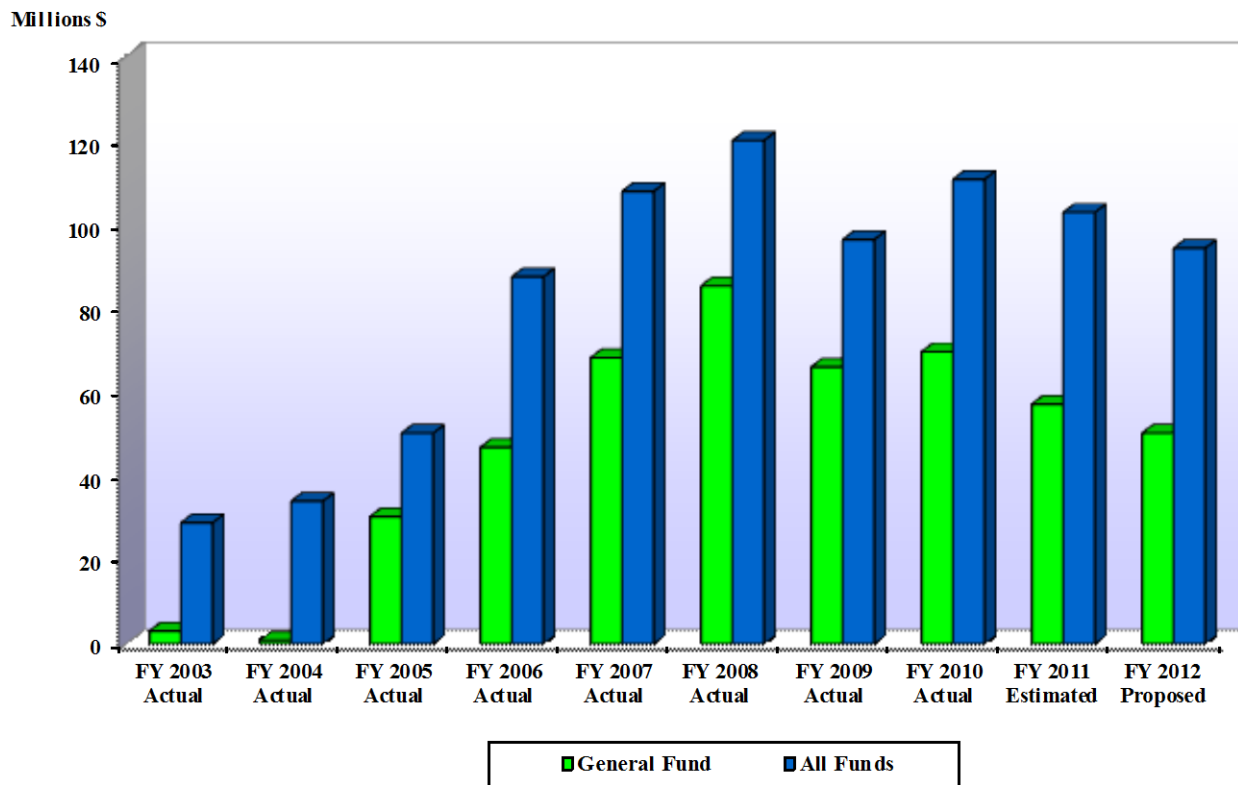
Year Ending September 30	BUSINESS TYPE ACTIVITIES							
	Water and Sewer Revenue Bonds		Sanitation Bonds		State Revolving Fund Loans		Total Business Type	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2012	\$ 9,100,000	17,577,662	-	-	3,445,190	2,029,100	12,545,190	19,606,762
2013	9,420,000	17,258,756	-	-	4,640,991	1,924,671	14,060,991	19,183,427
2014	9,770,000	16,913,931	-	-	4,753,431	1,812,230	14,523,431	18,726,161
2015	10,150,000	16,551,318	-	-	4,868,637	1,697,025	15,018,637	18,248,343
2016	10,555,000	16,160,543	-	-	4,986,676	1,578,986	15,541,676	17,739,529
2017-2021	59,515,000	73,987,376	-	-	26,808,206	6,020,103	86,323,206	80,007,479
2022-2026	73,890,000	59,376,762	-	-	295,009,911.17	2,601,188	103,390,991	61,977,949
2027-2031	93,185,000	40,107,016	-	-	5,688,824	134,012	98,873,824	40,241,028
2032-2036	106,390,000	15,528,874	-	-	-	-	106,390,000	15,528,874
2037-2041	9,830,000	559,126	-	-	-	-	9,830,000	559,126
Total	\$ 391,805,000	274,021,362	-	-	84,692,947	17,797,315	476,497,947	291,818,677

Year Ending September 30	Total Principal	Total Interest	Total Debt Service
2012	22,993,202	23,404,670	46,397,872
2013	35,844,834	23,005,090	58,849,924
2014	23,562,468	21,671,269	45,233,738
2015	24,335,507	20,919,025	45,254,532
2016	25,186,302	20,100,498	45,286,799
2017-2021	112,675,203	88,210,591	200,885,794
2022-2026	113,380,891	67,573,628	180,954,519
2027-2031	107,151,824	44,178,195	151,330,019
2032-2036	114,720,000	17,655,459	132,375,459
2037-2041	14,910,000	1,220,645	16,130,645
Total	\$ 594,760,231	327,939,070	922,699,301

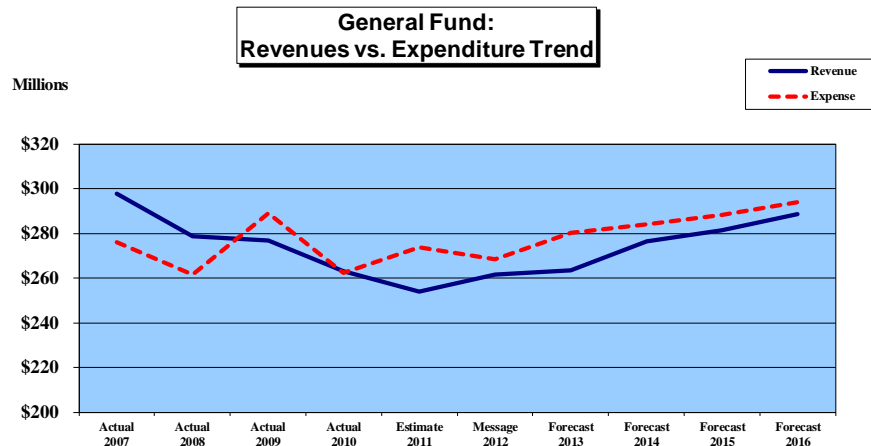
FUND BALANCE PROJECTION

Ending fund balances are shown for the General Fund and all Other 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 was in decline for a few years. The City had 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, for FY 2010 the year actually ended with \$69.6 million in unreserved, undesignated fund balance – about 27.1% percent of the General Fund. The FY 2011 projected fund balance is \$56.2 million; which represents 21.6% of the General Fund budgeted expenditures. The City’s proposed budget includes a recommendation to utilize \$6 million of the accumulated fund balance to mitigate material losses of revenue as a result of the economic downturn. It is anticipated that by the end of FY 2012, the City will have an available fund balance of \$50.2 million. This represents 19.6% of the General Fund budgeted expenditures.

OPERATING FUNDS ENDING BALANCES



General Fund Five-Year Financial Forecast



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.

Methodology:

The assumptions for the first year budget of the five-year financial plan were guided by the City Commission and the needs of the community. The City Commission provided a general path for the budget development; however, City employees provide the perspective of professionals as to the most effective and efficient way to implement City Commission policy. Years two through five (2013-2016) were developed by an interactive financial model using an analytical approach based upon projected financial resources and City services.

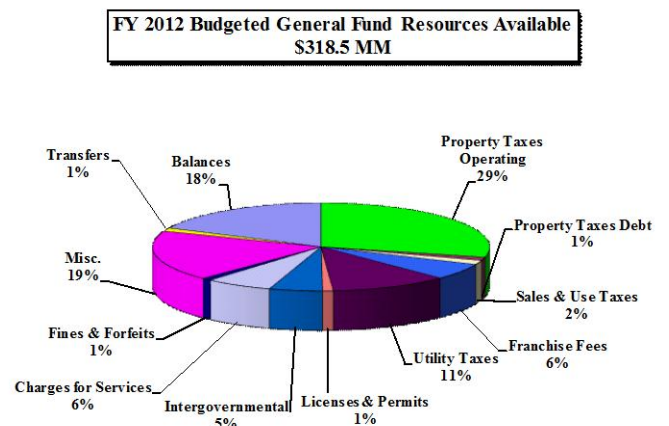
General Assumptions:

The general assumptions applied to the financial conditions of the City are conservative. Forecasts for operating expenses are based upon current programs, with a moderate annual increase.

Revenues:

Major sources that make up the General Fund revenues include: Property Taxes (30%), Utility Taxes (11%), Charges for Services (6%), Franchise Fees (6%), Intergovernmental (5%), Sales and Use Taxes (2%), Licenses & Permits (1%), Fines & Forfeitures (1%), Miscellaneous (19%), and Balances and Transfers (19%).

A description of each revenue source as well as a discussion of the outlook over the next five years follows.



Property Taxes:

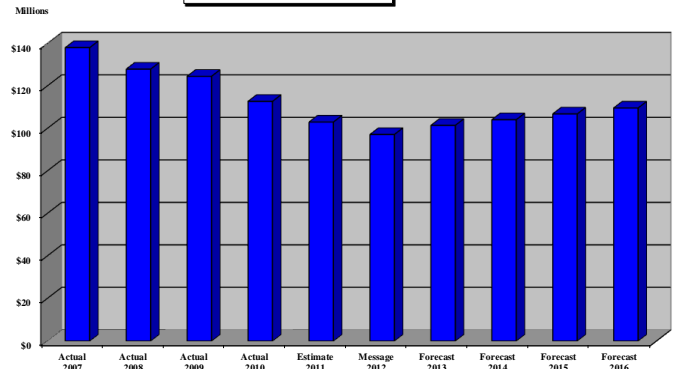
Property tax revenue for fiscal year 2012 is proposed at \$93,402,605, or 29% of the General Fund revenue. Over the last three years, property taxable values have steadily declined due to the decrease in assessed valuations and “Save Our Homes” Constitutional Amendment to the Florida Constitution that provides an annual cap on the increase in taxable values for homestead exempted properties.

The tax rate is made up of two components: operating millage rate and voted debt millage rate.

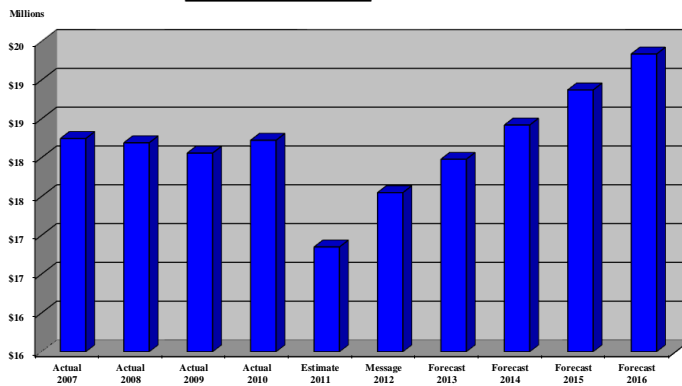
For the sixth year, the operating millage rate has remained constant at 4.1193 and is projected to remain steady for the five year forecast. However, the debt millage fluctuates slightly due to the amortization of constant debt and the issuance of new debt.

The overall property tax revenue is projected to increase 2.5% beginning with fiscal year 2013 and for the remaining years of the forecast.

AD VALOREM TAXES



FRANCHISE FEES



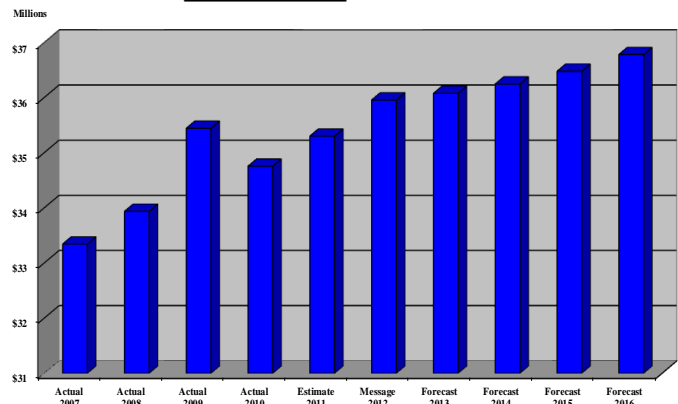
Franchise Fees:

Components that make up the Franchise Fees are payments from Florida Power and Light (FPL) and Peoples Gas for operating within right-of- ways owned by the City. For FY 2012, revenue is projected at \$17,550,000, or 6% of the General Fund revenue. Due to the long term agreement between the City and the entities, we do not anticipate an increase in the basis for payment. However, due to a projected increase in accounts and rate increases, the projection anticipates a revenue increase of 2.6% annually.

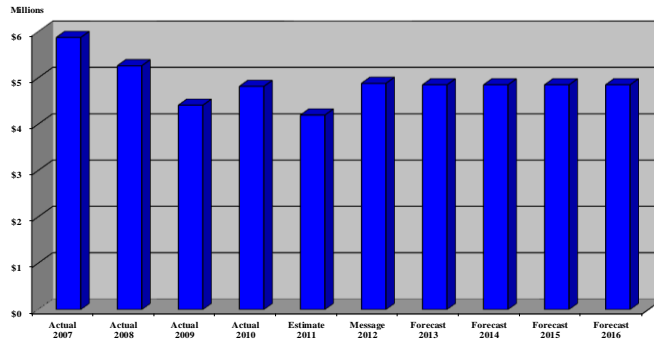
Utility Taxes:

Utility taxes are comprised of utility taxes on electricity, which is charged by FPL, State Communications Service tax, and utility taxes on gas and water. For FY 2012, revenue is projected at \$35,955,000, or 11% of the General Fund revenue. The Office of Economic and Demographic research forecasts a 1.0% increase in anticipation of an increase in FPL rates. The projection includes a 0.6% annual increase over the five years.

UTILITY TAXES



SALES & USE TAXES



Sales & Use Taxes:

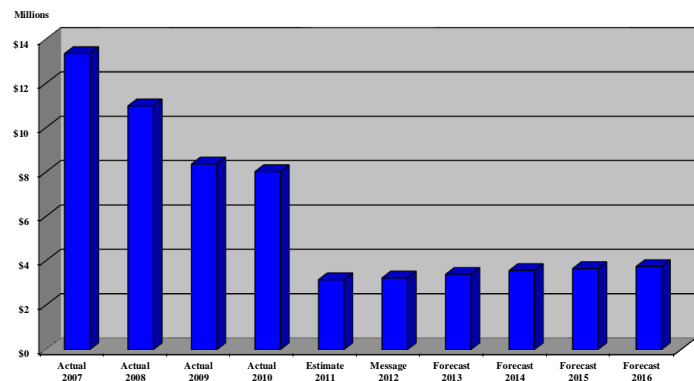
Fiscal Year 2012 revenue is estimated at \$4,882,276, or 2% of the General Fund revenue. These funds supplement the Pension and Retirement trust funds for firefighters and police officers, as per State Statute, Chapter 175 & 185. A rate increase is not projected in future years.

Licenses & Permits:

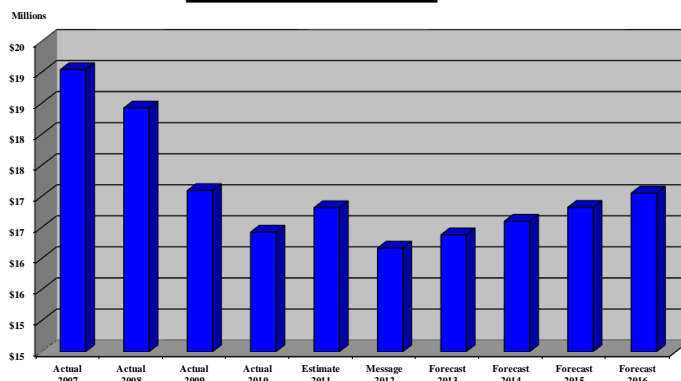
For FY 2012, the revenue is estimated at \$3,239,570, or 1% of the General Fund revenue. The basis for this revenue includes local business tax receipts and development permits. Due to growth in new businesses (Occupational Licenses) and fee increases the projection includes a 3.3% annual increase over the five years.

The City Commission adopted resolution 11-202 on July 6, 2011 allowing the City staff to review and adjust fees for services on a bi-annual basis.

LICENSE & PERMITS



INTERGOVERNMENTAL



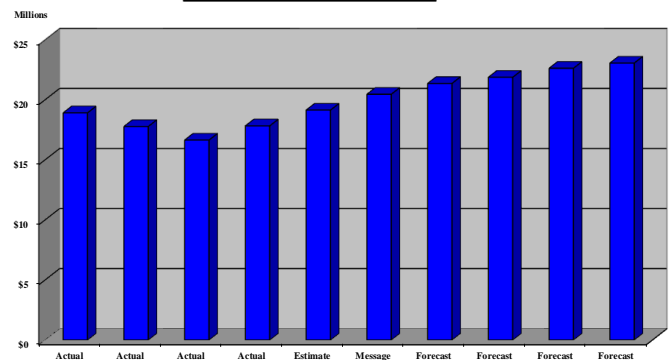
Intergovernmental:

The basis for this revenue is recurring State and County shared revenue. The State of Florida shares motor fuel, alcoholic beverage license, and sales tax revenue with local governments based upon population. For FY 2012, revenue is projected at \$16,169,911, or 5% of General Fund revenue. Based upon state shared revenue estimates, the projection includes a 1.3% annual increase over the five years.

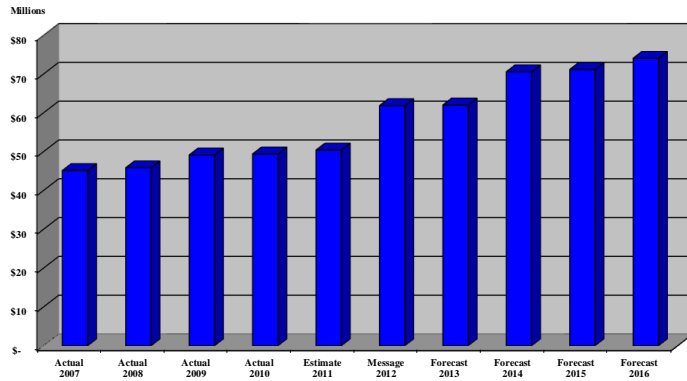
Charges for Services:

This revenue is derived from a variety of City fees, such as building inspections, parks and recreation services, and police fees. For FY 2012, the revenue is projected at \$20,456,960, or 6% of the General Fund revenue. The projection includes a 2.6% annual increase over the five years. These assumptions are based upon revenue growth rates and an increase in volume of lien researches, alarm response fees, fire inspection, and plan reviews.

CHARGES FOR SERVICES



FINES, FORFEITURES & MISCELLANEOUS



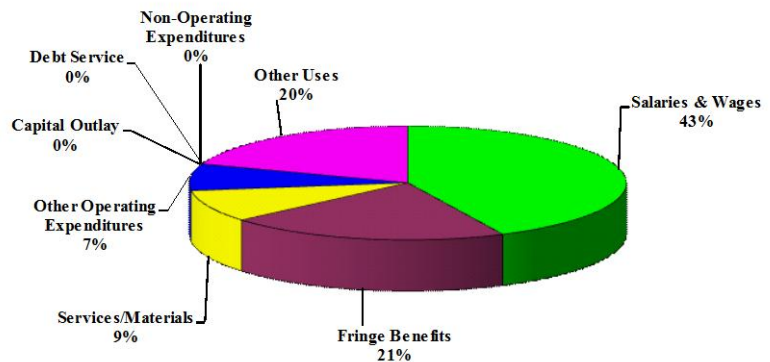
Fines, Forfeitures & Miscellaneous:

For FY 2012, the revenue is estimated at 61,874,721, or 19% of the General Fund revenue. This revenue source includes a full range of violations of State and City codes, interest income, fire assessment fees, and interfund charges. The fire assessment fee is projected to increase from \$135 to \$200 for residential units over the course of the five years.

Expenditures:

The City's future will be shaped by the strategic goals of our neighbors and City Commission through their planning process. In the past decade, expenses have steadily trended upward due to the City's increase in population, demand for services, and costs of supplies and services. To keep in line with shrinking the size of government, the City has eliminated 239 positions, since FY 2008. Due to current financial conditions, City Management has implemented a policy to reduce discretionary spending.

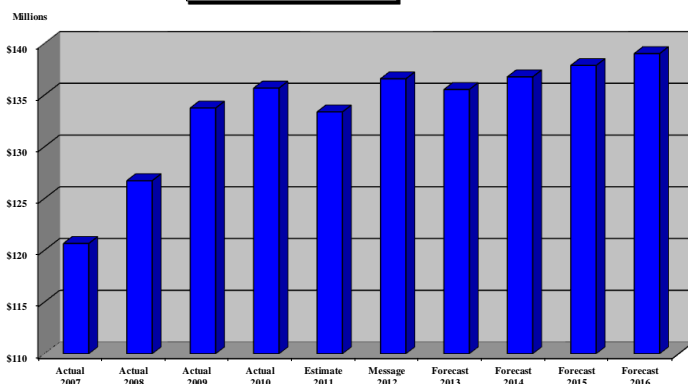
FY 2012 Budgeted General Fund Expenditures \$318.5 MM



Major expenditures are broken out by category, such as Salaries and Wages (43%), Fringe Benefits (21%), Service and Materials (9%) and Other Operating Expenses (8%).

A description of each expenditure category as well as a discussion of the outlook over the next five years follows.

SALARIES & WAGES



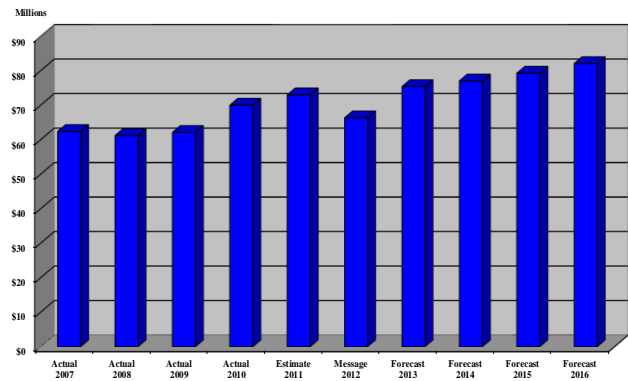
Salaries & Wages:

Salaries and Wages present the largest expenditure to the General Fund. For FY 2012, expenditures total \$136,565,446, or 43% of the General Fund expenses. The projection includes a 1.0% increase due to merit for eligible employees and a cost of living adjustment of 2.5% for Fire and Police union members (FY 2012 and FY 2013). There is no increase for overtime included in the five year projection.

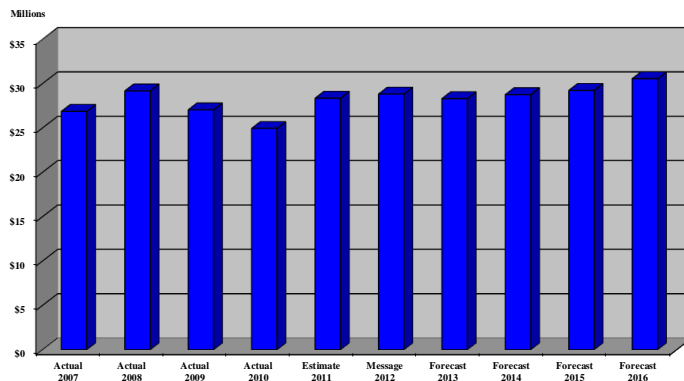
FRINGE BENEFITS

Fringe Benefits:

Fringe Benefits include pension, social security, health care, retiree health care, etc. This expenditure is the second largest expenditure to the City. For fiscal year FY 2012, expenditures total \$66,342,112 or 21% of the General Fund. The forecast includes an annual increase of 2.9% for Fringe Benefits over the five years.



SERVICES/MATERIALS



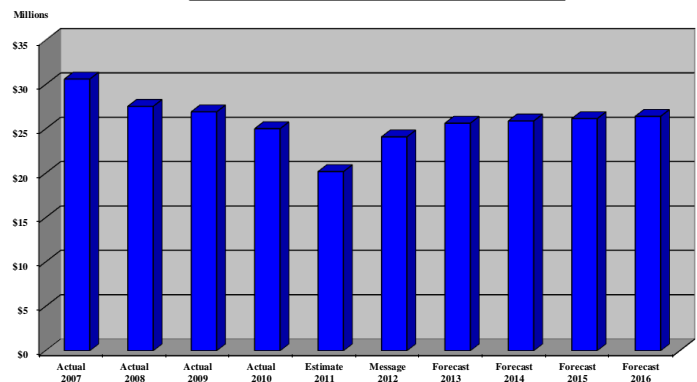
Services/Materials:

Services and Materials are estimated at \$28,819,240 or 9% of the General Fund for fiscal year FY 2012. Some assumptions associated with this category include items such as electricity, gasoline, office supplies, equipment, and other services. The projection includes an annual inflationary increase of 2.6% over the five years.

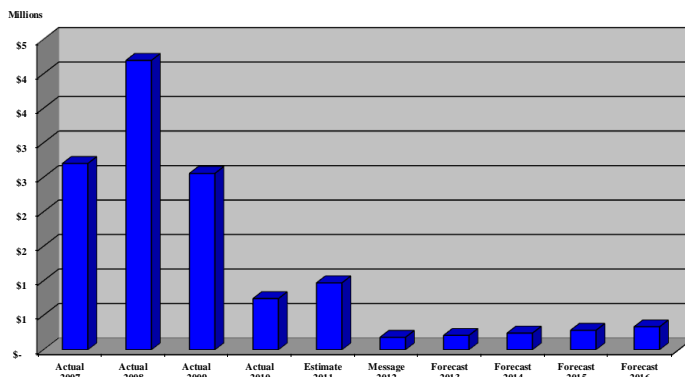
Other Operating Expenditures:

This category represents \$24,105,306 or 8% of the General Fund. This category is composed of liability and property insurance premiums, employee proceedings, and fleet overhead charges. The projection includes a 1.0% annual increase over the five years.

OTHER OPERATING EXPENDITURES



NON-OPERATING, CAPITAL OUTLAY & DEBT SERVICES



Non-Operating Expenses, Capital Outlay and Debt Services:

This is a combination of expenditures that represent \$180,717 or 0.1% of the General Fund. The projection includes a 10.5% in Non-Operating Expenses and 25% in Capital Outlay, which are anticipated to increase annually. Debt Service is projected to remain constant over the five years.



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Department Budgets Section

INTRODUCTION

The City government is organized into departments along functional lines. The table on page 94 shows the changes in authorized full-time equivalents for each department by fund.

The City's organization chart on page 95 reflects its operation under the "Commission-Manager" plan and identifies its nineteen (19) departments.

The first page for each department is a chart that reflects the organizational structure. This chart also provides a 3-year history of all budgeted, full time equivalents and grant-funded positions. See the department program highlights on pages 33-34 for explanations of significant personnel changes.

Included in the subsequent pages is information about the long-range mission of each department, highlights of each

department's goals and objectives for the new fiscal year, selected performance measures, and revenue and expenditure information.

Departments prepare goals and objectives to:

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

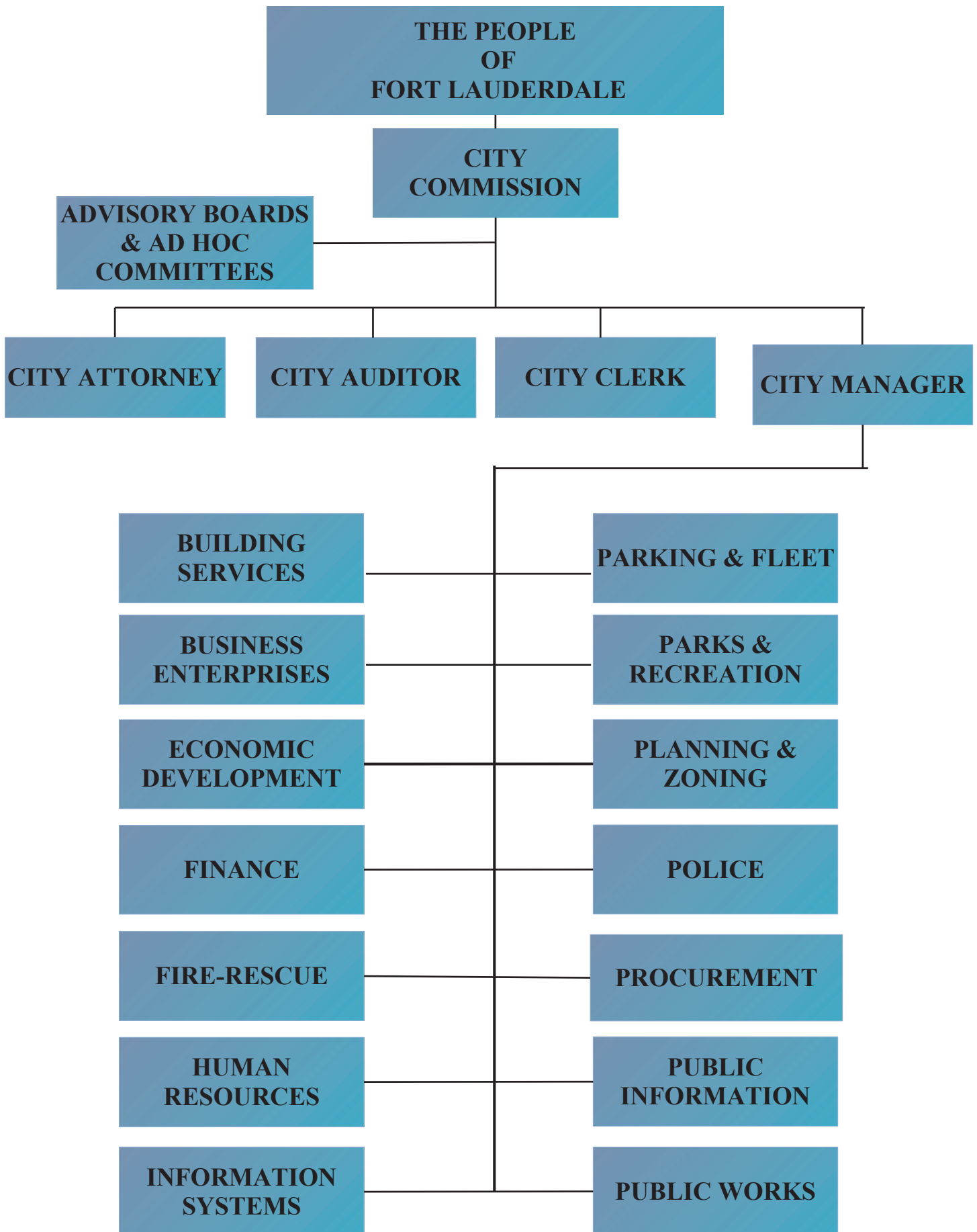
AUTHORIZED CITY POSITIONS (FULL-TIME EQUIVALENTS)

	FY 2010	FY 2011	FY 2012	Position	Percent
	Adopted	Adopted	Adopted	Increase	Change
				(Decrease)	
GENERAL FUND:					
Building Services	108.0	38.0	38.0	-	0.0%
Business Enterprises	47.4	47.2	47.0	(0.1)	(0.3%)
City Attorney	26.0	25.0	25.0	-	0.0%
City Auditor	5.0	5.0	5.0	-	0.0%
City Clerk	6.5	6.5	6.6	0.1	2.0%
City Commission	12.0	12.0	12.0	-	0.0%
City Manager	18.0	21.0	18.0	(3.0)	(14.3%)
Economic Development	8.0	6.0	7.0	1.0	16.7%
Finance	54.0	55.0	55.0	-	0.0%
Fire-Rescue	460.0	458.9	461.0	2.1	0.5%
Human Resources	20.0	19.0	19.0	-	0.0%
Information Systems	30.0	30.0	29.5	(0.5)	(1.6%)
Office of Management and Budget*	12.0	-	-	-	0.0%
Office of Professional Standards**	3.0	3.0	-	(3.0)	(100.0%)
Parks and Recreation	313.9	281.4	274.8	(6.6)	(2.3%)
Planning and Zoning	31.3	31.0	31.0	-	0.0%
Police	684.9	678.0	673.0	(5.0)	(0.7%)
Procurement	11.0	11.0	11.0	-	0.0%
Public Information	11.0	10.0	10.0	-	0.0%
Public Works	125.0	116.0	115.0	(1.0)	(0.9%)
General Fund Total	1,987.0	1,853.9	1,837.9	(16.0)	(0.9%)
Special Revenue Funds					
Building Services	-	60.0	59.0	(1.0)	(1.7%)
Economic Development	12.0	12.0	12.0	-	0.0%
Special Revenue Funds Total	12.0	72.0	71.0	(1.0)	(1.4%)
ENTERPRISE FUNDS:					
Sanitation - Public Works	64.5	62.4	57.4	(7.1)	(11.0%)
Water and Sewer - Public Works	315.0	307.98	306.00	(9.0)	(2.9%)
Central Region - Public Works	34.0	35.0	35.0	1.0	2.9%
Stormwater - Public Works	22.0	21.0	21.0	(1.0)	(4.5%)
Parking System - Parking and Fleet	47.9	45.8	70.8	22.9	47.7%
Parking System - Police	23.0	22.0	-	(23.0)	(100.0%)
Parking Systems - Public Works	3.5	3.2	3.2	(0.3)	(7.7%)
Executive Airport - Business Enterprises	16.0	16.0	16.0	-	0.0%
Enterprise Funds Total	525.9	513.4	509.4	(16.5)	(3.2%)
INTERNAL SERVICE FUNDS:					
Insurance - Finance	10.0	10.0	10.0	-	0.0%
Central Services - Business Enterprises	4.0	4.0	4.0	0.0	0.8%
Central Services - Information Technology Systems	8.3	8.12	9.12	1.0	12.3%
Vehicle Rental - Parking and Fleet	4.0	4.0	4.0	-	0.0%
Internal Service Funds Total	26.3	26.1	27.15	1.0	3.9%
LIGHT DUTY POSITIONS (Insurance Fund):***					
Fire-Rescue	1.0	-	-	-	N/A
Parks and Recreation	1.0	-	-	-	N/A
Public Works	1.0	-	-	-	N/A
Light Duty Positions Total	3.0	-	-	-	N/A
GRANTS AND CONFISCATION FUNDS:					
Planning and Zoning	17.0	17.0	15.0	(2.0)	(11.8%)
Police	18.0	18.0	18.0	-	0.0%
Grants and Confiscation Funds Total	35.0	35.0	33.0	(2.0)	(5.7%)
TRUST AND AGENCY FUND:					
Arts & Science Garage District	5.6	8.8	6.8	(2.1)	(23.6%)
Trust & Agency Fund Total	5.6	8.8	6.8	(2.1)	(23.6%)
ALL FUNDS TOTAL	2,594.8	2,509.3	2,485.2	(36.6)	(1.5%)

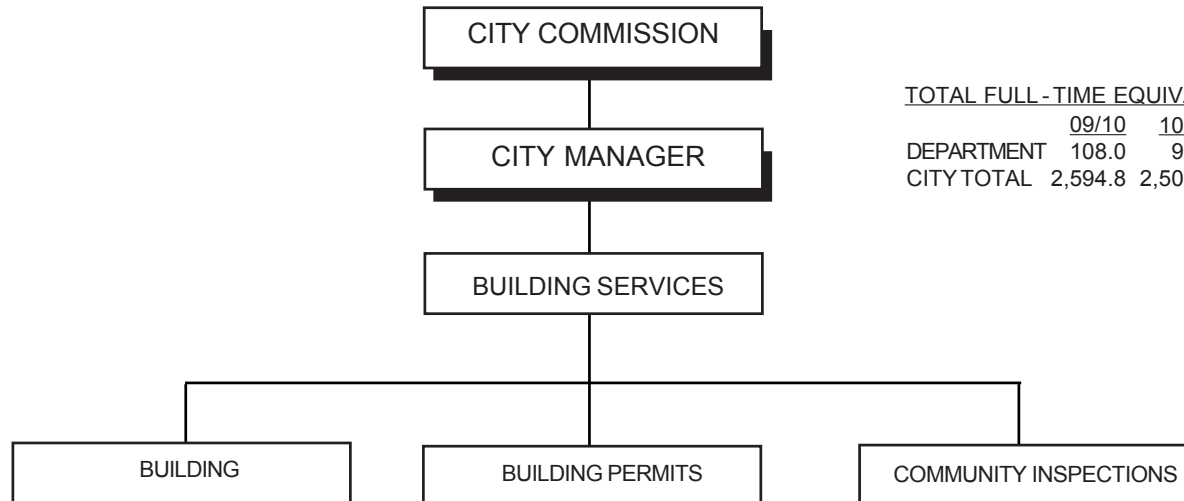
*The Office of Management and Budget Department has been eliminated and reorganized into the City Manager and Finance Departments.

**The Office of Professional Standards has been eliminated and reorganized into the Human Resources Department.

***These positions are not reflected in the department's organization chart.



ORGANIZATION PLAN BUILDING SERVICES



TOTAL FULL - TIME EQUIVALENTS

	09/10	10/11	11/12
DEPARTMENT	108.0	98.0	97.0
CITY TOTAL	2,594.8	2,509.3	2,485.2

	09/10	10/11	11/12
BUILDING SERV DIR	1	0	0
CONST SVCS COORD	1	0	0
ADMIN AIDE	2	0	0
BUILDING OFFICIAL	1	0	0
CHIEF BLDG INSP	1	0	0
CHIEF ELEC INSP	1	0	0
CHIEF MECH INSP	1	0	0
CHIEF PLUMB INSP	1	0	0
CLERK I	2	0	0
CLERK II	2	0	0
CLERK III	4	0	0
BUILDING INSP	9	0	0
BUILDING INSP II	2	0	0
BUILDING INSP III	2	0	0
ELECTRICAL INSP	2	0	0
ELECTRICAL INSP II	1	0	0
ELECTRICAL PLN EXAM	1	0	0
MECHANICAL INSP	2	0	0
MECH PLN EXAMINER	1	0	0
OFFICE SUPV	1	0	0
PLUMBING INSP	1	0	0
PLUMBING INSP II	3	0	0
PLUMBING PLNS EXAM	1	0	0
SERVICE CLERK	11	0	0
STRUCT PLNS EXAM	3	0	0
SR TECH STRATEG	1	0	0
ASSTBLD OFFICIAL	1	0	0

	09/10	10/11	11/12
BUILDING SERV DIR	0	1	0
CONST SVCS COORD	0	1	1
ADMIN ASSISTANT II	0	1	1
ADMIN AIDE	0	3	3
BUILDING OFFICIAL	0	1	1
CHIEF BLDG INSP	0	1	1
CHIEF ELEC INSP	0	1	1
CHIEF MECH INSP	0	1	1
CHIEF PLUMB INSP	0	1	1
CLERK I	0	2	2
CLERK II	0	2	2
CLERK III	0	5	5
BUILDING INSP	0	11	11
BUILDING INSP II	0	2	2
BUILDING INSP III	0	2	2
ELECTRICAL INSP	0	2	2
ELECTRICAL INSP II	0	1	1
ELECTRICAL PLN EXAM	0	1	1
MECHANICAL INSP	0	1	1
MECH PLN EXAMINER	0	1	1
OFFICE SUPV	0	1	1
PLUMBING INSP	0	1	1
PLUMBING INSP II	0	3	3
SERVICE CLERK	0	11	11
STRUCT PLNS EXAM	0	2	2
SR TECH STRATEG	0	1	1

	09/10	10/11	11/12
COMM INSPEC MGR	1	1	1
ASST COMM INSP MGR	1	1	1
ADMIN ASSIST II	1	0	0
ADMIN AIDE	2	1	1
BUILDING INSPEC	4	0	0
CLERK II	1	0	0
CLERK III	8	6	6
CODE COMPL OFFICER	16	15	15
SR CODE COMPL OFF	4	4	4
COMM INSPEC SUPV	5	4	4
LICENSE INSPECT	4	4	4
SECRETARY I	1	1	1
SERVICE CLERK	1	1	1

BUILDING SERVICES

Mission:

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



	FY 2010		FY 2011		FY 2012
	<u>Actual</u>		<u>Estimate</u>		<u>Budget</u>
<u>Division: Building</u>					
Total Budget	\$ 5,666,664		\$ 64,000		\$ 100,000

Description of Division and Activities:

A premium service offered to customers who wish to pay an additional fee to have plans reviewed expeditiously. An outside vendor is used for this service.

Goal:

Customer service initiative

Objectives:

To provide a service for customers desiring expedited plan review at an additional cost.

	FY 2010	FY 2011	FY 2012
<u>Selected Performance Measures:</u>	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
Workloads/Outputs:			
Plans Reviewed	1,291	885	850
Efficiency:			
Average Plans Reviewed/Plan Reviewer/Year	322	221	212
Effectiveness:			
Initial Plan Review Turnaround Time (Multi-Discipline)	5 Days	3 Days	3 Days

* Includes Expedited Plan Review only. Building Permits, Certification Maintenance, and Building Technology have been moved to new funds and divisions for FY2010/2011.

	FY 2010		FY 2011		FY 2012
	<u>Actual</u>		<u>Estimate</u>		<u>Budget</u>
<u>Division: Community Inspection</u>					
Total Budget	\$ 4,488,879		\$ 3,989,151		\$ 3,677,369

Description of Division and Activities:

The Community Inspection Division preserves and improves the housing and property standards through enforcement of the City Code of Ordinances and Regulations and the Florida Building Code.

Goal:

Provide citizen services and enforce the City Code of Ordinances and the Florida Building Code to accomplish City goals and meet Commission priorities.

Objectives:

- Proactively inspect properties for compliance with Florida Building Code and City Code of Ordinances.
- Interact with neighborhood groups to promote education and cooperative code enforcement.
- Process customer complaints and provide customer service in a more effective and efficient manner.
- Review ordinances and enforcement procedures on an on-going basis to maximize efficiency.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Total Inspections	62,794	65,152	66,000
Total Properties Cited	18,943	18,719	19,000
Open & Unsecured Structure Cases Abated	201	363	370
Citizen Complaints	5,339	5,424	5,370
Compliance Time for Code Cases	22 Days	24 Days	22 Days
Properties Complied	22,434	21,045	22,000
Efficiency:			
Reduction in Citizen Complaints	575	+ 85	- 54
Decrease in Compliance Time for Code Cases	9 Days	+ 2 days	- 2 Days
Increase in Properties Complied	3,411	- 1,389	+ 631
Effectiveness:			
Complaint Inspections within 1 Business Day	97%	94%	97%
Total Cases Proactive (Discovered by Inspector)	75%	84%	84%
Reduction in Citizen Complaints	10%	+ 1%	- 1%
Reduction in Compliance Time for Code Cases	30%	+ 6%	- 8%
Increase in Properties Complied	16%	- 7%	+ 3%

	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
<u>Division: Building Permits</u>			
Total Budget	\$ -	\$ 6,646,000	\$ 7,082,265

Description of Division and Activities:

The Building Permits Division reviews and issues building permits and Certificates of Occupancy, performs field inspections and provides expertise on the Florida Building Code and the Florida Accessibility Code.

Goal:

Provide code enforcement and building services to the community in a manner that is consistent, efficient, collaborative, comprehensive, and customer service oriented. Ensure all building permits are in compliance with the Florida Building Code and all other applicable laws, ordinances, and are administered in a manner that promotes and protects the public interest and safety.

Objectives:

- Provide timely response to our customers in answering questions on plan reviews in progress, inspection activity and other building services activities.
- Provide access to department leadership and information to help solve problems.
- Review and approve plans relating to construction, alteration, repair and demolition of buildings and structures.
- Perform field inspections on construction job sites to verify compliance with the approved plans and the appropriate codes.

	FY 2010	FY 2011	FY 2012
<u>Selected Performance Measures:</u>	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
Workloads/Outputs:			
Plans Reviewed	41,187	44,897	44,897
Inspections Performed	74,930	77,787	77,787
Efficiency:			
Average Plans Reviewed/Plan Reviewer/Year	6,864	7,482	7,482
Average Annual Inspections/Inspector	4,407	4,575	4,575
Effectiveness:			
Scheduled Inspections Performed within 1 Business Day	100%	100%	100%
Initial Plan Review Turnaround Time (Multi-Discipline)	5.02 Days	3.69 Days	3.69 Days

	FY 2010	FY 2011	FY 2012
<u>Division: Building Certification Maintenance</u>	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget	\$ -	\$ 51,502	\$ 51,500

Description of Division and Activities:

All permits are accompanied by payment of a training and educational fee. The fees collected are set aside to offset the cost of training and education of personnel in the regulation, inspection and enforcement of the Florida Building Code.

Goal:

Customer service initiative

Objectives:

Offset the cost of training and education of personnel in the regulation, inspection and enforcement of the City's building and zoning codes.

	FY 2010	FY 2011	FY 2012
<u>Division: Building Technology</u>	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget	\$ -	\$ 105,004	\$ 112,652

Description of Division and Activities:

All permits are accompanied by payment of a technology fee. The fees collected are set aside to offset the cost of computer system purchases or technology expenditures in the regulation, inspection and enforcement of the Florida Building Code.

Goal:

Customer service initiative

Objectives:

Offset the cost of computer system purchases or technology expenditures in the regulation, inspection and enforcement of the Florida Building Code.

FY 2010-2011 Major Accomplishments:

- Implemented Special Magistrate hearings for 40 year Building Safety Program.
- Implemented 7 day code enforcement coverage.
- Code Division performance measures:
 - 94% of complaint inspections conducted within 1 business day
 - 84% of cases proactive (discovered by Inspector)
 - 21,046 cases brought into compliance
- Code Response Team painted over graffiti in 311 cases.
- Code Enforcement Team secured 223 open/vacant structures.

GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Licenses and Permits	\$ 7,932,184	2,904,000	2,966,000	3,046,000
Intergovernment Revenue	121,345	60,000	121,667	127,750
Charges for Service	45,603	18,200	28,200	28,200
Fines and Forfeitures	467,374	338,000	325,000	325,000
Miscellaneous Revenues	105,430	60,000	60,000	60,000
Total	\$ 8,671,935	3,380,200	3,500,867	3,586,950

Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 6,157,180	2,150,945	2,235,271	2,102,581
Fringe Benefits	2,920,266	1,112,471	1,235,634	1,097,311
Services/Materials	711,085	534,423	454,298	473,351
Other Operating Expenses	365,830	128,359	127,948	104,126
Capital Outlay	1,182	-	-	-
Total	\$ 10,155,544	3,926,198	4,053,151	3,777,369

BUILDING PERMITS

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Licenses and Permits	\$ -	7,606,902	7,901,121	8,689,765
Charges for Service	-	55,500	55,500	55,500
Total	\$ -	7,662,402	7,956,621	8,745,265

Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ -	3,901,954	3,838,063	3,751,221
Fringe Benefits	-	1,841,895	1,766,612	1,834,417
Services/Materials	-	231,280	233,970	433,118
Other Operating Expenses	-	824,160	807,355	1,063,509
Total	\$ -	6,799,289	6,646,000	7,082,265

BUILDING CERTIFICATION MAINTENANCE

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Licenses and Permits	\$ -	60,000	70,000	70,000
Total	\$ -	60,000	70,000	70,000

Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Services/Materials	\$ -	7,000	7,000	7,000
Other Operating Expenses	-	44,502	44,502	44,500
Total	\$ -	51,502	51,502	51,500

BUILDING TECHNOLOGY

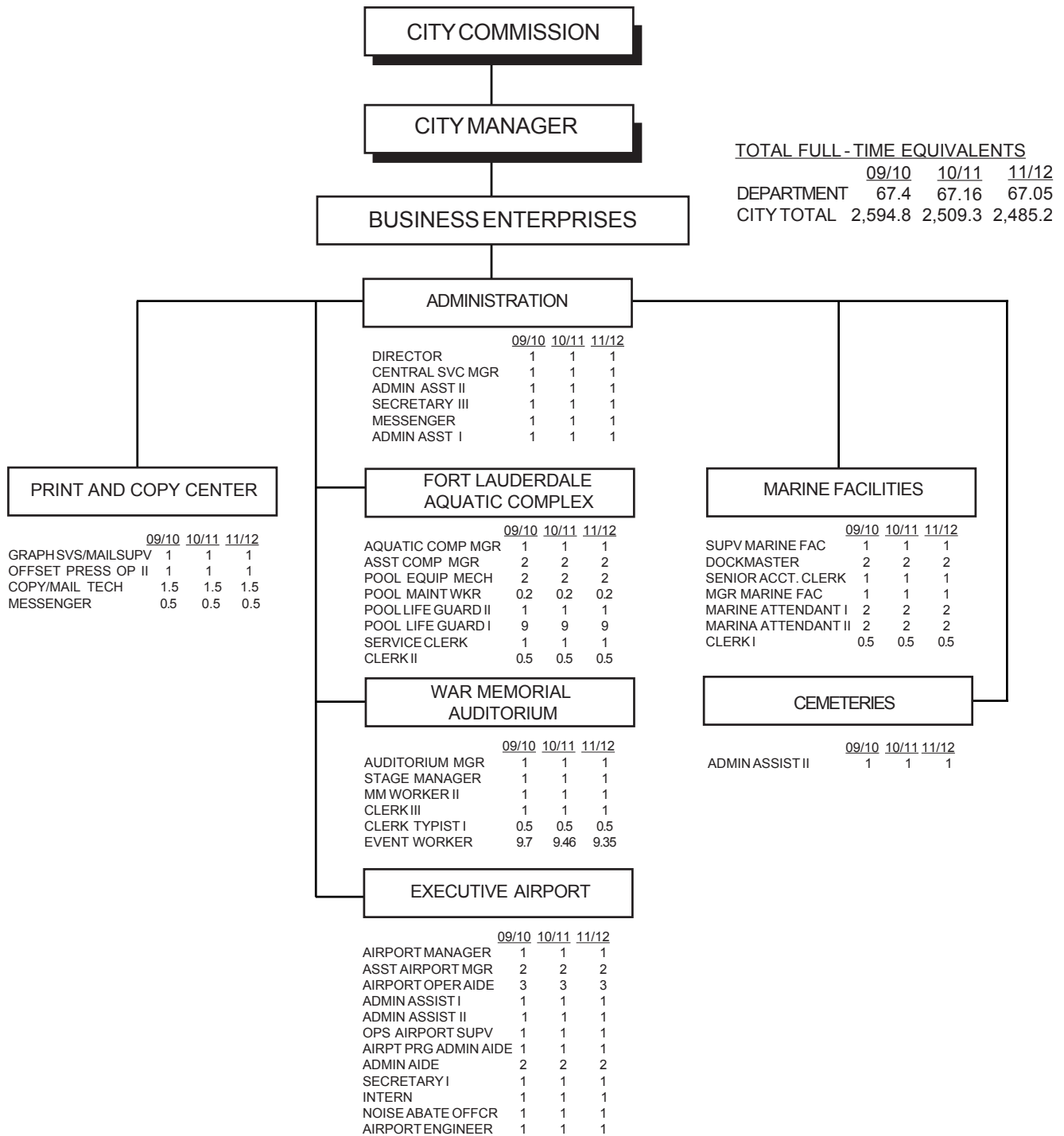
Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Licenses and Permits	\$ -	115,000	220,000	220,000
Total	\$ -	115,000	220,000	220,000

Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Services/Materials	\$ -	105,000	105,000	112,652
Other Operating Expenses	-	4	4	-
Total	\$ -	105,004	105,004	112,652



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ORGANIZATION PLAN BUSINESS ENTERPRISES



BUSINESS ENTERPRISES

Mission:

Enhance the City’s image and overall quality of life through service excellence, creativity and professionalism, while exploring revenue opportunities and investing in our diverse facilities and programs.



	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<u>Division: Business Enterprises</u>			
Total Budget	\$ 1,770,765	\$ 1,845,221	\$ 1,847,117

Description of Division and Activities:

The Office of the Director is responsible for the management and oversight of the Marine Facilities, Fort Lauderdale Aquatic Complex, War Memorial Auditorium, Fort Lauderdale Executive Airport, Municipal Cemeteries and the Print Shop/Copy Center/Mailroom.

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<u>Division: Marine Facilities</u>			
Total Budget	\$ 1,585,868	\$ 1,498,200	\$ 1,585,509

Description of Division and Activities:

Provide the boating public with outstanding customer service at clean and safe facilities, while maintaining effective fiscal and environmental responsibilities.

Goal:

Maintain the City’s financial position; no property tax increase; no reductions in vital City services.

Objective:

Revenue growth through increased occupancy percentages obtained through rate reductions, where necessary, due to fluid private sector rate restructuring.

	FY 2010	FY 2011	FY 2012
<u>Selected Performance Measures:</u>	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs (Combined Slips Rented):</u>			
<u>Downtown Facilities:</u>			
New River / Cooley’s (130 slips)	23,725	28,945	30,843
<u>Intracoastal Facilities:</u>			
Las Olas / Anchorage (70 slips)	17,630	19,163	20,440
<u>Efficiency (Combined Occupancy %’s):</u>			
<u>Downtown Facilities:</u>			
New River / Cooley’s	50%	61%	65%
<u>Intracoastal Facilities:</u>			
Las Olas / Anchorage	69%	75%	80%
<u>Effectiveness (Total Revenues):</u>			
<u>Downtown Facilities:</u>			
New River/Riverwalk	\$621,000	\$781,800	\$829,000
Cooley’s Landing	\$157,000	\$181,400	\$192,000
<u>Intracoastal Facilities:</u>			
Las Olas / Anchorage	\$1,027,600	\$1,328,000	\$1,421,000

Goal:

Develop plans for the City's future.

Objectives:

- Provide safe access for small boat dockage adjacent to Downtown and Riverwalk amenities through the installation of five additional floating docks (Phase II) along New River (Completed 4th Qtr. FY 2011).
- Design/seek funding for electrical upgrade for 200 amp/480v to all t-head slips; piers 1 and 2 remain underpowered.
- Design/seek funding for replacement of pumpout system on northside of New River in 40 slips (currently non-functional).

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Percentage of day dockage facilities (floating docks) completed (sq. ft.)	17%	100%	N/A
Percentage construction complete for electrical upgrade at Las Olas Marina ¹	50%	50%	100%
Provide functional sewage pumpout at all City slips	79%	79%	100%
Efficiency:			
Percentage annual occupancy impact from day dockage access	17%	100%	100%
Increased usage by general boating public	79%	79%	100%
Effectiveness:			
Safe Small Boat/ADA access to upland amenities	17%	100%	N/A
Increased Revenues - Payback within 2 years of installation	N/A	\$150,000	\$150,000
Decrease in illegal pumpout into City waterways	21%	21%	21%

¹Funding delayed until FY 2012

Goal:

Improve neighborhoods and enhance quality of life.

Objectives:

- Provide both improved ADA access and small vessel dockage along the New River through the completion of installation of five (5) strategically located floating docks (Completed 4th Qtr. FY 2011).
- Complete improvements to the Riverland Woods Boat Ramp Facility. (Completed 4th Qtr. FY 2011)
- Seek grant funding to enhance capital improvement funding initiative for renovation and enhancement of marine facilities.
- Continue to seek grant reimbursement funding for the safe removal and disposal of derelict vessels.
- Complete Cooley's Landing Marina construction of new storage facility. (To be completed 2nd Qtr. 2012)

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Provide unique incentive to boating public to increase usage of Downtown/Riverwalk Attractions (sq. ft.)	17%	100%	N/A
Efficiency:			
Increase in the number of slips for ADA access on Riverwalk	N/A	24	N/A
Effectiveness:			
Estimated cost invested for safe access facilities ADA	N/A	\$1,100,00	N/A

	FY 2010		FY 2011		FY 2012
<u>Division: Cemeteries</u>	<u>Actual</u>		<u>Estimate</u>		<u>Budget</u>
Total Budget	\$ 127,298		\$ 131,270		\$ 131,709

Description of Division and Activities:

This division is responsible for the administration of the contract for management and operation of municipal cemeteries.

Goal:

Maintain the City’s financial position; no property tax increase; no reductions in vital City services.

Objectives:

- Maximize revenue to the City; enhance accountability, ensuring accuracy of pricing, services, discounts and policy for all contractual agreements through timely review.
- Validate accuracy of Perpetual Care trusting requirements to ensure deposit to the fund is inclusive of all contracts with funding requirements.
- Semi-annual review of the Service and Merchandise Trust fund, ensuring accuracy to meet future obligations.
- Contractor to ensure that all cemetery properties are maintained in a manner that reflects premier properties and reflects positively on the surrounding communities.

<u>Selected Performance Measures:</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Monthly Review of Perpetual Care Trust	12	12	12
Semi-annual Review of Service and Merchandise Trust	2	2	2
Weekly Monitoring of Properties to Identify Any Deficiencies	52	52	52
<u>Efficiency:</u>			
Monthly Review of All Contracts for Perpetual Care Trust	100%	100%	100%
Semi-annual Review of Service and Merchandise Trust	100%	100%	100%
Provide Cemetery Board of Trustees With Timely Information on a bi-monthly basis	6	6	6
<u>Effectiveness:</u>			
Errors Detected and Corrected Within 60 days	100%	100%	100%
Quarterly Maintenance Reimbursements to Contractor	100%	100%	100%

	FY 2010		FY 2011		FY 2012
<u>Division: Fort Lauderdale Aquatic Complex</u>	<u>Actual</u>		<u>Estimate</u>		<u>Budget</u>
Total Budget	\$ 1,546,017		\$ 1,762,514		\$ 1,633,404

Description of Division and Activities:

This division is responsible for the supervision and management of a 5-acre property home to municipal pools of the Fort Lauderdale Aquatic Complex (FLAC) and City owned property/buildings provided for the International Swimming Hall of Fame (ISHOF), a private non-profit organization. The municipal pool offers daily public swimming, diving, instructional, fitness, competitive team programs and specialized training opportunities plus special events open to residents and visitors. Additionally, the division supports the headquarters of Ocean Rescue (Fire Department) and FLAC staff provides the administration of the City's beach concession contracts.

Goal:

Maintain the City’s financial position; no property tax increase.

Objectives:

- Manage and operate an aquatic facility that meets the needs of the local community and its many visitors through various public, team and instructional programs.
- Increase attendance and participation.
- Maximize opportunities and increase revenues to the City.

	FY 2010	FY 2011	FY 2012
<u>Selected Performance Measures:</u>	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
Workloads/Output			
Days Open For Public Programming	317	312	314
Days Closed to Public Programming for Events	47	52	50
Weekend Hours Open to Public	12	12	12
Weekday Hours Open to Public	48	48	48
City Programs: Lifeguard / WSI / Swim Lessons	75	75	80
Efficiency:			
% of Days Open to Public	87%	86%	85%
% Event Days Closed to Public	13%	14%	15%
% of Event Days	26%	23%	25%
Effectiveness:			
Annual Attendance	237,083	235,000	240,000
Special Event Attendance	79,623	80,000	80,000
Program Attendance	152,329	155,000	160,000
City Programs: Lifeguard / WSI/ Swim Lesson Attendance	6,904	7,000	7,500
FLA Swim School Attendance	9,960	10,000	11,000
Average Daily Public Attendance	80	77	100
Annual Public Attendance	25,455	24,000	30,000
Customer Appreciation Day Attendance	500	500	600
Economic Impact (Millions) ¹	\$65	\$80	\$80
Estimated Hotel Room Nights	70,000	70,000	70,000

¹From the Greater Fort Lauderdale Convention & Visitors Bureau. Economic Impact is based on formulas developed and maintained by the Florida Sports Foundation and the Office of Trade and Economic Development.

	FY 2010	FY 2011	FY 2012
<u>Division: War Memorial Auditorium</u>	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget	\$ 891,898	\$ 1,113,924	\$ 1,323,523

Description of Division and Activities:

This division is responsible for the complete management and operation of the War Memorial Auditorium, with a seating capacity of approximately 2,110.

Goal:

Maintain the City's financial position; no property tax increase; no reductions in vital City services.

Objective:

Increase the number of event days and event attendance through various marketing efforts.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs			
Event Days	132	127	167
Efficiency			
Events Booked to Dates Available	36%	35%	46%
Event Days/ Set Up Tear Down	132	127	167
Effectiveness			
Attendance	94,758	88,817	140,000
Net to General Fund	\$28,620	\$63,200	\$66,400
Increase Revenue	\$920,518	\$1,173,000	\$1,390,400

<u>Division: Fort Lauderdale Stadium</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget	\$ 84,410	\$ -	\$ -

Description of Division and Activities:

This division was responsible for the administration of the contract for management and operation of Fort Lauderdale Baseball Stadium. The Baltimore Orioles vacated the Baseball Stadium on 12/31/2009. Operation of the facility was transferred to Parks & Recreation Department May 2010.

Goal:

Maintain the City's financial position; no property tax increase.

Objective:

Maximize revenue to the City; enhance accountability, ensuring timely and accurate payments through regular reviews.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Monthly review of payments. ¹	12	N/A	N/A
Efficiency:			
Review of payments. ¹	100%	N/A	N/A
Effectiveness:			
Errors detected and corrected within 60 days. ¹	100%	N/A	N/A

¹The Baltimore Orioles vacated the Baseball Stadium on 12/31/2009. Operation of the facility was transferred to Parks & Recreation Department May 2010.

<u>Division: Airport</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget	\$ 7,819,446	\$ 6,012,735	\$ 6,118,869

Description of Division and Activities:

This division is responsible for the operation, development and management of the Fort Lauderdale Executive Airport.

Goal:

Effectively negotiate and administer Airport and Industrial Airpark Leases to maximize revenues.

Objectives:

- Review the minimum lease rates through market appraisal (1st Qtr.).
- Obtain FAA Review of Schlitterbahn Lease Terms (1st Qtr.).
- Coordinate review of proposed Cypress Scrub (4th Qtr.).
- Prepare Parcels B, C and D for future development (3rd Qtr.).
- Complete Stadium Land Use Amendment and Rezoning (4th Qtr.).
- Complete update of Airport Rules & Regulations and minimum standards (3rd Qtr.).

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Leases Administered	47	44	44
Invoices Processed	649	663	650
Aviation Advisory Board (AAB) Transactions Handled	6,114	4,748	5,015
Efficiency:			
Invoices Processed/2 FTE	325	332	325
AAB Items Distributed/2 FTE	3,057	2,374	2,508
Effectiveness:			
Revenue Generated	\$6,745,719	\$7,056,028	\$6,542,420
Real Estate Taxes Assessed	\$3,117,179	\$2,496,250	\$2,500,000
Percent of Performance Objectives Achieved	75%	72%	100%

Goal:

Market and promote Executive Airport and Industrial Airpark and the Downtown Helistop to increase awareness of the City's aviation and non-aviation facilities.

Objectives:

- Present Annual ACE Awards (1st Qtr.).
- Prepare an airport newsletter (2nd and 4th Qtr.).
- Host community events (Ongoing).
- Publish annual Airport Tenant Directory (1st Qtr.).
- Update FTZ marketing materials and conduct meetings with potential users/operators (3rd Qtr.).

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Leadership Events	17	18	16
Hosted Events	13	18	16
Exhibit or Presented at Trade and Industry Associations	8	13	11
Efficiency:			
Promotional Items Distributed	4,156	10,979	7,000

Goal:

Operate, maintain, and improve the Airport and Downtown Helistop in a manner that optimizes safety, security and efficiency.

Objectives:

- Continue review of tenant registration process (Ongoing).
- Complete Operations Manual (2nd Qtr.).
- Hold Runway Safety Action Team meeting and implement findings (2nd Qtr.).
- Hold semi-annual security meetings (2nd and 4th Qtr.).
- Work with the Federal Aviation Administration (FAA) regarding Air Traffic Control Tower (ATCT) staffing at FXE (Ongoing).
- Conduct ARFF training (Ongoing).

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
New Tenant Registration Packets Distributed	50	50	50
Airfield/Heliport Inspections Conducted	705	744	710
Notices/Alerts/Call Outs	102	48	86
People Trained in Airport Operating Area (AOA) Safety Program Classes	333	415	350
AOA Recurrent Training Programs	181	110	200
Airport Operations	153,542	148,939	175,000
Efficiency:			
Number of Tenant Registrations Completed	32	22	40
Airfield/Heliport Inspections/3 FTEs	235	248	237
Notices/Alerts/Call Outs/3 FTEs	34	16	29
Effectiveness:			
New Tenants Registered	64%	60%	70%
Percent of AOA Badges Awarded	100%	100%	100%
Vehicle/Pedestrian Deviation	0	2	0

Goal:

Administer and implement infrastructure recapitalization program.

Objectives:

- Begin construction of Pavement Rehabilitation of Taxiways C & D (4th Qtr.).
- Complete design of new U.S. Customs and Border Protection facility (4th Qtr.).
- Complete Master Drainage Study and Stormwater Pollution Prevention Plan (1st Qtr.).
- Complete design for Relocation of Taxiway Golf (1st Qtr.).
- Begin design of Taxiway Echo Pavement Rehabilitation (3rd Qtr.).
- Coordinate construction phase of the Air Traffic Control Tower (1st Qtr.).

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
CIP Dollars Programmed for Projects	\$2,163,000	\$2,177,000	\$2,601,265
Effectiveness:			
Grant Dollars Received	\$2,336,650	\$2,531,250	\$3,365,250

Goal:

Serve the aviation needs of the citizens while addressing community and neighborhood issues related to the Airport.

Objectives:

- Conduct Noise Abatement Workshops with pilots and stakeholders (Ongoing).
- Host Achievements in Community Excellence and Special Recognition Awards Ceremony (1st Qtr.).
- Install one additional new Noise Monitoring Terminal and replace six aging Noise Monitoring Terminals (3rd Qtr.).
- Complete Helicopter Noise Abatement Analysis (3rd Qtr.).
- Update of Pilot Outreach materials (4th Qtr.).

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Citizen Reports	1,577	1,279	2,000
Response to Citizen Reports	118	128	200
Community Notices	3,000	4,500	6,000
Presentation to Community Organizations	0	0	2
Pilot Outreach	356	780	1,200
Efficiency:			
Citizen Reports/1 FTE	1,577	1,279	2,000
Response to Citizen Reports /1 FTE	118	128	200
Pilot Outreach/1 FTE	356	780	1,200
Effectiveness:			
Average Noise Level	74.6	74.6	74.6
Response to Citizen Reports within 72 hours	99%	99%	100%

<u>Division: Print Center</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget	\$ 436,325	\$ 484,014	\$ 520,471
Total Budget Debt	\$ -	\$ -	\$ 414,562

Description of Division and Activities:

This division provides high quality, full-service four-color printing and bindery, graphic design, black/white and color copying, U.S. Postal Service and interdepartmental mail services to all City departments.

Goal:

Maintain the City's financial position; no property tax increase; no reductions in vital City services.

Objectives:

- Review and update charges, as necessary, by tracking impression counts and expenditures.
- Track, monitor, and calculate savings for use of pre-sort mail fulfillment contract.
- Track, monitor, and calculate savings for use of electronic certified mail software.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
# of printed materials (impressions)	7,221,000	7,100,000	8,000,000
Pieces of metered mail	448,384	447,893	450,000
Pieces of metered mail processed at presort rate	332,180	368,892	382,500
Pieces of electronic certified mail	N/A	16,434	18,000

	FY 2010	FY 2011	FY 2012
<u>Selected Performance Measures:</u>	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
Effectiveness:			
Cost per impression	5.4 cents	5.3 cents	5.4 cents
Approximate postage savings using presort vendor	\$34,900	\$36,900	\$38,250
Approximate postage savings using electronic certified mail	N/A	\$19,330	\$20,700

FY 2011 Major Accomplishments:

- Completed Cooley's Landing Boat Ramp Project.
- Completed New River Floating Docks Project.
- Completed Riverland Woods Boat Ramp Project.
- Amended New River Submerged Land Lease.
- Implemented electronic certified mail program (e-certified), which reduces postage expense and provides electronic access to all certified mail.
- For the 18th year War Memorial Auditorium has returned net revenues to the General Fund.
- FY 11 WMA hosted the 1st Annual Village of Horrors event, which continues in FY12.
- Signed contract for the return of PrideFest in FY12.
- Negotiated season contracts with Fight Time for 5 Pro MMA fights and with Gold Coast Derby GRRLS for 11 Roller Derby events in FY12.
- Negotiated three weekend expos with Repticon for Reptile and Exotic Pet Expos for FY12.
- Increased public high school graduations from 7 to 9 for FY12.
- Completed construction of 7,200 square-foot LEED Gold Certified FXE Aviation Equipment and Service Facility at a cost of \$1,646,266.
- Held FXE Aviation Safety Expo that included 16 exhibitors, static (aircraft) displays, with an estimated 200 attendees.
- Held Hurricane Hunter Tour Event with National Weather Service, with over 1,000 students and public in attendance.
- Held Runway Relay for Life, raising over \$10,000 for the American Cancer Society.
- Submitted a revised mitigation schedule to Broward County for Parcel C & D.
- Received grant funding of \$2,527,500 for the Pavement Rehabilitation of Taxiways C & D and completed design.
- Held Tenant Safety & Security Workshop.
- Held Achievement in Community Excellence (ACE) Awards Open House.
- Administered Amended and Restated Lease Agreement for Parcel 2 with rent increase of \$61,812, effective FY 2012.
- Executed new ground lease with FAA for FAA construction of a new Air Traffic Control Tower.
- Revised leases for Parcel 4 and 5 for the FAA construction of a new Air Traffic Control Tower.
- Held Executive Airport Crash (ARFF) Quarterly Training sessions.
- Activated Fairn & Swanson as a new Foreign-Trade Zone Operator.
- Complete design of new U.S. Customs and Border Protection facility.
- Completed FXE runway markings and taxiway striping project at a cost of \$84,370.
- Awarded contract for Master Drainage Study and Stormwater Pollution Prevention Plan at a cost of \$149,466.
- Generated Tax Revenues of \$2,496,250, from Airport Leases in 2010.
- Responded to 1,279 citizen reports and conducted 780 pilot briefings regarding the Airport Noise Abatement Program.
- Published the Annual Airport Tenant Directory.
- Completed Noise Monitoring Terminal (NMT) Assessment Project.
- Initiated Helistop West Stair Replacement Project.
- Initiated Helicopter Noise Abatement Analysis.
- Marked the 83rd Anniversary of operating the municipal Olympic-Size swimming pools dating back to the Casino Pool of 1928, the first Olympic-size swimming pool in Florida.
- Continuation of a very successful American Red Cross Sunday Swimming Lesson Program conducted by City Staff, the only group swimming lesson program offered at any City of Fort Lauderdale municipal pool on Sundays to the great benefit of working parents. 524 participants.

- Collaboration with the Transportation & Mobility Department will bring a new metered Pay-By-Space Parking System to the venue that will provide a more user friendly parking system and increase revenues. The system will provide 24/7 enforcement.
- Installation of security camera system at the Aquatic Complex.
- Dive well resurfacing project completed that included the restoration of compressed air “bubbler” system.
- Hosted the 75th Anniversary of the College Swim Forum (1935-2010).
- Hosted Florida High School Athletic Association State Regional Swimming Championships November 4-5, 2010, 700 in attendance each day.
- Hosted Cardinal Gibbons High School Swimming & Diving Team home pool for dual meets.
- An all-new event brought 4,845 spectators to the aquatic complex for the Red Bull Wake of Fame, a professional wake boarding and wake skating event held on December 3, 2010. This new extreme sporting event featured a cable broadcast in 2011 on Fox Sports and Fuel.
- Hosted the Speedo Champions Series USA Swimming Short Course Southern Sectional Championship featuring Olympic Gold Medalists Ryan Lochte and Peter Vanderkaay March 17-20, 2011 consisting of .909 athletes and a daily audience 1,200.
- Hosted, for the 33rd year, the YMCA National Swimming Championships, April 3-8, 2011 18 national records, 1,674 swimmers from 218 teams representing 28 states and Canada.
- Hosted YMCA Masters National Swimming Championships August 13-17, 2011, for the 10th year.
- Hosted YMCA National Diving Championships held August 14-17, 2011.
- Hosted 42nd Annual AT&T USA Diving Grand Prix in May 2010, which is the sole U.S. stop on the six-country FINA (Federation Internationale de Natation) international Grand Prix tour. The USA Grand Prix competition is one of the most prestigious diving events in the world and regularly draws top international athletes, Olympic and World champions.
- Hosted USA Swimming Open Water National Championships held June 9-12, 2011 on the Fort Lauderdale Beach. This new event was co-hosted by the City and the Fort Lauderdale Aquatics swim team consisting a 10K and 5K open water swim.
- The City Commission approved a two-year contract extension for diving programs and instruction consisting of a competitive dive team, diving lessons, and summer camp. Dive Team Coach Dave Burgering trained world-renowned magician David Blaine on stunts for a new act.
- The City Commission approved a one-year contract extension for swimming programs and instruction consisting of a competitive swim team, masters/fitness swim team, swimming lessons, and summer camp.
- Events awarded to the Aquatic Complex for FY 2012 include 2012 YMCA Masters National Swimming Championships; 2012 YMCA National Diving Championships; 2012 USA Diving Grand Prix: May 10-13, 2012; 2012 USA Swimming USA Swimming Southern Sectional Championship and 2012 USA Swimming Senior Zone Championships: August 6-10, 2012 (new event).

GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Licenses & Permits	\$ 900	-	100	900
Charges for Service	4,663,487	5,049,820	5,186,603	5,436,857
Fines & Forfeitures	422,510	800,479	765,570	800,000
Miscellaneous Revenues	1,079,888	970,390	1,118,026	1,151,474
Total	\$ 6,165,884	6,820,689	7,070,299	7,389,231

Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 2,243,746	2,312,982	2,258,260	2,273,701
Fringe Benefits	863,130	915,029	895,443	889,377
Services/Materials	2,656,751	3,200,991	2,987,905	3,248,375
Other Operating Expenses	153,027	90,037	114,911	89,809
Non-Operating Expenses	5,638	-	-	-
Capital Outlay	83,964	-	94,611	20,000
Total	\$ 6,006,257	6,519,039	6,351,130	6,521,262

AIRPORT FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 2,931,911	2,881,806	2,961,713	2,907,601
Miscellaneous Revenues	3,814,808	3,907,006	3,733,251	3,634,819
Total	\$ 6,746,719	6,788,812	6,694,964	6,542,420

Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 934,155	1,059,653	984,050	1,075,065
Fringe Benefits	378,492	458,920	423,263	483,340
Services/Materials	1,340,783	1,687,617	1,926,141	1,916,299
Other Operating Expenses	3,036,378	2,753,916	2,672,101	2,644,165
Non-Operating Expenses	2,124,710	-	-	-
Capital Outlay	4,930	-	7,180	-
Total	\$ 7,819,446	5,960,106	6,012,735	6,118,869

CENTRAL SERVICES

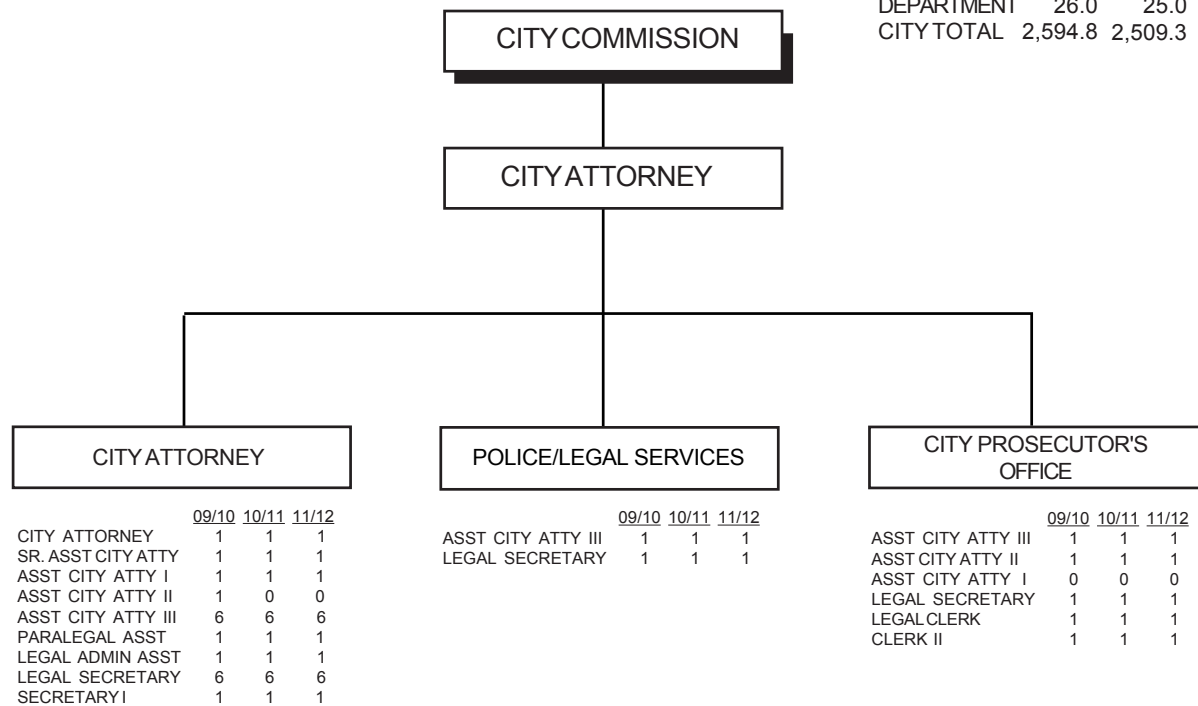
Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 335,864	459,595	410,000	454,211
Miscellaneous Revenues	57,102	68,925	74,513	66,500
Total	\$ 392,966	528,520	484,513	520,711

Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 185,397	191,864	190,812	191,398
Fringe Benefits	83,407	84,679	84,410	87,677
Services/Materials	128,975	216,225	173,521	209,998
Other Operating Expenses	37,044	35,271	35,271	31,398
Non-Operating Expenses	1,501	-	-	-
Debt Service	-	-	-	414,562
Total	\$ 436,325	528,039	484,014	935,033

ORGANIZATION PLAN CITY ATTORNEY

TOTAL FULL - TIME EQUIVALENTS

	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
DEPARTMENT	26.0	25.0	25.0
CITY TOTAL	2,594.8	2,509.3	2,485.2



CITY ATTORNEY

Mission:

Provide professional and effective legal services and legal counsel to the City, its elected and appointed officials, Boards, Departments and Agencies.



<u>Division:</u> City Attorney	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget	\$ 3,681,091	\$ 3,825,707	\$ 3,900,617

Description of Division and Activities:

The City Attorney’s Office responds to the City Commission, all City departments, municipal officials and City advisory boards on legal questions, issues and requests for information that arise during the course of each business day. In doing so, the City Attorney’s Office provides high quality, timely and cost-effective legal and risk management services.

Goal:

Effectively represent the interests of the City by minimizing its liability and providing professional, high quality, timely and cost-effective legal services and counsel to the City, its elected and appointed officials, Boards, Departments and Agencies.

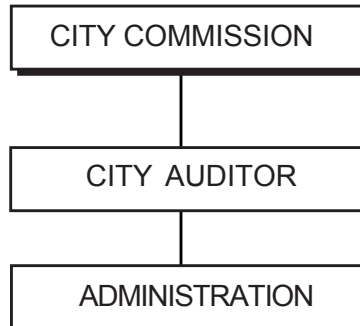
Objectives:

- Advise and assist City staff and the City Commission on various legal issues in order to protect the interests of the City, minimize future legal problems, and ensure compliance with City, State and Federal laws.
- Prosecute violations of City ordinances.
- Function as trial and appellate counsel in litigation matters in which the City is a plaintiff or defendant.
- Prosecute forfeiture actions and generate revenues for the Forfeiture Confiscation Trust Fund.
- Advise the police department on legal matters relating to enforcement of City, State and Federal laws.
- Advise and respond to questions and issues pertaining to the standards of conduct for public officers and employees.
- Review and respond to requests and questions relating to Florida’s Sunshine Law and Public Records Law.

GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Fines and Forfeitures	\$ 91,159	120,000	120,000	120,000
Miscellaneous Revenues	1,003,351	986,508	986,508	1,059,800
Total	\$ 1,094,511	1,106,508	1,106,508	1,179,800
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 2,447,077	2,490,316	2,443,348	2,529,078
Fringe Benefits	965,803	1,048,440	1,063,513	1,087,397
Services/Materials	222,938	260,411	260,411	230,981
Other Operating Expenses	45,272	58,435	58,435	53,161
Capital Outlay	-	-	-	-
Total	\$ 3,681,091	3,857,602	3,825,707	3,900,617

**ORGANIZATION PLAN
CITY AUDITOR**



TOTAL FULL - TIME EQUIVALENTS

	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
DEPARTMENT	5.0	5.0	5.0
CITY TOTAL	2,594.8	2,509.3	2,485.2

	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
CITY AUDITOR	1	1	1
AUDIT MANAGER	1	1	0
STAFF AUDITOR	0	0	0
ASST CITY AUDITOR I	2	2	1
ASST CITY AUDITOR II	0	0	2
ADMIN ASSISTANT II	1	1	1

CITY AUDITOR

Mission:

Support the City Commission by providing an independent review of business practices, procedures, internal controls, and procurement practices that are used, employed and promulgated by the City government.



Division: City Auditor

Total Budget

	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Budget</u>
	\$ 680,562	\$ 748,315	\$ 777,728

Description of Division and Activities:

The City Auditor provides an independent, objective, and comprehensive auditing program of City operations. The City Auditor strives to help ensure that City departments, offices and related government agencies operate with effective internal controls and with optimum of efficiency. This is accomplished through comprehensive professional audits, reviews and in-depth evaluations performed in accordance with generally accepted government auditing standards.

Goal:

Provide professional auditing and fiscal oversight to the City Commission, City Manager, all City departments, and to various City advisory boards.

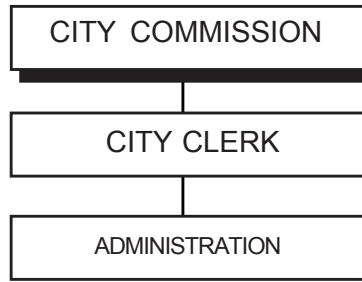
Objectives:

- Conduct financial and compliance, economy and efficiency, and performance audits of City government and City officials with written reports submitted to both the City Commission and the City Manager.
- Advise the City Commission on a variety of financial issues to provide independent and objective analysis for decision-making.
- Interact with City staff and committees to serve as an additional technical resource for guidance relating to accounting, financial reporting, budgeting, and other fiscal activities of the City.
- Perform legislative review to provide assurance to the City Commission of areas of potential improvement, financial transparency, errors requiring correction and other possible outcomes of pending legislation to assist in the decision making process.

GENERAL FUND

Expenditure Category	FY 2010 <u>Actual</u>	FY 2011 <u>Budget</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Adopted</u>
Salaries & Wages	\$ 477,362	477,452	483,659	513,018
Fringe Benefits	178,194	189,266	189,731	183,559
Services/Materials	11,070	62,300	54,925	58,925
Other Operating Expenses	13,935	20,000	20,000	22,226
Capital Outlay	-	-	-	-
Total	\$ 680,562	749,018	748,315	777,728

**ORGANIZATION PLAN
CITY CLERK**



TOTAL FULL - TIME EQUIVALENTS

	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
DEPARTMENT	6.5	6.5	6.63
CITY TOTAL	2,594.8	2,509.3	2,485.2

	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
CITY CLERK	1	1	1
SR. ASST CITY CLERK	1	1	1
ASST CITY CLERK IV	1	1	1
ASST CITY CLERK II	2.5	2.5	2.63
ASST CITY CLERK I	1	1	1

CITY CLERK

Mission:

Ensure the integrity, accessibility and preservation of the city’s official records; provide services to the City Commission and appointed boards with respect to an accurate record of their proceedings and notice to the public; and supervise municipal elections.



Division: City Clerk

Total Budget

	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Budget</u>
	\$ 681,142	\$ 734,995	\$ 1,593,529

Description of Division and Activities:

Attest to mayor’s signature on official documents and maintain such documents in a manner to preserve accuracy, completeness and accessibility. Provide services to the City Commission, all City departments, municipal officials and appointed boards with respect to transacting the City’s business including public notice, Sunshine Law, agenda process and establishing a record of proceedings of the City Commission and appointed boards. Supervise municipal elections.

Goal:

Effective service to the City in maintaining the integrity and accessibility of its official records, public meetings, appointed boards and election process; guidance to City departments and appointed boards with respect to Sunshine Law and proper conduct of public meetings; efficient provision of City Commission agenda and support materials

Objectives:

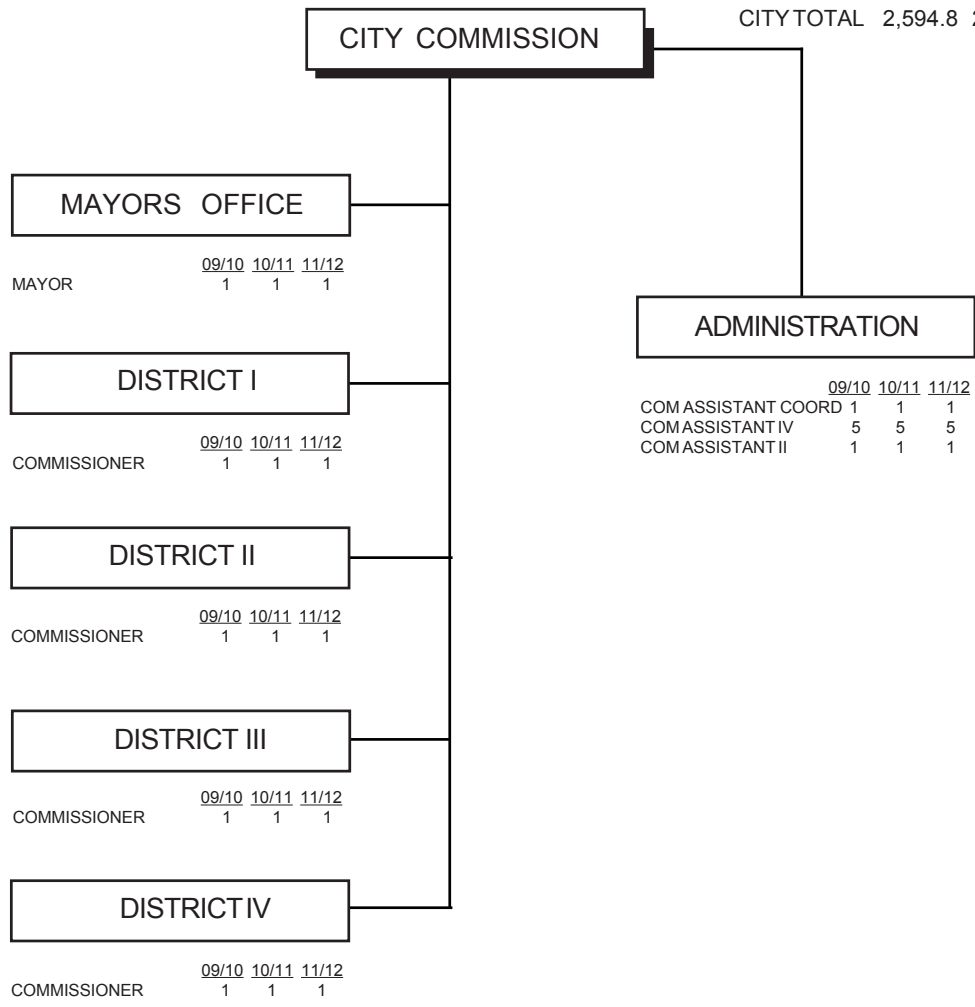
- Manage compilation and distribution of City Commission agenda and the maintaining of official records.
- Provide public notice.
- Maintain lobbyist register.
- Support City Commission in conducting public hearings
- Facilitate City Commission’s appointments to boards.
- Assist City departments and appointed boards with respect to adherence to the Sunshine Law and proper conduct of a public meeting.
- Oversee municipal elections.

GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 391	1,260	650	3,360
Miscellaneous Revenues	22,020	29,700	37,350	29,700
Total	\$ 22,412	30,960	38,000	33,060
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 416,116	452,524	451,477	456,965
Fringe Benefits	167,125	179,805	186,369	176,135
Services/Materials	82,858	92,182	81,153	945,932
Other Operating Expenses	15,044	15,403	15,996	14,497
Capital Outlay	-	-	-	-
Total	\$ 681,142	739,914	734,995	1,593,529

ORGANIZATION PLAN CITY COMMISSION

TOTAL FULL - TIME EQUIVALENTS			
	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
DEPARTMENT	12.0	12.0	12.0
CITY TOTAL	2,594.8	2,509.3	2,485.2



CITY COMMISSION

Mission:

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



Division: City Commission

	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Budget</u>
	\$ 960,384	\$ 1,015,554	\$ 1,023,683

Description of Division and Activities:

The City has a Commission-Manager form of government consisting of five elected members. The mayor and four district commissioners set the policies for the operation of the City. The administrative responsibility of the City rests with the City Manager, who is appointed by the City Commission.

Goal:

Serve as the governing body for the City of Fort Lauderdale.

Objectives:

- Establish City policy and enact ordinances, rules and regulations providing for the general health and welfare of citizens and property.
- Adopt the annual budget.
- Authorize most contracts.
- Appoint the City Manager, City Attorney, City Auditor, City Clerk and the advisory board members.
- Appoint Commission staff as appropriate to ensure the Commission's mission, goals, objectives and day-to-day administrative activities are fulfilled.

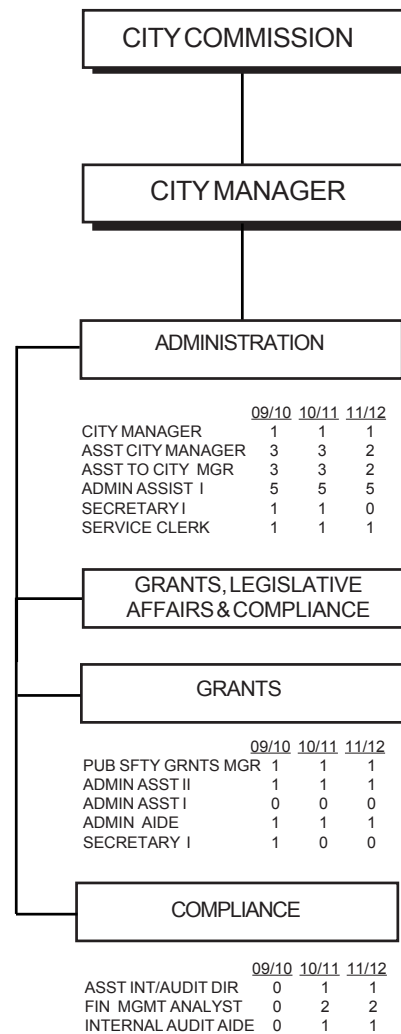
GENERAL FUND

Expenditure Category	FY 2010 <u>Actual</u>	FY 2011 <u>Budget</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Adopted</u>
Salaries & Wages	\$ 645,581	673,127	678,064	679,960
Fringe Benefits	224,400	233,909	223,930	242,301
Services/Materials	28,731	35,400	40,895	35,100
Other Operating Expenses	61,672	67,573	72,665	66,322
Capital Outlay	-	-	-	-
Total	\$ 960,384	1,010,009	1,015,554	1,023,683

ORGANIZATION PLAN CITY MANAGER

TOTAL FULL - TIME EQUIVALENTS

	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
DEPARTMENT	18.0	21.0	18.0
CITYTOTAL	2,594.8	2,509.3	2,485.2



CITY MANAGER

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 neighbors to enhance the quality of life for those who live, work and visit in the City of Fort Lauderdale. Use leadership, teamwork, dedication, professionalism, and customer service excellence in the ongoing responsibility of building community and accomplishing the goals and objectives of the City Commission.



	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<u>Division: Administration</u>			
Total Budget	\$ 2,114,240	\$ 2,053,690	\$ 1,594,219

Description of Division and Activities:

Administration provides general guidance and management to City departments, executes Commission policy, facilitates development of the Mission Statement and the City’s long range goals and objectives, coordinates City efforts to accomplish cost savings and increased efficiencies, and prepares Federal and State Legislative Programs, including active lobbying.

Goal:

To achieve and accomplish the goals and objectives of the City of Fort Lauderdale as outlined by the City Commission, prepare the City’s annual operating budget and lobby the State Legislature for favorable consideration of City funding and legislative requests, by providing leadership, direction and guidance to City departments in the pursuit and accomplishment of those goals and objectives, and to provide responsive and quality customer service to the Commission, neighbors, visitors, and external agencies.

Objectives:

- Minimize impacts, with no property tax increase, by establishing financial controls, maintaining conservative reserve funds, and continue to evaluate resources and operations to maximize efficiency.
- Continue to focus on quality of life issues by allocating resources towards safety and security, to alleviate adverse impacts to our residents through operational efficiencies.
- Improve neighborhoods, to enhance quality of life for our residents and preserve public health and safety.
- Maintain the City’s financial position, and explore avenues for cost savings and new revenue streams to ensure adequate funding, to deliver quality City programs and no reductions in vital City services.
- Respond to citizen concerns, inquiries and requests referred and made by the City Commission Office, and coordinate such requests for information and updates with appropriate City departments.
- Handle citizen concerns, inquiries and requests filed with the City Manager’s Office.

<u>Selected Performance Measures:</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
City Commission & Other Neighborhood Inquiries/Referrals/Requests/2 FTE’s	3,145	3,200	3,500
<u>Efficiency:</u>			
City Commission & Other Neighborhood Inquiries/Referrals/Requests/2 FTE’s	1,572	1,600	1,750

FY 2011 Major Accomplishments:

- Maintained tax rate with no property tax increase, and keeping City property taxes among the lowest in Broward County and the State of Florida.
- Maintained fire assessment rate among the lowest in South Florida.
- Reserve funds remained strong and above the national standard, and met reserve fund policy targets.
- Bond rating remained strong and among the best of Florida’s largest Cities.
- Maintained vital City services and preserved service levels for essential City programs.

	FY 2010	FY 2011	FY 2012
Division: Grants, Legislative Affairs & Compliance	Actual	Estimate	Budget
Total Budget (Grants)	\$ 420,741	\$ 377,276	\$ 378,794
Total Budget (Internal Audit)*	\$ 258,002	\$ 346,011	\$ 408,814

*The Internal Audit Division was transferred from the Office of Management and Budget to Grants, Legislative Affairs & Compliance in FY10/11.

Description of Division and Activities:

The Office of Grants, Legislative Affairs & Compliance researches, develops, and administers citywide grants. The Compliance Division supports City Management by conducting financial, compliance, and performance audits. The office facilitates and coordinates the City’s State/Federal Legislative programs including lobbying services.

Goal:

Minimize impacts due to property tax cuts by the State of Florida/maintain the City’s financial position.

Objectives:

- Develop and implement a strategy to procure funds to supplement ad valorem tax revenues, to provide programs and services that the community desires as directed by the City Commission and identified through the Budget and CIP processes.
- Acquire grants and appropriations from County, State and Federal Government.
- Develop and lobby for the City’s annual State and Federal legislative agenda.
- Conduct financial, compliance, and performance audits with sound audit reports to City Management and the City Commission that include recommendations to promote compliance and efficient and effective operations for the citizens of Fort Lauderdale.
- Determine compliance with various requirements in the grant agreements and provide Special Reports, including financial statements, to the granting agencies.

Selected Performance Measures:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Workloads/Outputs:			
Public Safety Grant Applications/1 FTE	25	15	20
Federal/State Legislative Requests/ 2 FTE’s	47	*0	N/A
Training Sessions Held for ARRA/General	2	8	3
Total Training Attendance for ARRA/General	30	42	20
Public Safety Grants Administered	40	41	45
Appropriation Requests Submitted to Legislative Representatives /2 FTE’s	47	*0	N/A
Total ARRA Reports Filed	4	16	16
Financial/Contract Compliance Audits/Reviews	7	18	10
Performance Audits	N/A	1	3
Compliance Reviews	N/A	1	4
Number of Findings	9	38	**
Number of Recommendations	28	102	**
Special/Other Projects	11	12	**
Total Audits	7	20	17
Efficiency:			
Federal/State Legislative Requests/FTE	24	*0	N/A
Appropriation Requests Submitted to Legislative Representatives/FTE	24	*0	N/A
Total Audits/FTE	2.3	6.7	5.7
Effectiveness:			
City Grant Funding Received	\$27,167,833:	\$15,720,898	\$27,000,000
Appropriations Funding Approved	\$875,000	0	N/A
Millions of Dollars Audited	\$1.4	\$3.2	**
Collections	\$0	0	**
Cost Savings	\$63,984	\$358,375	**

* The Republican House Majority announced there would be no earmarks in FY 12 bill.

**Based on audits/projects to be performed during the fiscal year.

FY 2011 Major Accomplishments:

- Coordinated appropriations and grant funding for 34 newly executed grants, representing \$15,720,898 in funding awarded.
- Served as primary point of contact for American Reinvestment Recovery Act (ARRA) for the City.
- Administered the City's ARRA electronic quarterly reporting for 4 prime recipient grants using a centralized upload from the Grants Management Tracking System (GMTS).
- Maintained website devoted to reporting City receipt and expenditure of ARRA funds.
- Maintained Citywide GMTS.
- Developed an electronic Funding Announcement Form for integration with GMTS, which will provide notice of funding opportunities to City Commission and applicable City departments.
- Directed entries update of 119 grants in GMTS by developing internal controls to monitor data entry verification and updating using reports generated by GMTS.
- Managed City's 2 State lobbyists.
- Monitored and disseminated State legislative items of interest and impact before the State Legislature.
- Coordinated the dissemination of State Legislative Reports with City lobbyist to be forwarded the City Commission and Departments.
- Provided approximately seven (7) formal and informal practical and technical trainings on grant administration, applications, finance, and records retention as it relates to GMTS and ARRA requirements, in order to maintain and improve records to be compliant with grantor requirements.
- Completed 20 sound audit reports that identified 38 findings and 102 recommendations to improve operational efficiencies and effectiveness, including completion of 11 required audits of Broward County grants within established due dates.
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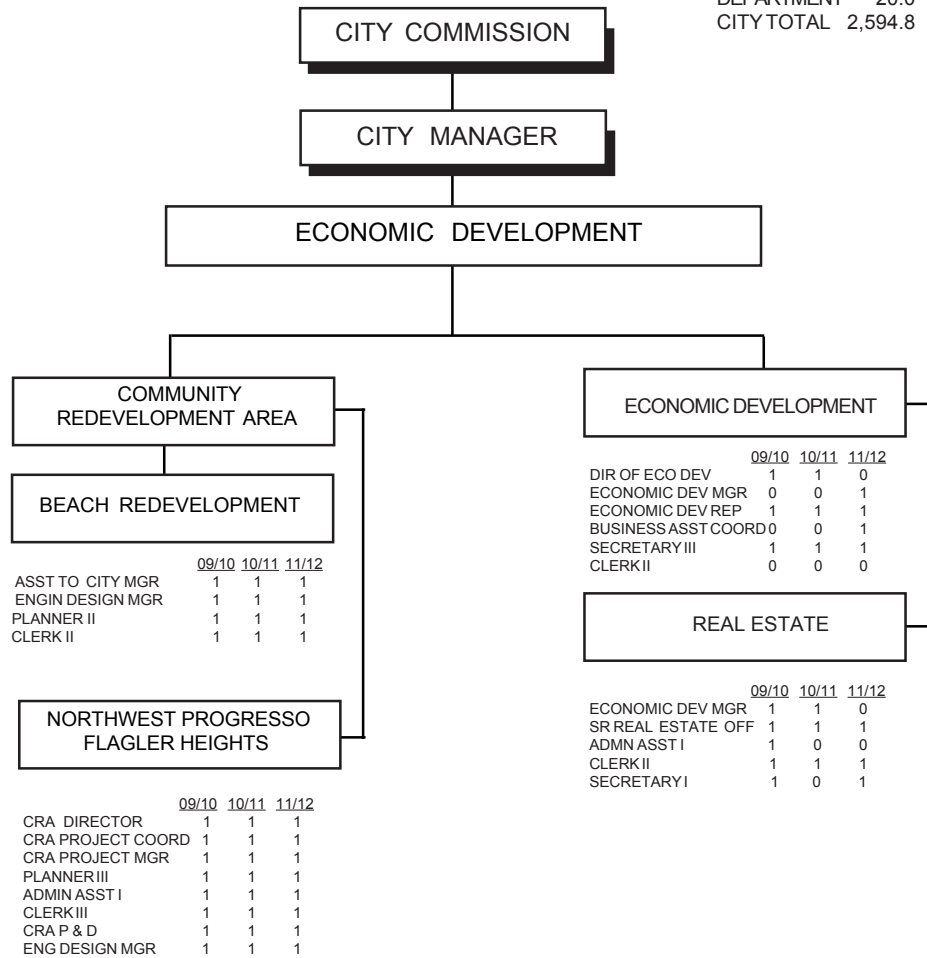
GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Miscellaneous Revenues	\$ 22,419	-	163	-
Total	\$ 22,419	-	163	-
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 1,864,611	2,001,894	1,930,348	1,668,073
Fringe Benefits	703,677	793,735	665,355	558,074
Services/Materials	197,969	120,421	148,476	119,112
Other Operating Expenses	26,726	33,599	32,799	36,568
Total	\$ 2,792,983	2,949,649	2,776,978	2,381,827

ORGANIZATION PLAN ECONOMIC DEVELOPMENT

TOTAL FULL-TIME EQUIVALENTS

	09/10	10/11	11/12
DEPARTMENT	20.0	18.0	19.0
CITY TOTAL	2,594.8	2,509.3	2,485.2



ECONOMIC DEVELOPMENT

Mission:

Be the catalyst for Economic Development strategies that reflect and preserve both the City’s diversity and the high quality of life standards for residents, businesses and visitors. Establish Business Retention and Expansion strategies, act as liaison between the businesses community and the City of Fort Lauderdale.



Division: Economic Development

Total Budget

FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
\$ 1,063,891	\$ 1,113,555	\$ 1,117,770

Description of Division and Activities:

The Economic Development Division performs the economic development functions for the Department of Sustainable Development. The Division is responsible for incentive programs, all business retention & expansion activities, the community redevelopment agency, liaison functions for the business communities, and communicates City business policies and programs to the public.

Goal:

Develop plans for the City’s future, improve neighborhoods and improve City infrastructure.

Objectives:

- Promote Business Retention and Expansion activities.
- Serve as liaison for Business Community.
- Administer incentives to attract, retain and expand business in the City.
- Promote the City as a viable destination to live, play and do business.
- Assist businesses and organizations with problem resolution to the regulatory processes.
- Implement expedited permitting process.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
<u>Workloads/Outputs:</u>			
Business Community Outreach	N/A	50	75
Incentive Related Communication	On-going	On-going	On-going
Promote the City as a place to do business	On-going	On-going	On-going
Recommendations to improve processes, policies	N/A	On-going	On-going
Develop streamlined permit process			
<u>Efficiency:</u>			
Create Business Concierge	1	N/A	N/A
Create Business Web-site	N/A	1	1
Streamline Ordinances/Permits processes	N/A	N/A	2/2012
<u>Effectiveness:</u>			
Hire Concierge – Increase Business Friendliness	N/A	1	N/A
(Website) Consolidation of Information	N/A	N/A	2/2012
Recommended Ordinance Revisions-Streamline Ordinances	N/A	N/A	1 st Qtr. 2012

	FY 2010	FY 2011	FY 2012
Division: Central Beach CRA	Actual	Estimate	Budget
Total Budget	\$ 659,932	\$ 1,078,426	\$ 1,212,467

Description of Division and Activities:

The Central Beach CRA Division is responsible for developing and overseeing the public and private improvements along with a funding program utilizing tax increment funds.

Goal:

Minimize impacts due to property tax cuts by the State of Florida/maintain the City’s financial position, continue to focus on quality of life issues, develop plans for the City’s future, improve neighborhoods and improve City infrastructure.

Objectives:

- Increase the tax base of the Central Beach CRA through capital improvements and enhancing economic activity.
- Prepare five year funding plan for Central Beach CRA.
- Communicate with the Beach Redevelopment Board (BRB) and the Beach Business Improvement District (BID) regarding capital improvement projects and special events in the Beach CRA area.
- Refinement of Aquatic Complex feasibility study and development of preliminary design.
- Approval and implementation of the Central Beach Master Plan, including preliminary designs.
- Redevelopment of the Fort Lauderdale Beach Parking lot.
- Approval and implementation of turtle-friendly lighting on the beach.
- Approval and implementation of way finding and informational signage in the Central Beach.
- Encourage more special events in the Beach CRA area.

Selected Performance Measures:	FY 2010	FY 2011	FY 2012
	Actual	Estimate	Target
Workloads/Outputs:			
Adopt 5 year CIP plan	1	1	1
Complete Central Beach Master Plan	1	1	1
Implement Central Beach Master Plan	N/A	1	1
Redevelop South Beach Parking lot	N/A	1	1
Complete Turtle-Friendly Lighting	N/A	1	1
Complete Way Finding Signage	N/A	N/A	1
Encourage Special Events	N/A	1	1
Efficiency:			
Increase Central Beach CRA Tax Base	4.7%	3.8%	2.3%
Complete Streetscape Phase 1A	100%	N/A	N/A

Mission:

The CRA is funded through a tax increment trust fund with the primary goal of eliminating slum and blight and encouraging economic development. The CRA acts as a partner with other public sector agencies, private sector businesses, developers and property owners in the coordination of redevelopment efforts in the area.

	FY 2010	FY 2011	FY 2012
Division: NW Progresso Flagler Heights CRA	Actual	Estimate	Budget
Total Budget	\$ 1,440,684	\$ 1,900,893	\$ 2,095,876

Description of Division and Activities:

The function is to further the goals and policies of the City of Fort Lauderdale Comprehensive Plan: Future Land Use Element. Redevelopment plan objectives include facilitating desirable redevelopment activities through innovative land development regulation techniques, the development of mixed-used zoning overlay, design guidelines and development standards unique to the area and the encouragement and expansion of employment and housing opportunities for low and moderate income households.

Goal:

Minimize impacts due to property tax cuts by the State of Florida/Maintain the City's financial position.

Objectives:

- Make application for grants from various sources to supplement CRA mission.
- Use Tax Increment Fund resources to attract capital investment and increase area tax base.

Goal:

Use Northwest Progresso Flagler Heights CRA funds and other resources to implement CRA Plan.

Objectives:

- Develop funding strategy for area wide capital improvement programs that enhance existing neighborhoods.
- Complete re-design of Sistrunk Corridor.

Goal:

Utilize and Leverage Northwest Progresso Flagler Heights CRA funds and other resources to improve neighborhoods and upgrade infrastructure.

Objectives:

- Adopt strategies and objectives of the Northwest Progresso Flagler Heights CRA Implementation Plan.
- Use newly created market demand data to facilitate development in all parts of the area.

Goal:

Improve neighborhoods.

Objectives:

- Continue traffic calming and road closure initiatives in Dorsey Riverbend, River Gardens and Progresso Village neighborhoods.
- Complete Design on Flagler Village park improvements.
- Continue to install streetscape improvements with new developments

Goal:

Improve efforts and increase funding for Business Development, Recruitment and Retention. Continue to conduct Business Seminars. Continue to provide Business Plans.

Objectives:

- Utilize CRA Funds as incentives.
- Utilize Enterprise Zone Programs.

	FY 2010	FY 2011	FY 2012
<u>Selected Performance Measures:</u>	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Total Square Footage of Commercial Development	20,000	15,000	15,000
Total Number of New or Renovated Residential Units	50	50	20
CRA Funds Spent on Private Sector Development	1.5M	1.0M	1.0M
<u>Efficiency:</u>			
Increase Northwest Progresso Flagler Heights CRA Tax Base	10%	5%	5%
Increase Enterprise Zone Applications	30%	25%	25%

	FY 2010		FY 2011		FY 2012
<u>Division: Beach Business Improvement District (BID)</u>	<u>Actual</u>		<u>Estimate</u>		<u>Budget</u>
Total Budget	\$ 503,273		\$ 550,589		\$ 642,193

Description of Division and Activities:

The BID is responsible for providing enhanced services to the specially assessed portion of Fort Lauderdale beach. On behalf of the BID, City staff oversees enhanced beach cleaning services, marketing & promotions and enhanced holiday lighting for BID businesses.

Goal:

Provide continuous maintenance of trash and sand along the area outlined in the BID over and above base city services, as well as marketing for BID businesses.

Objectives:

- Increase events and marketing of the Beach Business Improvement District
 - Beach Holiday Lights.
 - Streamline Beach Cleaning Operations.
 - Implement recommendations on service, enhancements, special programs and events.
 - Enhance Marketing efforts through Beach events.

	FY 2010	FY 2011	FY 2012
<u>Selected Performance Measures:</u>	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Enhance Marketing Efforts	N/A	N/A	N/A
Streamline Beach Cleaning Operations	N/A	N/A	\$100,000
<u>Efficiency:</u>			
Increase Events and Marketing	N/A	6	10
Streamline/Enhance Cleaning Services	N/A	N/A	\$100,000
<u>Effectiveness:</u>			
Increase Attendance/Increase Beach Business	N/A	N/A	N/A
Implement Cost Effective Services	On-going	On-going	On-going

FY 2011 Major Accomplishments:

- On-going Business Retention and Expansion activities: completed and on-going initiatives - (Altadis, Project Hot, Project Saturn).
- Multi-year Partnership between the City of Fort Lauderdale and Greater Fort Lauderdale Chamber of Commerce – Year 2: Additional site visits, multi-modal business friendly web site, review of City Ordinances and processes for potential streamlining.
- Successfully processed Film Permits resulting in \$15 million dollars of spending in Fort Lauderdale and the surrounding areas by promoting the City as a viable destination to live play and do business
- Expanded the Holiday Lights Celebration
- Continued construction on Fort Lauderdale Beach Park.
- Began construction of SR A1A light replacement project (turtle light compliant).
- Expanded Saturday Night Alive Event
- New QTI – Altadis USA
- QTI’s/Cash Matches:
 - Kaplan University
 - Bank Atlantic
 - Home Diagnostics Inc.
 - CITRIX

GENERAL FUND

Department Budgets

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 2,330	2,500	3,770	2,500
Miscellaneous Revenues	441,610	544,028	562,173	759,201
Total	\$ 443,940	546,528	565,943	761,701
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 551,248	535,092	564,638	507,924
Fringe Benefits	266,636	236,247	239,738	205,187
Services/Materials	128,422	181,845	160,460	232,391
Other Operating Expenses	176,921	199,252	148,719	172,268
Non-Operating Expenses	(59,336)	-	-	-
Total	\$ 1,063,891	1,152,436	1,113,555	1,117,770

COMMUNITY REDEVELOPMENT FUND - CENTRAL BEACH

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Intergovernmental	\$ 4,507,486	3,745,918	3,954,465	3,883,026
Miscellaneous Revenues	181,804	113,000	18,500	18,500
Total	\$ 4,689,290	3,858,918	3,972,965	3,901,526
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 321,686	324,851	323,564	327,668
Fringe Benefits	104,086	138,050	137,301	143,076
Services/Materials	57,296	105,045	305,908	381,579
Other Operating Expenses	176,864	604,949	311,653	360,144
Capital Outlay	-	-	-	-
Total	\$ 659,932	1,172,895	1,078,426	1,212,467

COMMUNITY REDEVELOPMENT FUND - NW PROGRESSO FLAGLER HEIGHTS

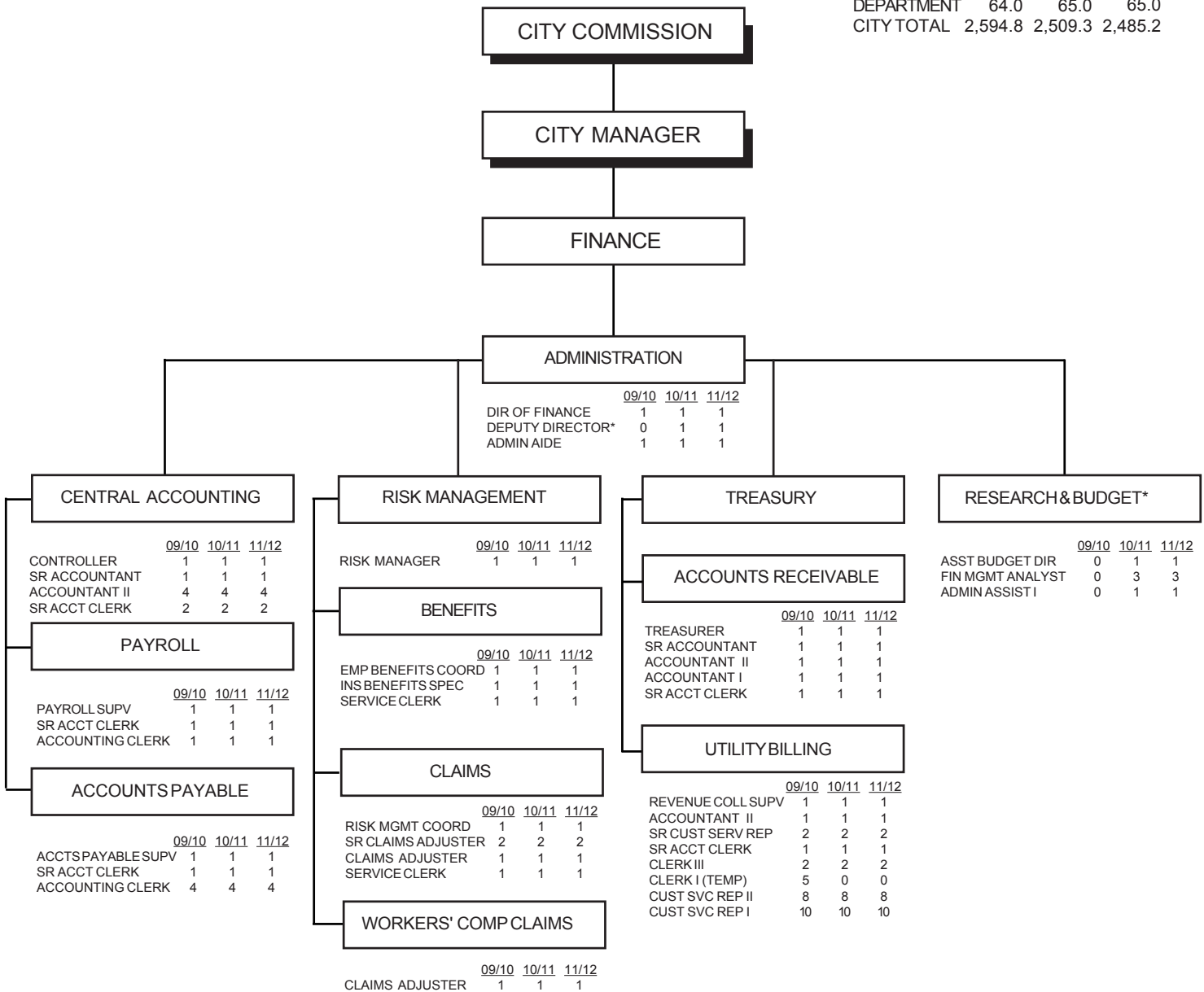
Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Intergovernmental	\$ 4,054,129	3,256,770	3,532,325	3,152,283
Miscellaneous Revenues	133,089	88,480	16,480	16,480
Total	\$ 4,187,218	3,345,250	3,548,805	3,168,763
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 621,105	698,190	620,741	693,674
Fringe Benefits	276,612	314,604	293,766	313,672
Services/Materials	295,578	654,449	739,769	802,905
Other Operating Expenses	243,367	272,201	246,616	285,625
Capital Outlay	4,022	-	-	-
Debt Service	-	-	-	-
Other Uses	-	-	-	-
Total	\$ 1,440,684	1,939,444	1,900,893	2,095,876

BEACH BUSINESS IMPROVEMENT DISTRICT

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Miscellaneous Revenues	\$ 529,873	531,336	611,488	506,736
Total	\$ 529,873	531,336	611,488	506,736
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Services/Materials	\$ 501,948	537,853	548,999	638,908
Other Operating Expenses	1,325	1,590	1,590	3,285
Total	\$ 503,273	539,443	550,589	642,193

ORGANIZATION PLAN FINANCE

TOTAL FULL - TIME EQUIVALENTS			
	09/10	10/11	11/12
DEPARTMENT	64.0	65.0	65.0
CITY TOTAL	2,594.8	2,509.3	2,485.2

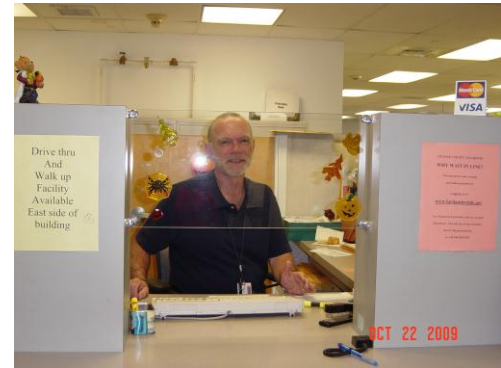


*Effective October 1, 2010, the division was reorganized into the Finance Department

FINANCE

Mission:

To safeguard the City’s assets, financial affairs, and provide for the long-term financial stability, integrity, and accountability of the resources through the sharing of information promoting sound fiscal and operational practices.



	FY 2010		FY 2011		FY 2012
<u>Division: Administration</u>	<u>Actual</u>		<u>Estimate</u>		<u>Budget</u>
Total Budget	\$ 508,744		\$ 500,310		\$ 528,126

Description of Division and Activities:

The Administration Division coordinates the department’s activities and serves as quality controller of external departmental comprehensive reports. The division assists external auditors and formulates policies for financial operating efficiency in other City Departments. In addition, the division assists the City Manager and oversees the preparation and execution of the City’s annual budget. Oversight of the other divisions of the department is also provided.

Goal:

Effectively manage the administration and financial internal services within the City government to allow other departments to focus on their core business. Minimize impacts due to revenue reductions by the State of Florida, property tax revenue decline and maintain the City’s financial position.

Objectives:

- Manage the City’s investment and debt portfolios in such a manner as to achieve the highest possible investment return with stringent safeguards, and reduce the annual and total cost of the City’s debt.
- Continue to manage the City’s bond sale process for projects such as GOB Fire Rescue Facilities Series 2011A and General Obligation Refunding Bond Series 2011B, through refunding debt to achieve savings.
- Work in partnership with City Departments to create robust operating relationships between divisions and to advance a strong customer service approach when dealing with internal and external customers.
- Assure the City’s compliance with the State of Florida’s “Truth-in-Millage” statute.
- Respond to fiscal concerns registered by the City Commission and City Manager to ensure goals and objectives are met.
- Conduct special studies at the request of the City Manager.

	FY 2010		FY 2011		FY 2012
<u>Division: Central Accounting</u>	<u>Actual</u>		<u>Estimate</u>		<u>Budget</u>
Total Budget	\$ 1,700,472		\$ 1,744,471		\$ 1,801,263

Description of Division and Activities:

The Central Accounting Division is responsible for the city-wide processing of payroll, pension and vendor payments; the maintenance of the fixed asset accounting records; the reconciling of the payroll, master and cemetery checking accounts as well as the pension trust accounts. The division provides financial services for all City Departments’ activities and serves as processor, quality controller and overseer for all transactions into the Financial Accounting Management Information System (FAMIS); determines availability of funds for disbursement activity. This division prepares the Comprehensive Annual Financial Report (CAFR), State of Florida Annual Report, Quarterly Tax Reports, and Monthly Financial Reports.

Goal:

Provide timely, accurate financial information to the Commission, management, departments, employees and other stakeholders, as required using the minimum amount of resources and volunteers. Begin implementation of the fixed asset software.

Objectives:

- Maintain accurate, effective, and complete financial records of all transactions processed through the centralized financial and payroll systems.
- Provide administrative oversight and guidance to support the division’s accounting requirements.
- Provide timely review and processing of City Commission Agenda Reports (CAR).
- Maintain GFOA Distinguished Financial Reporting Award, 34th consecutive year.
- Implement an automated capital asset system for accurate accounting of City property.
- Implement GASB Statement No. 54 Fund Balance Reporting and Governmental Fund Type Definitions for fiscal year ending September 30, 2011.

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Selected Performance Measures:			
Workloads/Outputs:			
Vendor Checks Issued /5 FTEs	24,594	25,876	28,464
Invoices Processed/4 FTEs	42,071	42,867	47,154
Employees on Payroll Direct Deposit/3 FTEs	2266	2,278	2,238
Retirees on Direct Deposit/3 FTEs	1,896	1,930	1972
Average Days to Process Vendor Payments	5	5	5
Efficiency:			
Vendor Checks Issued /FTE	4,919	5,175	5,693
Invoices Processed/ FTE	10,518	10,717	11,789
Employees on Payroll Direct Deposit/FTE	755	759	746
Retirees on Direct Deposit/FTE	632	643	657
Effectiveness:			
Employees on Direct Deposit	86%	88%	89%
Retirees/Beneficiaries on Direct Deposit	93%	94%	94%
GFOA Financial Reporting Award	Yes	Yes	Yes

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
Division: Risk Management			
Total Budget	\$ 1,659,217	\$ 1,585,500	\$ 1,567,766

Description of Division and Activities:

The Risk Management Division manages programs in the areas of employee safety, loss prevention, property, casualty, and employee benefit programs. The division attempts to minimize dollar losses by providing risk management advice to the departments regarding the activities in the City.

Risk Management also provides internal investigative services on claims arising out of automobile, general, police professional, and employment practices liability exposures. The division also monitors workers’ compensation and related legal expenditures being handled by third party administrators.

Goal:

Protect the City’s physical and financial assets against loss by maintaining effective insurance programs, minimizing the City’s exposure to risk, providing for appropriate reserve levels, funding incurred liabilities, and providing for the proper cost allocation of incurred losses.

Objectives:

- Maintain positive self-insured casualty fund balance sufficient to cover two months’ operating and claim expenses.
- Utilize information management systems (Riskmaster) in order to increase efficiency, and more accurately assess and allocate the cost of claims and premiums.
- Manage employee healthcare programs to maintain fund balance sufficient to cover three months’ expenses and target our annual healthcare inflation to be 90% of the national trend by continuously monitoring plan design alternatives, provider discounts and funding options.
- Streamline the City’s healthcare administration by becoming 80% electronic through computer-based enrollment systems accessed from available computers at work, retention of secure employee files electronically, and interfacing with vendors electronically.
- Update all property, liability and workers’ compensation claim report forms to an electronic version.
- Maintain workers’ compensation attorney fees at the current rate.
- Reduce workers’ compensation open inventory to 280 files.
- Reduce workers’ compensation total incurred to \$39,500,000.
- Reduce liability open inventory to 325 files.
- Reduce liability total incurred to \$9,300,000.

		FY 2010	FY 2011	FY 2012
		<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
Selected Performance Measures:				
Workloads/Outputs:				
Auto:	New Claims/2 FTE’s	757	721	750
	Closed Claims/2 FTS’s	774	705	755
Employee Practices	New Claims/1 FTE	11	10	10
	Closed Claims/1 FTE	58	13	15
Workers’ Compensation:	New Claims/1 FTE	398	393	395
	Closed Claims/1 FTE	372	361	400
General Liability:	New Claims/2 FTE’s	234	269	250
	Closed Claims/2 FTE’s	251	267	255
Police Professional Liability:	New Claims/1 FTE	57	55	60
	Closed Claims/1 FTE	61	75	65
Efficiency:				
Auto:	New Claims/FTE	387	360	375
	Closed Claims/FTE	387	352	377
Employee Practices	New Claims/FTE	11	10	10
	Closed Claims/FTE	58	13	15
Workers’ Compensation:	New Claims/FTE	398	393	395
	Closed Claims/FTE	372	361	400
General Liability:	New Claims/FTE	117	134	125
	Closed Claims/FTE	125	133	127
Police Professional Liability:	New Claims/FTE	57	55	60
	Closed Claims/FTE	61	75	65

	FY 2010		FY 2011		FY 2012
<u>Division:</u> Treasury	<u>Actual</u>		<u>Estimate</u>		<u>Budget</u>
Total Budget	\$ 2,813,647		\$ 2,741,546		\$ 2,911,067

Description of Division and Activities:

The Treasury Division is responsible for the City’s cash and investments including maintenance of banking and credit card service relationships, collection and deposits of all monies due to the City, preparation of periodic projections of cash flow, investment earnings and borrowing expense, and major non-departmental revenue projections. The division facilitates the City’s debt issuances, including obtaining of credit ratings, works with external advisors, such as trustees, bond counsel, and financial advisors; assures compliance with securities regulations. The division prepares and collects utilities and special assessment billing, and manages all grant accounting activities.

Goal:

Provide outstanding customer service while generating, collecting and accounting for all cash collections and deposits due to the City.

Objectives:

- Assure sufficiency of working capital by making funds available as needed.
- Maximize return on capital while safeguarding principal through the administration of a prudent investment policy/program.
- Maintain a minimum bond rating of AA with Standard & Poor’s Ratings Services and Aa with Moody’s Investors Service.
- Continue review and enhancement of the use of the Utility Billing/Customer Information software system.

	FY 2010		FY 2011		FY 2012
	<u>Actual</u>		<u>Estimate</u>		<u>Target</u>
Workloads/Outputs:					
Standard & Poor’s Rating Services	AA		AA		AA
Moody’s Investors Service	Aa		Aa		Aa
Utility Bills/24 FTE’s	680,250		606,036		575,000
Utility Billing Work Orders/24 FTE’s	86,041		105,167		60,000
Automatic Clearing House (ACH) Utility Billing Payments	4,655		5,612		5,000
Efficiency:					
Utility Bills/FTE	28,344		25,251		23,958
Utility Billing Work Orders/FTE	3,585		4,382		2,500
Effectiveness:					
Automatic Clearing House (ACH) Utility Billing Payments	1.4%		1.03%		1.16%
Variance General Fund Revenue Estimates vs. Actuals	2.0%		2.0%		2.0%

	FY 2010		FY 2011		FY 2012
<u>Division:</u> Research and Budget	<u>Actual</u>		<u>Estimate</u>		<u>Budget</u>
Total Budget	\$ 576,062		\$ 613,192		\$ 611,724

Description of Division and Activities:

The Research & Budget division provides budgetary services for all City Departments in the development of the annual budget, prepares revenue and expenditure projections, maintains a Budget Preparation Guide and Revenue Manual, implements budget monitoring and controls focusing on long-range forecast, development of the Capital Improvement Program (CIP) plan, monthly department trend analysis, and the development of strategic planning.

Goal:

Develop plans for the City's future and minimize the impact due to economic conditions and reductions in revenue.
Maintain adequate reserve funds.

Objectives:

- Receive GFOA Distinguished Budget Presentation Award, 27th consecutive year.
- Monitor use/allocation of General Fund contingencies, review of personnel vacancies and temporary staffing analyses.
- Evaluate and prepare requests for budget amendments.
- Coordinate budget preparation, review process and provide staff training.
- Prepare the City's annual budget, five-year financial forecast and CIP Plan, provide requested information to the public, and have the budget document published and available on the City's website by December 31, 2012.
- Conduct departmental monthly revenue/expenditure trend analysis.
- Verify funding source for personnel requisitions.
- Prepare quarterly vacancy analysis.
- Monitor and prepare temporary staffing analysis on a quarterly basis.
- Perform adhoc research and policy analyses.
- Fund verification for City Commission Agenda Reports (CAR).
- Provide training to Agenda Coordinators.
- Continuous improvement on Citywide Performance Measurement System; identify and link goals and objectives to the City Commission's key priorities.
- Implement the operation & financial structure of the City's realignment.
- Track Interfund Service Charges on a monthly basis.
- Implement electronic web-based forms, such as, Budget Transfer Form and Expenditure Transfer Voucher (ETV). The implementation will enhance and improve efficiencies.
- Conduct a cost recovery and rate study analysis for Other Funds.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Budget Advisory Board (BAB) Meetings/Workshops Scheduled/3 FTE's	17	15	15
BAB Preparation Hours/3 FTE's	15	15	15
Special Projects & Research Studies/6 FTE's	453	455	450
Agenda Items Submitted by RBD/4 FTE's	30	23	10
Citizen Calls on Tax Information Line	203	260	250
CAR Funds Monitoring Exceptions/2 FTE	227	172	180
Agenda CAR's Processed/2 FTE	1,476	1,394	1,400
Budget Documents Printed per Year (Including CDs)	70	61	70
CIP Projects Applications Reviewed/4 FTE's	306	266	240
CIP System Staff Trained	45	60	50
CIP System Training Hours*	0	0	0
FamisWeb/Bprep Data Entry Staff Trained	60	69	64
Bprep Data Entry Training Hours	4	4	4
Budget Forms Staff Trained	60	69	64
Budget Forms Training Hours	4	4	4
Department Budget Transfers Processed	108	106	125
Personnel Certifications & Requisitions Processed/ 4 FTE	399	292	350
Participate in GFOA Distinguished Budget Awards Program (Years)	25	26	27
Efficiency:			
BAB Preparation Hours/FTE	5	5	5
Special Projects & Research Studies/FTE	75	77	75
Agenda Items Submitted by RBD/FTE	8	6	6
CAR's Funds Monitoring Exceptions Efficiency/FTE	227	172	180

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Efficiency: (continued)			
Agenda CAR's Processed/FTE	738	697	700
CIP Projects Applications Reviewed/FTE	77	67	60
Personnel Certifications & Requisitions Processed/FTE	100	73	88
Staff Trained/Hour – Bprep Data Entry	4	4	4
Staff Trained/Hour – Budget Forms	4	4	4
Staff Trained/Hour – CIP System*	0	0	0
Effectiveness:			
General Fund Revenue Estimate vs. Actual (w/n 2% variance)	2.0%	2.0%	2.0%
Received GFOA Budget Presentation Award	Yes	Yes	Yes

* CIP Training Manuals are provided electronically.

FY 2011 Major Accomplishments:

- Obtained enhancement to Cyborg to provide electronic enrollment system for employee benefits.
- Revamped City's benefit website to allow employees greater access to their information.
- Contracted with new medical carrier (CIGNA) which will result in a reduction of claim cost of about 8.8%.
- Implemented new wellness program which is projected to include 65% of employee population (1200 people).
- Increased workers' compensation subrogation recoveries from \$76,262 to \$99,363, an increase of 30%.
- Decreased workers' compensation legal defense fees from \$319,310 to \$290,182, a decrease of 9%.
- Reduced the workers' compensation State Assessment from \$248,350 to \$114,050, a reduction of 54%.
- Decreased all six property and casualty insurance premiums by \$13,461.
- Decreased the total incurred on the overall liability program by \$814,972.
- Continued the coordination of the City's applications to Federal Emergency Management Agency (FEMA) and the State of Florida for reimbursement of over \$62 million of hurricane-related expenditures.
- Implemented the new Utility Billing System, Cayenta Utilities.
- Implemented Electronic Billing
- Implemented Electronic Paperwork Attachments.
- Received 26th consecutive GFOA Distinguished Budget Presentation Award.
- Continued to implement the following budget reforms/controls:
 - Monthly trend analysis to monitor and analyze operating budgets by the 15th of the month;
 - To Hire a Worker (THAW) process - approval of FTE/funding availability;
 - Enhancements to Web-based Budget Forms;
 - Approval of capital items greater than \$1,000;
 - Approval of department budget transfers;
 - Evidence of salary savings; and
 - Approval, in advance of use, of temporary services through agencies.
- Increased undesignated fund balance as a result of budget reforms/controls.
- Developed the 2012-2016 Capital Improvement Plan and presented with the FY 2012 Budget Message.
- Utilized Quark software to enhance and standardize production of the Budget Document.
- Improved the Fiscal Fitness Award to recognize excellence by departments in the preparation of their FY 2011 Budget. The Business Enterprises Department was recognized for their FY 2010 budget.
- Staff attended various training including Webinars, on the budget and performance measurement to increase knowledge base and efficiency.
- Conducted a Cost Recovery Analysis on user fees.
- Conducted a Program/Based Activity Analysis.
- Increased the division's efficiency by utilizing the Performance Executive Reporting System.
- Increased efficiency by implementing a paperless transmission of Budget forms and reports.
- Enhanced the Budget Document per GFOA Comments.

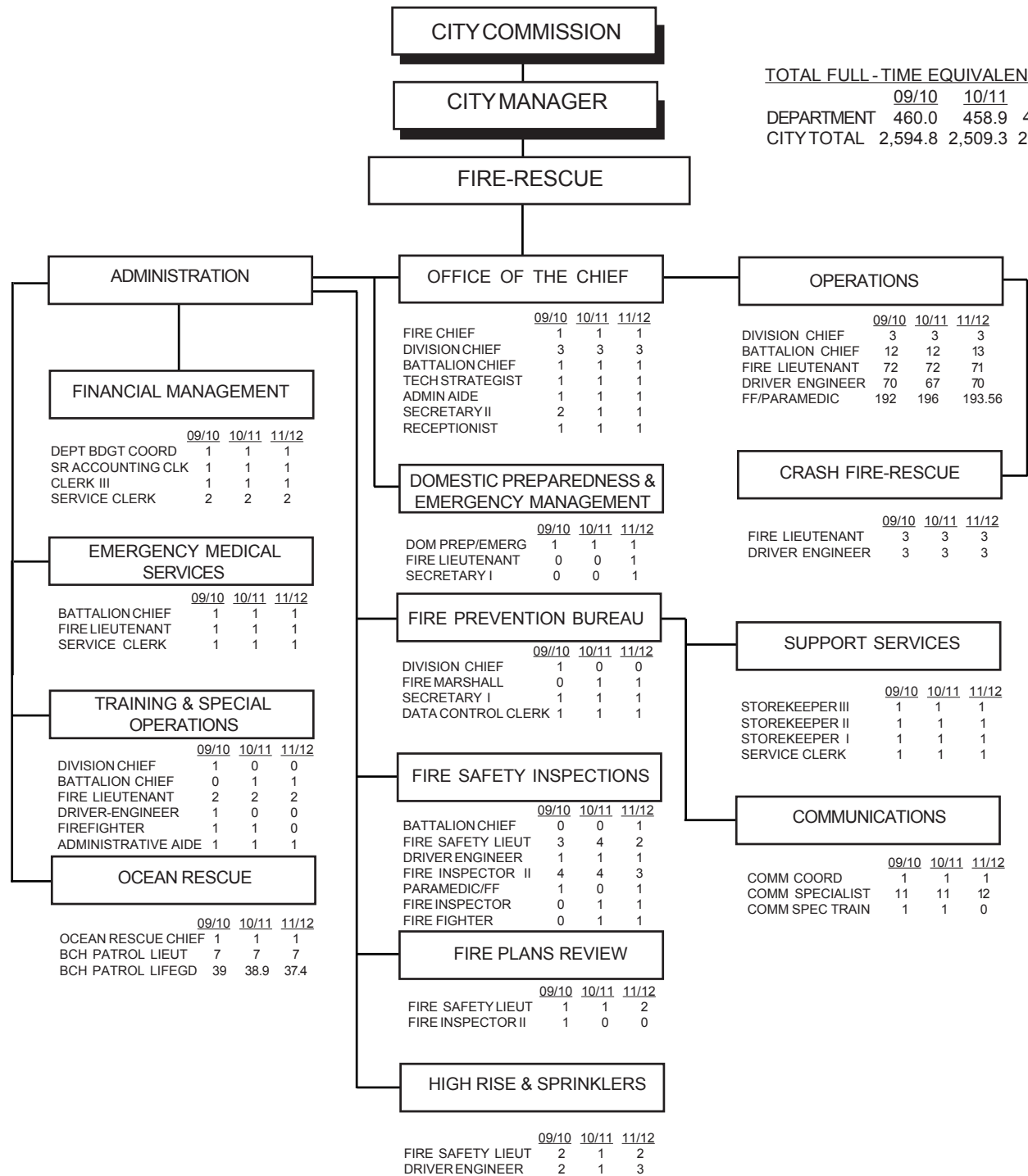
GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Taxes	\$ 165,790,883	159,803,753	155,218,282	150,751,879
Intergovernment Revenue	16,137,889	16,644,042	16,615,000	16,042,161
Charges for Service	259,635	149,960	295,900	284,900
Miscellaneous Revenues	15,497,719	16,009,846	15,092,965	25,849,019
Total	\$ 197,686,126	192,607,601	187,222,147	192,927,959
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 3,410,175	3,465,641	3,354,070	3,443,551
Fringe Benefits	1,462,500	1,530,746	1,451,873	1,547,300
Services/Materials	592,583	647,494	664,625	730,326
Other Operating Expenses	133,667	129,369	128,951	131,003
Total	\$ 5,598,926	5,773,250	5,599,519	5,852,180

INSURANCE FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Miscellaneous Revenues	\$ 367,974	240,000	61,000	62,000
Total	\$ 367,974	240,000	61,000	62,000
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 696,136	728,054	741,496	742,863
Fringe Benefits	377,152	330,241	331,616	341,979
Services/Materials	269,513	299,232	314,732	259,278
Other Operating Expenses	284,468	308,616	197,656	223,646
Non Operating Expenses	11,949	-	-	-
Capital Outlay	20,000	-	-	-
Total	\$ 1,659,217	1,666,143	1,585,500	1,567,766

ORGANIZATION PLAN FIRE-RESCUE



TOTAL FULL - TIME EQUIVALENTS

	09/10	10/11	11/12
DEPARTMENT	460.0	458.9	460.96
CITY TOTAL	2,594.8	2,509.3	2,509.3

FIRE RESCUE

Mission:

“Dedicated to Excellence Since 1912...”

Excellence Through **Service:**

Shaping the future

Excellence in training

Reducing risk

Valuing technology

Initiating community partnerships

Customer focus & quality service 24/7

Enhancing community services

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



<u>Division: Fire Administration</u>	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget	\$ 15,090,903	\$ 16,282,320	\$ 12,458,743

Description of Division and Activities:

The Fire-Rescue Administration division provides for direction and leadership for the Fire Rescue Department. The Fire-Rescue Administration division sets policies, establishes protocols, and works with other City departments and stakeholders to provide the highest possible levels of service to the citizens of Fort Lauderdale. The Fire-Rescue Administration also encompasses the efforts of Ocean-Rescue, Domestic Preparedness, Financial Management, Emergency Medical Services (EMS) Administration, EMS Training & Special Operations, Fire Prevention, Support Services, and Communication Services.

Goal:

Continue to investigate alternative funding sources and improve financial performance through maximizing revenue opportunities and decreasing net operating costs.

Objectives:

- Continue to review all “Cost Recovery” opportunities to decrease the net operating costs for the Department.
- In conjunction with the Grants Office, continue to seek alternative funding sources for equipment and training, and capital needs to mitigate general fund obligations.
- Increase net collections of budgeted, controllable revenue streams through increased individual productivity, collection management and oversight by using enhanced technology (TripTix/Community Plus software applications).
- Improve accuracy of data collection from transported patient.
- Reduce data processing/transmission time for billing information to vendor/customer.
- Increase collection rates (% of billed revenues) and a reduction in payment times (turnaround times) from billed customers.
- Finalize the implementation of the Inventory Control System to improve tracking of the Fire Rescue Department’s equipment and supplies in an effort to reduce expenditures.

Goal:

Continue to focus on quality of life issue by providing the highest quality pre-hospital EMS to the citizens and visitors of the City of Fort Lauderdale.

Objectives:

- Continued implementation of new comprehensive EMS protocols.
- Provide protocol training followed by testing, which will be used to measure protocol knowledge and applications.
- Conduct monthly quality assurance reviews to measure protocol compliance.
- Enhance service through training, technology, and innovation.
- Enhance communication between Fire Rescue and local hospitals
- Placed into service forty-four (44) new Lifepak 15 EKG devices with extensive training.

- Creation of community partnerships to improve communication between local medical facilities and Fire Rescue.
- Implement accountability measures that will improve patient care.
- Implement an improved medical reporting system that will increase billable information and improve clarity of written reports.

Goal:

To maintain and to continue to improve upon the establishment of a joint Fire Investigation Unit between the Fire Rescue Department and the Police Department in an effort to improve the process of investigating fires and the prosecution of Arson cases.

Objectives:

- Implement a fire investigation team concept utilizing fire, police, and applicable Building Department disciplines.
- Develop joint operational protocols for the Fire Investigation Unit.
- Establish a joint training schedule for unit members.
- Institute a case management system to monitor case progress.
- Work in conjunction with the State Attorney's Office to improve the prosecution of arson cases.
- Monitor and analyze fire calls, examine patterns and implement effective strategies to reduce fire losses.

Goal:

Reach out to our business community in an effort to emphasize the virtues of customer service and correlate our enforcement efforts with the goals and objectives of those in our small business community.

Objectives:

- Generate a partnership mentality between the fire department and our neighbors in the business community, in a manner that embraces the needs of our neighbors and facilitates effective enforcement.
- Adopt methods to increase and improve the supervisory oversight for territory inspectors in an effort to raise production and to improve the delivery of training information.
- Remove duplicate accounts and accounts for demolished buildings from the inspection database.
- Assimilate new computers and printers into existing inspection infrastructure to increase individual productivity.
- Publish and disseminate comparative inspection productivity reports amongst inspectors in an effort to generate healthy competition.
- Produce and disseminate a monthly report that identifies delinquent accounts that require priority attention.

Goal:

Improve the City infrastructure through the coordination with other key departments and advisory boards, the design, logistics, financial processes, and timelines related to the Fire-Rescue Facilities Bond Issue.

Objectives:

- Begin the construction phase for the replacement of Fire Station 46.
- Complete the design phase for Fire Station 13 and Fire Station 54.
- Select the final destination for Fire Station 8.
- Assist in the development of site plans for the placement of fire station prototype designs.
- Seek new or alternate site locations where public/private partnerships or service delivery requirements warrant it.
- Communicate with and seek input from involved stakeholders (employees, citizen groups, Fire-Rescue Facilities Blue Ribbon Committee).
- Review on-going existing fire-station rehabilitation needs in relation to projected timelines for replacing the fire stations. Appropriately maintain existing fire stations to meet the needs of the community and personnel who operate them.
- Seek property for Fire Station 8 for the optimal location for public safety.

	FY 2010	FY 2011	FY 2012
<u>Division: Fire-Rescue</u>	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget	\$ 53,425,083	\$ 53,236,819	\$ 60,624,077

Description of Division and Activities:

The Fire-Rescue (Operations) division is directly responsible for all Fire/Medical (EMS)/Ocean Rescue services provided to the general public.

Goal:

Provide increased efficiency in management and oversight of the Operations Division.

Objectives:

- Continue to monitor and reduce actual overtime costs through effective management of Departmental policies and reporting functions.
- Reduce overall “Sick Time” usage through increased monitoring, communication, and enforcement of newly enhanced departmental policies, which may further reduce unnecessary overtime costs due to minimum staffing levels.
- Reduce “Lost Time” for Workers’ Compensation through increased monitoring, communication, and follow-up status reports with medical professionals.

Goal:

Continue to focus on quality of life issue through the reduction in 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:

- Provide adequate staffing, equipment, tools and training to achieve timely emergency response in a safe manner.
- Using existing personnel, create a Fire Analyst position to examine policies, procedures, and response data to improve efficiencies of department functions and service levels.
- Reduce emergency response times, where practical, with cost effective technology, resource management and quality assurance programs.
- Monitor, communicate, and recognize goal accomplishments utilizing data obtained from Computer Aided Dispatch (CAD) on a monthly/quarterly basis.

Goal:

Continue to focus on quality of life issue through the increased monitoring and reduction of response times through the use of technology.

Objectives:

- Full implementation of Mobile Data Terminals (MDT’s) in each apparatus to collect, review, and distribute response time information to management to implement effective strategies to further reduce overall response times.
- Implement Evolution Data Optimized/Global Positioning System (EVDO/GPS) technologies to more effectively dispatch available apparatus, on a per incident basis, to further reduce response times and improve service levels.
- Reduce overall response times and increase effectiveness of service levels to the general public.
- Reduce response time for EMS medical calls to minimize potential loss and to enhance medical treatment.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Incidents	41,468	42,379	43,000
Fire Incidents	521	637	650
Medical Incidents	29,027	30,679	31,300
Other Incidents	11,920	11,063	11,050
Unit Responses	81,758	90,424	90,000
Medical Unit Responses	54,086	59,842	60,760
All Other Responses	27,672	30,582	30,990
Medical Transports	22,623	24,036	25,000
Transport Revenue	\$4,894,433	\$6,000,000	\$5,460,000
Inspections Performed	16,754	20,267	20,500
Inspection Revenue (High Rise, Sprinkler, Special Testing, and Territory)	\$1,152,068	\$1,263,349	\$1,238,150
Plan Review Revenue	\$359,062	\$494,365	\$425,000
Efficiency:			
Response Time Compliance:			
Medical Incidents			
6 Min./0 Sec First Unit Time at 90%	79%	81%	90%
8 Min./0 Sec First Paramedic Time at 95%	95%	95%	95%
10 Min./0 Sec First Transport at 95%	94%	93%	95%
Response Time Compliance Average:			
Dispatch to Arrival Time (Min., Sec.)	4:48	4:41	4:40
Effectiveness:			
Response Time Objectives Met:			
Medical Incidents			
6 Min./0 Sec First Unit Time at 90%	No	No	Yes
8 Min./0 Sec First Paramedic Time at 95%	Yes	Yes	Yes
10 Min./0 Sec First Transports at 95%	No	No	Yes

FY 2011 Major Accomplishments:

- The Fire-Rescue department responded to a total of 42,379 incidents in fiscal year 2011.
- Implemented and improved a new EMS protocol, Induced Hypothermia, which has resulted in a dramatic increase in patient survivability and reduced neurological deficit for those patients who have suffered a cardiac arrest or have been a drowning victim. This protocol has been requested and used by agencies across the country.
- Implemented STEMI protocol that has decreased the time between a heart attack call is received and definitive treatment at the hospital (AKA "Door to Balloon time")
- Implemented the recommendations of the Fort Lauderdale CAO regarding controlled substances.
- Applied for and received COPCN Class 2 ALS transfer service license.
- Developed and implemented the FLFR Pre-Hospital Post Exposure Handbook. This handbook is utilized by every Fire Rescue agency in Broward County as the "Go To" reference for exposure to pathogens.
- The Procurement Process was completed and a vendor was selected to replace the electronic patient care reporting system (ePCR). All personnel were trained and the Department fully integrated the new system.
- Continuous monitoring of cardiac and stroke data and times which will allow for tracking patient outcomes and "Door to Drug" periods.
- Published an abstract that was showcased at the Chicago American Heart Association National Meeting. This abstract identified the importance of pre-hospital stroke evaluation and the positive result on patient outcomes.

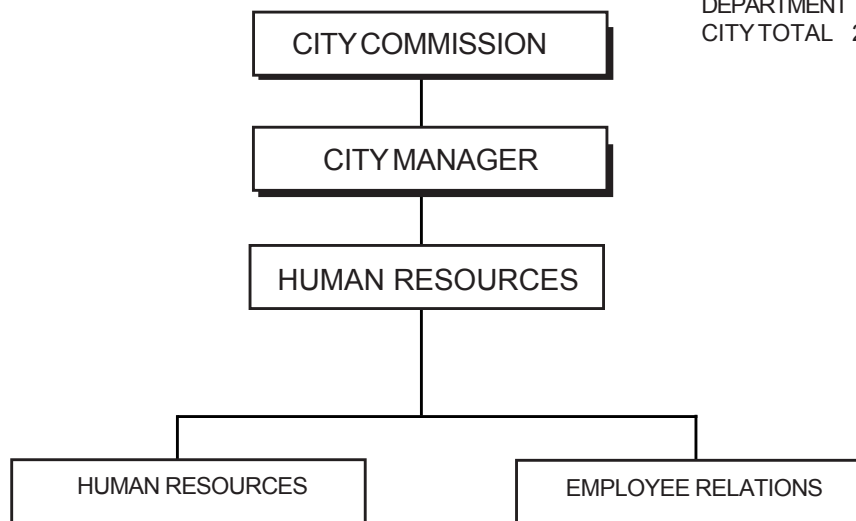
- Completed multiple UASI, MMRS, and Broward County EMS grant performance cycles with the expenditure of \$1,071,672 for Interoperable Communications, CBRNE Equipment, Special Operations Training, Critical Facility Hardening, and EOC Enhancements.
- The Fire-Rescue Department was awarded \$321,221 from the Metropolitan Medical Response System (MMRS) from the United States Department of Homeland Security for program enhancements (WMD).
- The Fire-Rescue Department was awarded \$250,000 from the Assistance to Firefighters Grant (AFG) for Shipboard Firefighting Training.
- The Fire-Rescue Department was awarded \$236,818 Urban Areas Security Initiative (UASI) Grant from the United States Department of Homeland Security for program enhancements.
- Implemented “Web-Based Medical Protocol” and recertification training for all Fire-Rescue and Ocean Rescue EMT and Paramedic personnel.
- Recertified all Fire-Rescue & Ocean Rescue EMT and Paramedic personnel with the State of Florida.
- Conducted Officer promotional testing for in excess of seventy-five personnel.
- The Training bureau conducted new hire orientation training programs totaling four (4) new employees.
- Fire Prevention exceeded the budgeted revenue by 15%.
- Total number of fire inspections increased by 21%.

GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Taxes	\$ 3,194,103	2,315,010	2,315,010	3,000,000
Licenses & Permits	(1,410)	-	-	-
Intergovernment Revenue	4,012	-	84,164	-
Charges for Service	8,260,810	8,642,641	9,021,686	10,053,174
Miscellaneous Revenues	21,978,066	22,268,671	22,317,138	22,313,753
Total	\$ 33,435,583	33,226,322	33,737,998	35,366,927
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 36,876,987	38,282,367	38,071,028	40,387,111
Fringe Benefits	20,812,285	22,747,646	22,669,128	22,665,428
Services/Materials	2,456,837	2,522,412	2,907,848	3,107,330
Other Operating Expenses	8,226,352	5,417,751	5,454,493	6,922,951
Non-Operating Expenses	408	-	(1,000)	-
Capital Outlay	143,117	150,000	417,643	-
Total	\$ 68,515,986	69,120,176	69,519,140	73,082,820

ORGANIZATION PLAN HUMAN RESOURCES

TOTAL FULL - TIME EQUIVALENTS			
	09/10	10/11	11/12
DEPARTMENT	20.0	19.0	19.0*
CITY TOTAL	2,594.82	2,509.03	2,485.2



	09/10	10/11	11/12
HUMAN RES. DIR	1	1	1
ADMIN ASSISTANT I	1	1	1
ADMIN AIDE	2	2	2
PERS ANALYST	4	3	3
PERS ASSISTANT	1	1	0
PERS SVC CLERK	1	1	1
WORD PROC SEC	1	1	1
SERVICE CLERK	1	1	1
RECEPTIONIST	1	1	1
CLASS & COMP MGR	1	1	1
PERS REC SPEC	1	1	1
CLERK III	2	2	2
CLERK II	1	1	1

	09/10	10/11	11/12
EMPLOYEE REL DIR	1	1	1
ADMINISTRATIVE ASST II	1	1	1
SECRETARY III	0	0	1

*Effective October 1, 2011, the functions of the Office of Professional Standards were reorganized into the Human Resources Department.

HUMAN RESOURCES

Mission:

Build community by recruiting, promoting, training and retaining employees to deliver first class services to our Neighbors. Achieve excellence by promoting equal employment opportunity, cultural diversity and sensitivity and fostering an environment of professionalism, teamwork, appreciation and accountability.



<u>Division: Human Resources</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget (General Fund)*	\$ 2,297,468	\$ 2,299,395	\$ 2,060,196 *
Total Budget (Insurance Fund)	\$ 58,422	\$ 81,000	\$ 81,000

*The FY12 Budget represents part of the former Office of Professional Standards (OPS) expenses.

Description of Division and Activities:

The Human Resources division provides 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.

Goal:

No reductions in vital City services.

Objectives:

- Recruit and identify quality candidates for employment through targeted recruitment.
- Identify training needs of individual departments and provide programs that address those needs.
- Develop and implement systems and procedures, which will effectively provide for equal employment opportunity.
- Continue the ongoing practice of compensating employees fairly in terms of both internal and external equity.
- Conduct special projects and administer special programs, such as Summer Youth Employment Program (SYEP) and Kids and the Power of Work (KAPOW).

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Applications Processed	5,943	9,103	9,400
Appointments, Hires, Promotions Processed	199	194	120
Job Audits Issued	36	40	46
Performance Evaluations Distributed	2,377	2,288	2,360
Terminations Processed	103	128	150
Efficiency:			
Human Resources Budget % of City Total Expenditures *	0.30%	0.34%	0.37%
Average Number of Days to Issue Termination Check	28	33	30
Effectiveness:			
Customer Service Survey (% Rated as Excellent by User Departments)	98.5%	99.0%	100%

*Nationally-recognized benchmark category.

Description of Division and Activities:

The Office of Professional Standards division (previously the OPS department) is responsible for maintaining the integrity of the City of Fort Lauderdale and its employees by conducting full, fair and objective investigations.

Goal:

No property tax increase or reduction in vital City services.

Objectives:

- Promptly respond to complaints of discrimination and harassment and thereby provide a defense for the City. Conduct complete investigations despite reduced office personnel.
- Reduce expenses for outside labor counsel by reducing the number of Equal Employment Opportunity Commission (EEOC) charges filed.
- Contribute to the decrease in costs for employment practices liability insurance premiums and deductibles by decreasing the number of complaints filed with outside agencies.
- Monitor compliance with the City’s equal opportunity guidelines and policies and all applicable employment laws.
- Consult and investigate on specific incidents or issues, as brought to the attention of OPS by employees or managers.
- 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.
- Assist departments in developing and implementing programs and strategies to promote equity in the workplace.
- Assist departments in developing strategies for coping with a continued demand for services and a reduced workforce.
- Perform analyses of employee Equal Employment Opportunity (EEO) data to identify underutilizations, develop strategic hiring and retention goals.
- Prepare an EEO Plan for submission to appropriate agencies.
- Oversee the City’s efforts in ADA compliance.
- Coordinate and document the City’s actions regarding access to City facilities by the disabled.
- Provide residents with the opportunity to bring forth complaints regarding unethical or unprofessional conduct.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Conduct Employee Workshops/Conflict Resolution Sessions/1 FTE	10	10	10
Inquiries/Consultations/Interventions/1 FTE	95	75	50
Develop EEO Plan	1	1	1
Facilitate EEO Training and Education	10	8	0
# Employees Provided with On-line EEO Training	0	0	2,000
Effectiveness:			
Employee Workshops/FTE	5	5	10
Inquiries/Consultations/Interventions/FTE	95	75	50

<u>Division: Employee Relations</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget	\$ 298,252	\$ 271,724	\$ 280,511

Description of Division and Activities:

The Employee Relations division supports employees and management by performing the centralized function of labor and employee relations, including contract negotiations, administration and monitoring.

Goal:

No reductions in vital City services.

Objectives:

- Plan, organize and direct the labor and employee relations activities of the City, including negotiating union contracts, resolving labor/employee relation issues and promoting labor management cooperation.
- Negotiate three-year collective bargaining agreements with three work groups: (FOPE [Professionals], FOPE [Supervisory] and Teamsters) and fairly compensate employees.
- Advise City departments on contractual obligations and resolve contractual disputes.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Coordinate Random Drug and Alcohol Screenings in Accordance with DOT Guidelines	193	176	185
Collective Bargaining Agreements Negotiated	3	3	3
Efficiency:			
Grievances Handled	17	10	8

FY 2011 Major Accomplishments:

- Implemented NEOGOV on-line software services which automated and consolidated the employment recruiting, tracking, testing and selection processes and enhanced reporting capabilities.
- Entered the job descriptions of all classified positions into NEOGOV.
- Based upon the Budget Advisory Board’s (BAB) recommendation, developed and released Payroll Outsourcing RFP, along with the Procurement, Finance and ITS Departments.
- Released Employee Assistance Program RFP and awarded a new EAP contract, with the assistance of the Procurement Department and Risk Management Office.
- Drafted a revised Family Medical Leave Act PSM.
- Administered the Summer Youth Employment Program (SYEP) for 70 students sponsored by the City and hosted an end of program life skills seminar.
- Administered the Kids and the Power of Work (KAPOW) Program and coordinated an end of program career showcase.
- Coordinated the United Way campaign and hosted an Ice Cream Social special event.
- Completed New Employee Orientation sessions for general employees.
- Administered oral boards on demand for public safety positions.
- Completed job audits for over 17 positions.
- Completed salary and benefit surveys.
- Presented Annual Employee Service Awards Luncheon and Quarterly Service Award receptions.
- Participated in salary and benefits surveys conducted by other governmental agencies.
- Processed 350 Tuition Reimbursements for 503 continuing education classes.
- Negotiated three (3) successor agreements covering three (3) employee work groups: Federation of Public Employees (Supervisory Unit) and (Professional Unit) and Teamsters Local 769.
- Facilitated interpretation and implementation of the collective bargaining agreements.
- Assisted bargaining groups with resolving employment issues, avoiding costly arbitrations.
- OPS handled a caseload similar to the prior fiscal year and continued to develop a more preventative approach to addressing employee concerns. OPS regards education as an important preventative measure and devoted resources to provide employees with an overview of anti-harassment and discrimination policies, compliance procedures, and legal requirements.
- OPS worked on approximately 75 case files, which ranged in nature from simple inquiries to complex investigations of complaints or requests for intervention. Received, reviewed and resolved inquiries and complaints by City employees and residents involving issues of discrimination, harassment, retaliation, whistleblowers, and ethics.
- OPS reduced the number of EEOC charges and employment litigation matters which also contributed to reduced expenditures for outside labor counsel and lower costs for the City’s employment practices liability insurance premiums and deductibles. For the fiscal year 2010, the total incurred labor-related expenses were reduced by 85% from their 2004 levels.
- OPS facilitated EEO Training and Education to approximately 300 employees.

GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 700	400	405	400
Miscellaneous Revenues	105	130	135	130
Total	\$ 805	530	540	530
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 1,634,688	1,657,297	1,579,446	1,338,733
Fringe Benefits	742,654	791,745	765,159	750,642
Services/Materials	173,787	197,996	186,070	219,807
Other Operating Expenses	36,509	43,149	40,444	31,525
Capital Outlay	8,082	-	-	-
Total	\$ 2,595,720	2,690,187	2,571,119	2,340,707

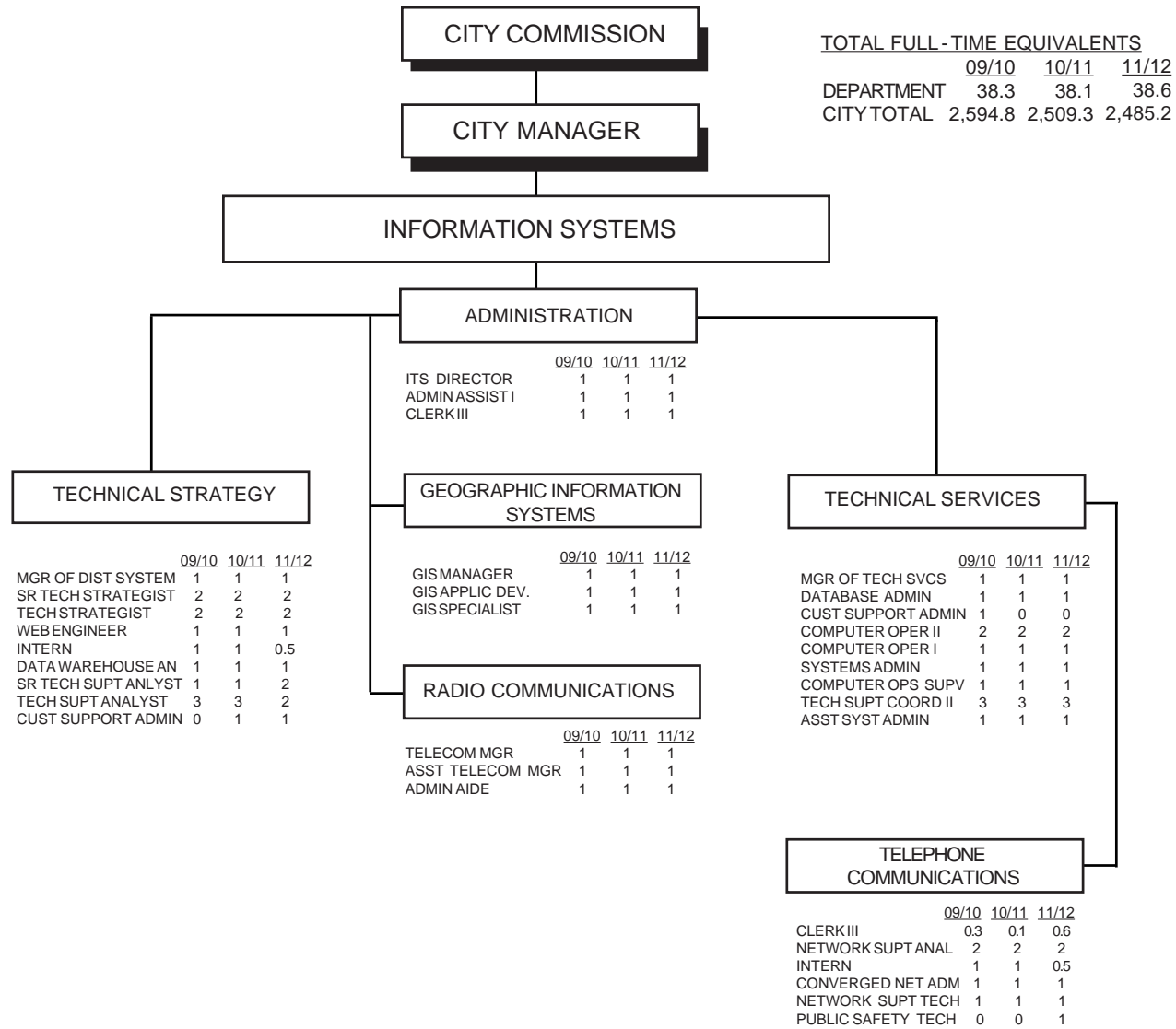
INSURANCE FUND

Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Services/Materials	\$ 58,422	81,000	81,000	81,000
Total	\$ 58,422	81,000	81,000	81,000



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ORGANIZATION PLAN INFORMATION SYSTEMS



INFORMATION SYSTEMS

Mission:

We make information technology (IT) work for you.



Division: Information Systems

Total Budget

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget	\$ 4,435,148	\$ 4,614,018	\$ 4,627,568

Description of Division and Activities:

The Information Technology Services Department provides support and services to all City departments. The services provided include Intranet, Internet, E-mail, Web site, business software applications, and the installation of all computer software and hardware.

Goal:

Provide, support, and maintain quality 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:

- Replace the GIS Zoning program application with a web-based version. Estimated completion for this project: 4th quarter of the fiscal year.

<u>Selected Performance Measures:</u>	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Network Users	1,241	1,241	1,241
Telephone Users	2,736	2,736	2,420
Helpline Calls	10,531	10,860	10,000
PCs/Laptops	922	922	922
<u>Efficiency:</u>			
Helpline Calls Resolved at First Contact	59%	67%	60%
<u>Effectiveness:</u>			
IT Helpdesk Customer Service Satisfaction Survey Agreement Response	N/A	N/A	95%

<u>Selected Performance Measures:</u>	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Monthly Internet Payment Transactions	-	-	7,812
Monthly Internet Payment Amounts	-	-	\$1,038,981
Average City Web Page Visits Per Day	-	-	11,853

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<u>Division: Radio Communications</u>			
Total Budget	\$ 2,868,884	\$ 2,769,726	\$ 2,990,999

Description of Division and Activities:

Provide effective and economical wireless communications for public safety and public services functions and regulate use of the City’s rights-of-way for the placement of antennas and towers within the City.

Goal:

Continue developing plans for expanded coverage and infrastructure upgrades for the City radio system.

Objectives:

- Complete the FCC-mandated frequency modifications in order to improve wireless radio communications. Estimated completion of this project: 4th quarter of the fiscal year.
- Begin the project to implement the narrowbanding of UHF/VHF frequencies as mandated by the FCC.

<u>Selected Performance Measures:</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Radios in Service	3,444	3,500	3,500
Radios Repaired Monthly	35	45	45
Service Request Tickets	800	750	750
<u>Efficiency:</u>			
Turnaround Time for Radio Repairs (Days)	5	7	7
<u>Effectiveness:</u>			
Radios Returned Due to Improper Repair	<1%	<1%	<1%
Radio System Uptime	99%	99%	98%

FY 2010-2011 Major Accomplishments:

- Implemented power management software on approximately 800 computers resulting in an annualized reduction of 190,500 kWh (a 37% decrease and a cost savings of nearly \$20,000).
- Added a new electronic form to the City’s Intranet site to reduce paperwork and streamline the accident/injury reporting process.
- Implemented the RSR (HIV/AIDS) Reporting Software for Housing & Community Development.
- Made enhancements to the Engineering Project Tracking system to add the ability to pull financial data from the FAMIS accounting system data warehouse for more accurate reporting of projects.
- Upgraded the online Event Calendar on the City’s website.
- Replaced the MedUSA Software system with a new system called TripTix.
- Created a donation acceptance page on the City’s Centennial webpage.
- Replaced an applicant tracking system with a new solution that encompasses the entire process from departmental requisition to employee hiring.
- Implemented a next-generation call center and call recording solution for Utility Billing Customer Service Center.
- Completed the telecommunications infrastructure implementation for the new Executive Airport Maintenance Building.
- Developed an Android and iPhone cellphone application allowing our neighbors to easily reach the City’s Customer Service Department.
- Completed the implementation of GIS Mailers web-GIS application at the beginning of the fiscal year. This includes training 97 users, over 70 of which are now active users of the application.
- Created a SSIS package to extract occupational license data from Community Plus and wrote a program to geocode the records, thereby creating a GIS feature layer of businesses in the City.
- Upgraded an in-house application that automated the copying of GIS feature layers from one server to the City’s other GIS servers.

- Performed analysis and provided mapping support to the cities involved in the Broward County Enterprise Zone Expansion.
- Completed the integration of GIS and Cayenta Utilities. This makes utility account and location information accessible by use of GIS.
- Created a program to inventory all the GIS data layers in an automated fashion.
- Designed and executed the upgrade of Public Services GIS web technology from ArcIMS to ArcGIS Server for serving maps and data to their staff via the Internet and Intranet.
- Changed the Special Needs Residents web GIS application to accept changes in the format of tabular data received from Broward County.
- Researched and started the implementation of outside data sources into our web GIS applications. For example, Bing Maps and Google Street View are being incorporated into our Parking Meter Maintenance application.
- Built an automated process for extracting Occupational License data and converting it to a GIS layers.
- Updated electric map books for Community Inspections to reflect changes in their inspections zone to reflect changes in the neighborhood boundaries.
- Updated several GIS layers, including the Commission Districts, to reflect the annexations.
- Evaluated radio consultant recommendations and began development of system criteria to upgrade the City's 800 MHz Public Safety Radio Communications System.
- Began implementation of the replacement of the microwave component of the City's 800 MHz Public Safety Radio Communications System.

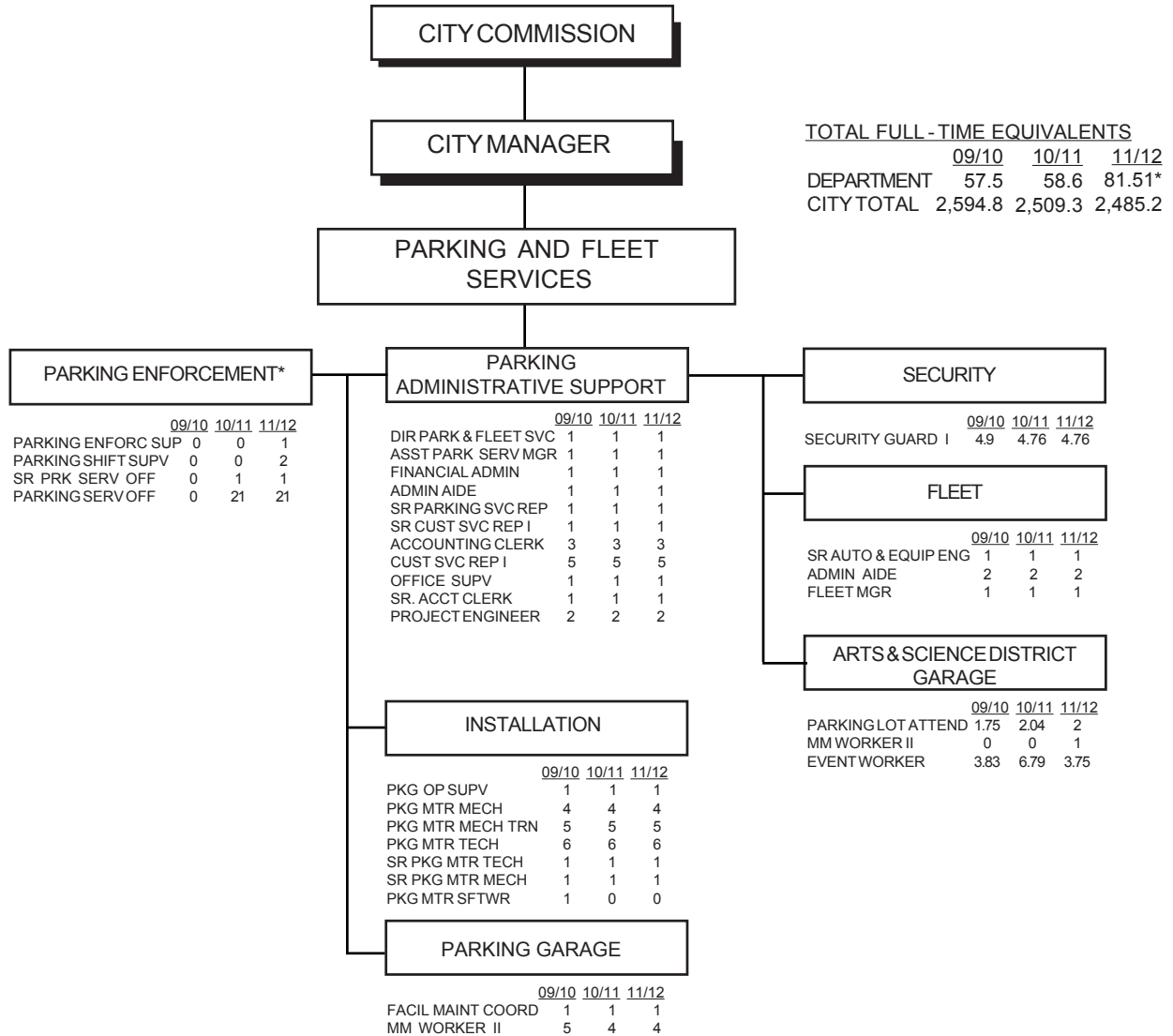
GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 764	700	540	540
Miscellaneous Revenues	269,038	395,756	395,759	407,375
Total	\$ 269,801	396,456	396,299	407,915
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 2,454,980	2,488,590	2,501,536	2,508,771
Fringe Benefits	1,017,070	1,127,603	1,118,172	1,192,757
Services/Materials	913,575	893,558	959,879	893,439
Other Operating Expenses	37,486	34,738	34,431	32,601
Capital Outlay	12,036	-	-	-
Debt Service	-	-	-	-
Total	\$ 4,435,148	4,544,489	4,614,018	4,627,568

CENTRAL SERVICES FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 2,806,154	2,786,128	2,709,317	2,803,904
Miscellaneous Revenues	175,518	89,896	89,896	90,085
Total	\$ 2,981,672	2,876,024	2,799,213	2,893,989
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 635,109	621,172	623,289	665,449
Fringe Benefits	266,989	276,538	273,386	301,457
Services/Materials	1,504,343	1,667,948	1,624,313	1,737,829
Other Operating Expenses	179,261	188,019	187,355	209,264
Non-Operating Expenses	261,100	-	-	-
Capital Outlay	22,082	47,000	61,383	77,000
Total	\$ 2,868,884	2,800,677	2,769,726	2,990,999

ORGANIZATION PLAN PARKING AND FLEET SERVICES



* Effective October 1, 2011, Parking Enforcement division was reorganized in the Parking & Fleet Department from the Police Department.

PARKING AND FLEET SERVICES

PARKING SERVICES

Mission (Parking Services):

Build community by providing and maintaining parking facilities for our neighbors in an efficient, safe, and effective manner and generate sufficient revenue to sustain the City’s parking system without taxpayer or General Fund support.



	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Budget</u>
<u>Division: Parking Services</u>			
Total Budget (Parking Fund 461)	\$ 10,887,677	\$ 10,302,805	\$ 11,430,908 *

*The FY 2012 Budget includes Police Parking Systems expenses

Description of Division and Activities:

Parking Services is an Enterprise Fund responsible for the management of the City’s parking inventory; the maintenance, repair, and installation of new and existing metered parking locations citywide; meter collections and citation payments; accounting management of operating and revenue expenditures and budget accountability; and management of the parking customer service operation which handles direct parking customer contacts, issuance of parking permits, resident beach parking cards, in-car Smart Park parking meters, pre-paid parking debit cards, etc.

Goal:

Provide parking neighbors and visitors with the convenience of purchasing monthly, quarterly, and annual parking permits online and concurrently reduce foot-traffic in the Parking administration office to alleviate congestion and wait times for our visitors.

Objectives:

- Configure and test the “Flex” citation and permit management system for on-line, secure sale of parking permits
- Establish the processes and procedures for the sale of online permits.
- Establish the processes and procedures for the distribution of online permits.
- Establish a marketing strategy to educate the public on the online program.

Performance Measures:

- Reduce foot traffic into the Parking Services office by 25% for permit customers.
- Make 90% of permit locations available online by July 2012.

Goal:

Increase the number of users for the Pay-by-Phone option as an alternative payment method for parking fees.

Objectives:

- Establish a marketing strategy that educates the public of the Pay-by-Phone program.
- Create a flyer to insert in citation payment envelopes to inform violators of the program
- Survey customer satisfaction with pay-by-phone as an alternative meter payment method.

Performance Measures:

- Increase meter payment transactions for Pay-by-Phone usage by 25% by fiscal year end.
- Attain 90% user satisfaction level for use of pay-by-phone to pay parking meters.

Goal:

Implement meter parts and signage inventory system to accurately account for all purchases and locations of meter types, parts, signage and supplies for better control of City assets. The system will also assist management with determining best practices for preventive maintenance, analyzing high maintenance meters for early replacement, and tracking labor requirements for maintenance and collection:

- Manage meter parts and components stock and signage inventory for optimal availability and minimal cash outlay.
- Establish adequate internal controls for procurement, custody, and disposal of City assets, and provide enhanced accountability for this operational expense.

Objectives:

- Research, prepare and issue Request for Proposals by March 2012 and implement the new system by October 2012.
- Establish baseline inventory of existing assets.

- Create and implement inventory tracking efficiencies and reports such as bar coded parts, parts replacement reports, and meter maintenance patterns.
- Analyze the data to establish optimal shelf-time and maintenance truck-stock levels to support meter maintenance needs but without excess stock
- Adjust purchasing patterns to optimize inventory levels while maintaining minimal meter downtime due to out-of-stock conditions.
- Improve preventive maintenance program on the meters based on the information provided and patterns identified that will reduce the down time or repair time of the meters.

Performance Measures:

- Decrease capital expenses for signage, parts and components by 10% in the first year of establishing inventory system.
- We currently operate with less than a 2% failure rate on meters. Seek to improve by .5% each year after inventory and data is collected.
- With pattern established, decrease customer service calls and response time from 7 to 10 minutes in the field to 4 to 7 minutes to correct meter malfunction by performing optimal preventive maintenance.

Goal

Design and create a team that will be responsible for maintaining the City's curbs, crosswalks, on street and parking lot space markings

Objectives

- Realign existing staff to create the team without creating any new FTE positions.
- Reassign existing vehicles to maximize resource use without adding additional vehicles to Fleet size.
- Select and train existing staff to carry out the tasks assigned for this maintenance.
- Reduce the number of revenue collection teams from 3 to 2 without adversely affecting meter operation
- Reduce the number of collection vehicles from 3 to 2 without adversely affecting meter operations

Performance Measures:

- Reduce project completion time for curb, crosswalk, and re-striping from 6 weeks average to 3 week average without increasing overall project cost.

Goal

Create operating efficiencies in the department's accounting activities to reduce the costs and labor requirements by a combined 15%.

Objectives:

- Review current processes for redundancy, outdated documentation requirements, and paperless options.
- Reduce or eliminate duplicate copying of reports and backup.
- Utilize technology to prevent data entry errors and assist with balancing routines.

Performance Measures:

- Reallocation of 4 hours labor weekly to support department-wide accounting and grant management functions from labor savings.
- Reduction of long-term storage requirements by 20 boxes in FY 2012.
- Reduction of paper usage for collection reports by 1000 sheets in FY 2012.

FY 2011 Major Accomplishments:

- Doubled the usage of Verrus pay-by-phone program in parking meters in the first six months of the fiscal year, compared to same period in FY10. Overall, reduced labor required to collect, safeguard, transport, count, and deposit \$152,000 in meter currency and coins, substituting credit card payments from this program.
- Completed construction and rehab of the 15th Street Boat Launch.
- Obtained approval of conceptual design of a family of way finding signage and informational signage for the barrier island. The family of signage includes vehicle, pedestrian, traffic, transit and gateway signage to allow our guest to move easily throughout the barrier island. Applied for grant to fund 80% of the cost of the signage through FDOT to continue the project.
- Completed 75% of the Fort Lauderdale Beach Park parking lot rehabilitation and beautification, within budget and ahead of schedule.
- Completed automation of file export from the Flex citation and permit management system to Parking Services' revenue reporting system, effectively eliminating data entry errors. This is the first and most

complex step toward fully automating the transfer of data from the Flex system to the City's financial system (FAMIS).

FLEET SERVICES

Mission (Fleet Services):

We build communities.

	FY 2010	FY 2011	FY 2012
<u>Division: Fleet Services</u>	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget (Vehicle Rental Fund 583)	\$ 24,434,870	\$ 15,805,552	\$ 18,608,933
Total Budget (Vehicle Rental Fund 583) Debt	\$ 1,658,260	\$ 5,655,885	\$ 1,666,521

Description of Fleet Services Department and Activities:

Fleet Services is an Internal Service Fund responsible for the maintenance, repair, and effective replacement of the City's fleet vehicles and equipment; the preparation of the annual "Fleet Plan" including recommendations for the replacement of fleet vehicles based on a life-cycle cost analysis and the establishment of the monthly vehicle rates for maintenance and repair, replacement fees, and overhead costs to be paid by all fleet users; the management of the City's gasoline and diesel fuel supplies and fuel islands; and the preparation of fleet vehicles for auction.

Goal:

Successfully monitor and control the "Fleet Management and Maintenance Services Agreement" with First Vehicle Services to ensure fleet vehicle and equipment maintenance and repairs are optimized to; minimize fleet downtime, maximize fleet availability to the using departments, control operating costs, and protect the City's investment in its Fleet assets.

Objectives:

- Prepare monthly statistical and graphical summaries to monitor contract costs and performance standards.
- Monitor performance and financial measures weekly to ensure fleet productivity and financial targets are being met.
- Monitor daily KPI (key performance indicators) to ensure fleet productivity targets are being met and as a method of improving performance that is the most critical to the current and future success of Fleet Services.
- Monitor and utilize the new Fleet Management Information System to its optimal capacity as a vital tool to reach the above goal.

<u>Selected Performance Measures:</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Vehicle/Equipment Work Orders Completed	< 20,500	16,803	< 17,500
Vehicle/Equipment PM's Completed	< 4,200	3,751	< 3,900
Vehicle/Equipment PM's Completed /Scheduled	100%	98.8%	100%
<u>Turnaround Standards</u>			
(vehicles completed within 24 hours by Category)			
CAT 1 - Police	> 85%	82.8%	> 85%
CAT 2 - Fire	> 85%	87.8%	> 85%
CAT 3 - Solid Waste	> 90%	91.7%	> 90%
CAT 4 - One Ton or Smaller	> 80%	78.5%	> 80%
CAT 5 - Larger than One Ton	> 80%	80.9%	> 80%
CAT 6 - All Other Vehicles	> 80%	77.7%	> 80%
Fleet Total: Vehicles out of service 48 hours or more out of service per repair.	5% or less	11%	5% or less
<u>Fleet Availability Standards:</u>			
Police > 95%	> 95%	98.1%	> 95%
Fire > 95%	> 95%	92.5%	> 95%
Solid Waste > 95%	> 95%	90.3%	> 95%
One Ton or Smaller > 95%	> 95%	97.8%	> 95%
Larger than One Ton > 95%	> 95%	95.5%	> 95%
All Other Vehicles > 95%	> 95%	98.3%	> 95%
Fleet Total	> 95%	97.1%	> 95%

Goal:

Successfully monitor and control the City’s fuel supply, fuel infrastructure, and fuel management system in order to maintain adequate fuel supplies and reserves and delivery capacity for the sustained operation of the using departments during normal and emergency conditions.

Objectives:

- Monitor and maintain the contract with the City’s current fuel vendors.
- Maximize the current fuel management system as a vital tool to achieve the above goal.
- Complete the CANceiver retrofit project and begin aggressive monitoring of all CANceiver equipped vehicles as to idling time and fuel usage. Analyze this data to determine the accurate reductions in idling time, fuel usage, and greenhouse gas emissions.
- Continue to utilize and improve the fuel management system interface with the Fleet Management Information System to monitor the fuel usage of all vehicles and equipment by their respective drivers and operators in order to:
 - Determine unit fuel mileage and efficiency.
 - Fueling habits and frequencies of individual drivers and operators as a deterrent to fuel inventory shrinkage due to employee theft.
 - Maintenance issues flagged and needing to be addressed when the unit is fueled as new vehicle equipped with the fueling information system are put into service.

<u>Selected Performance Measures: (based on six months of GPS utilization for the fiscal year)</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Reduction in total Fleet fuel consumption.			
Percentage	1.5%	(.5%)	1.5%
Gallons of fuel	19,188	(7,531)	21,385
Dollars	\$52,275	(\$20,484.32)	\$78,857

Goal:

Monitor and manage the Fleet operating accounts, capital expenditure accounts, and reserve fund through the proper use of financial analytics, measurements, and controls.

Objectives:

- Research, determine, and implement the proper metrics, analytical tools and techniques, and financial controls needed to achieve the above goal. This activity will take place in close cooperation with the Department City’s Department of Benchmarking and Metrics.
- Using the proper tools, monitor the above mentioned account, on a frequency determined by industry best practices and benchmark standards. This is to be done in conjunction with the employment of the proper decision making models and scenarios. Once implemented, it will be possible to proactively manage these accounts necessary to maintain adequate funding for all present and future Fleet operations and purchases.

FY 2011 Major Accomplishments:

- Maintained National Fleet Certification standards that led to the obtainment of the Crystal Award by Fleet Counselors.
- Ranked 11th in the 2011 100 Best Fleets of North America.
- Federal Sustainability Grant Fund Improvements:
 - Funds to retrofit 730 in-service vehicles with CANceivers were obtained in this present fiscal year. Currently these vehicles are in the process of being retrofitted. Once complete, the benefits listed above will be realized on a fleet-wide basis.
 - Two new hybrid-drive aerial bucket trucks were added to the Fleet’s inventory replacing older, less efficient models. These new trucks can operate the aerial boom device without running the engine. This will save on fuel costs, engine wear and tear, and long-term maintenance costs.
 - Installation of a new Fleet Management Information System with supporting hardware and revision and realignment of policies and procedures to produce optimum results from its use.
- Installation of on-site engine oil and fluid analysis system.
 - Engine oil analysis is done on site.
 - Results are obtained while vehicle is still being serviced.
 - Analysis records are stored in a web-based system with ability to instantly notify proper administrator when there is an exception to the analysis that needs attention.
 - Collective database of fluid analysis on each unit tested that allows a detailed examination of historical data.

- Problems discovered with their possible causes, or future mechanical issues, are made known to the service staff while the vehicle is in for service. This eliminates the need, with its attendant inconvenience, of rescheduling repair services indicated by the oil analysis
- Fleet Services has just concluded a three-year vehicle and equipment utilization study and fleet rightsizing program. The results of this project were:
 - 49 underutilized vehicles turned in to Fleet.
 - 33 vehicles removed from inventory for a capital cost saving of \$1,101,897.
 - 16 vehicles reassigned for a capital cost savings of \$279,000.
- Established an official City policy (PSM 8.1.5) to eliminate unnecessary engine idling of City owned vehicles and equipment by City employees that addresses issues ranging from environmental concerns to economic costs, stating; “ All City personnel operating a City owned vehicle are required to turn off the engine within 30 seconds after the vehicle comes to a complete stop on arrival to their destination.” Exceptions are made only for public safety vehicles and vehicles idling to perform their vocational operations.
- Vehicle and equipment repair facility is designated as a Zero Waste Generator.
- Continued to utilize, improve, and enhance the new fuel management system.

ARTS & SCIENCE DISTRICT GARAGE

Mission:

To operate and maintain the Arts and Science District garage to provide accessible and convenient public parking in the Arts and Science area of Fort Lauderdale under the contract terms for the operation and maintenance of the garage.



<u>Division: Arts and Science Garage District (City)</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget	\$ 303,125	\$ 1,233,650	\$ 1,175,300

Description of Division and Activities:

This is a three-story public garage managed, maintained, and operated by Parking and Fleet Services under a tri-party agreement among the City, the Downtown Development Authority (DDA), and the Performing Arts Center Authority (PACA). The garage serves the Performing Arts Center, the Museum of Discovery and Science and IMAX Theater, and the Himmarshee District businesses. All expenses are paid from garage revenues and excesses or shortages are shared by DDA and PACA. The City receives no net revenue from the garage.

Goal:

Reduce garage-operating expenses by finding more efficient and economical methods to manage garage operations.

Objectives:

- Work with PACA and DDA to reduce the use of attendants/cashiers by at least 50% by the end of the fiscal year.
- Install multi-space parking meters to ensure reasonable wait times at meters during peak performance entry times for theatre and museum patrons.

Performance Measures:

- Reduce vehicle entry queues from 20 minutes to 3 minutes at peak performance times.
- Reduce salary and benefits expenses by at least 50% for the fiscal year and increasing garage net income by 10-15%.

FY 2011 Major Accomplishments:

- The Performing Arts Center began selling prepaid parking tickets, reducing the vehicle wait times by a few minutes and reducing the cash collections at the gate by about 3400 entries for the year.

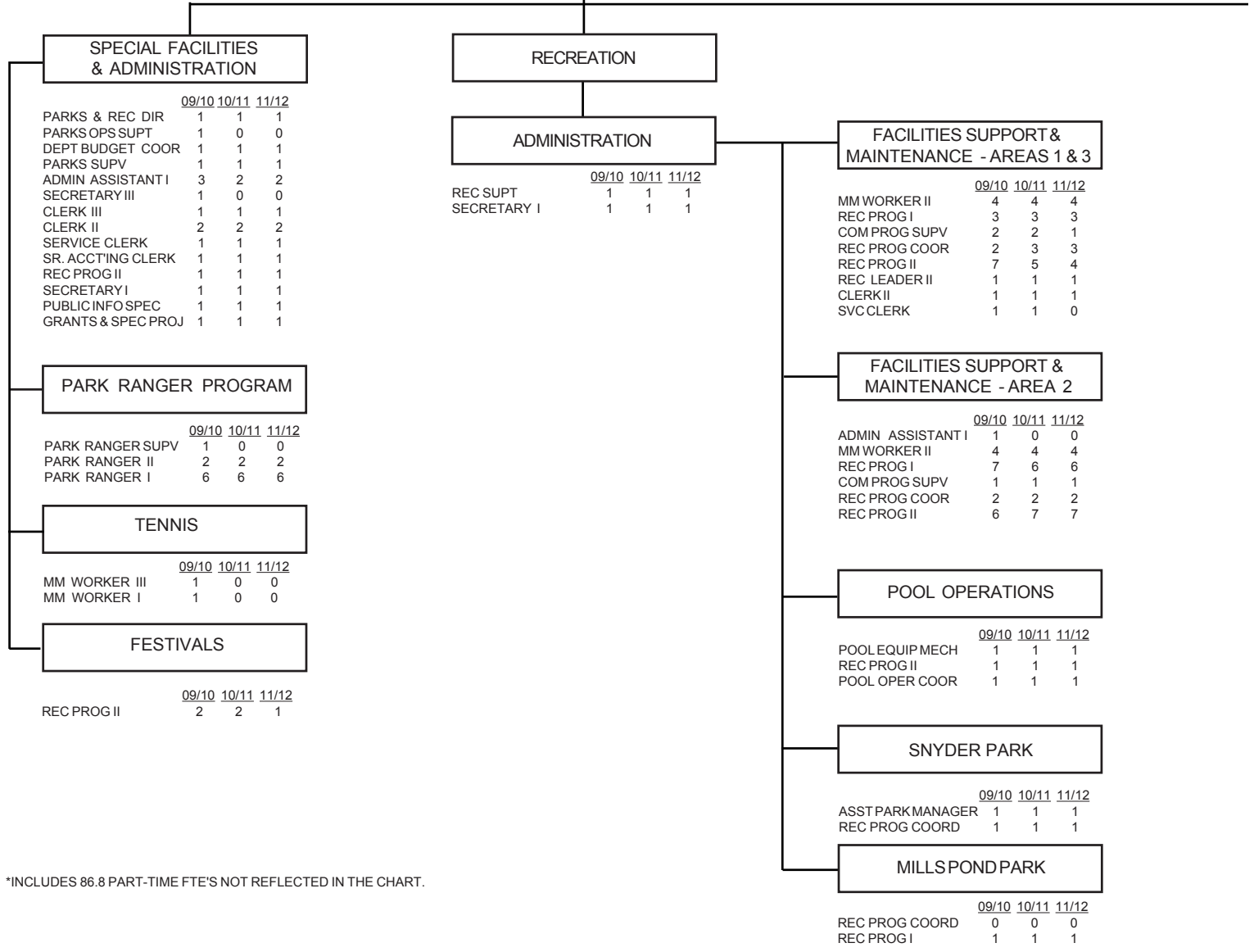
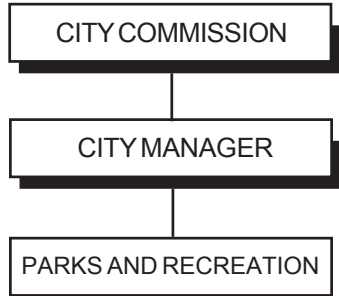
PARKING SYSTEM OPERATIONS					
Revenue Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Licenses & Permits	\$	-	-	-	-
Charges for Service		8,840,317	8,505,760	8,699,060	8,648,760
Fines & Forfeitures		2,658,103	2,615,000	2,515,000	3,039,000
Miscellaneous Revenues		410,853	328,613	275,104	313,640
Total	\$	11,909,272	11,449,373	11,489,164	12,001,400
Expenditure Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$	3,030,319	3,298,123	3,131,135	3,495,288
Fringe Benefits		1,598,560	1,608,399	1,569,744	1,725,033
Services/Materials		2,122,575	2,710,330	2,689,261	2,739,755
Other Operating Expenses		2,740,729	2,622,163	2,681,682	3,124,714
Non-Operating Expenses		1,187,493	-	-	-
Capital Outlay		208,001	161,445	230,983	346,118
Total	\$	10,887,677	10,400,460	10,302,805	11,430,908
VEHICLE RENTAL OPERATIONS					
Revenue Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$	16,192,916	12,026,081	12,017,549	21,711,281
Fines & Forfeitures		-	-	-	-
Miscellaneous Revenues		4,518	158,000	157,500	157,500
Other Sources		-	-	-	-
Total	\$	16,197,434	12,184,081	12,175,049	21,868,781
Expenditure Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$	262,465	283,155	209,106	241,275
Fringe Benefits		115,756	123,725	113,607	101,918
Services/Materials		8,853,770	9,693,820	10,459,798	11,983,620
Other Operating Expenses		512,178	435,473	435,689	491,120
Non-Operating Expenses		8,360,948	-	-	-
Capital Outlay		6,329,752	4,037,398	4,587,351	5,791,000
Debt Service		1,658,260	5,655,886	5,655,885	1,666,521
Total	\$	26,093,130	20,229,457	21,461,437	20,275,453
ARTS & SCIENCE DISTRICT GARAGE					
Revenue Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$	1,357,220	1,175,300	1,298,000	1,175,300
Miscellaneous Revenues	\$	7	-	-	-
Total	\$	1,357,227	1,175,300	1,298,000	1,175,300
Expenditure Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$	176,112	198,410	160,349	107,565
Fringe Benefits		41,991	55,767	30,066	36,111
Services/Materials		56,434	67,675	1,018,589	877,126
Other Operating Expenses		28,588	24,446	24,646	39,188
Capital Outlay		-	-	-	115,310
Total	\$	303,125	346,298	1,233,650	1,175,300



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ORGANIZATION PLAN PARKS AND RECREATION

TOTAL FULL-TIME EQUIVALENTS			
	09/10	10/11	11/12
DEPARTMENT	313.9	281.4	274.8
CITY TOTAL	2,594.8	2,509.3	2,485.2



*INCLUDES 86.8 PART-TIME FTE'S NOT REFLECTED IN THE CHART.

PARKS & RECREATION

Mission:

To provide the opportunity to experience fun and rewarding recreation programs, events and leisure activities, in an aesthetically pleasing and safe environment, accessible to all.



	FY 2010	FY 2011	FY 2012
<u>Division: Special Facilities & Administration</u>	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget	\$ 4,675,094	\$ 4,494,230	\$ 3,873,606

Description of Division and Activities:

The Special Facilities & Administration Division supports the Recreation and Parks Division in providing the residents and visitors with well-maintained parks and a vast array of quality recreational activities. This Division also coordinates and manages Special Events, Park Rangers, Tennis Operations, Training, Master Plan and Parks Development.

Goal:

Continue to focus on quality of life issues by patrolling city parks and to 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:

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

<u>Selected Performance Measures:</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Major Incidents-Formal Reports	4895	5295	5400
Reports Requiring Follow-up	465	680	680
Complaint Responses	765	810	810
Incidents Requiring Police & Fire Assistance	222	260	260
<u>Efficiency:</u>			
Response Time Less than 15 Minutes	95%	95%	95%
<u>Effectiveness:</u>			
Reports Follow-up Within 3 Days	98%	98%	98%

	FY 2010	FY 2011	FY 2012
<u>Division: Recreation</u>	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget	\$ 7,642,988	\$ 7,654,900	\$ 7,552,830

Description of Division and Activities:

The Recreation Division strives to enhance the quality of life in Fort Lauderdale by offering a wide variety of high quality, safe, accessible, and affordable recreation activities and facilities that meet the year-round leisure time needs of Fort Lauderdale area residents and visitors of all ages and interests.

Goal:

Increase the number of children that participate in the FLASH, Fit Kids Club After-School Program, Drop-in and TRIP (Teen Scene) Programs. Provide mentorship and leadership training opportunities for youth and teens participating in after-school programming. Increase outreach efforts to identify underserved youth populations.

Objectives:

- Register 250 children in the Fit Kidz Club.
- Offer 1 fitness class and 1 cultural arts class at 6 Fit Kidz Club sites.
- Coordinate 5 teen leadership/community service projects.
- Recreation staff to attend 5 areas school open house/PTA meetings and homeowners meetings.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
TRIP Registrants	126	254	255
Fit Kidz Club Registrants	370	260	265
FLASH Registrants	85	85	85
Efficiency:			
Number of Fit Kidz Club Locations	8	7	6
Number of Cultural Arts & Fitness Classes Offered	15	21	25
Teen Advisory Board Membership	22	12	14
Effectiveness:			
Percentage of parents whose overall opinion of the program is "Excellent" or "Good"	98%	98.4%	98.6%

*2 sites formerly fit Kidz locations now drop in locations

Goal:

Increase the number of children who participate in swim lessons.

Objectives:

- Provide swim lessons to 1,000 children who register for swim lessons.
- Increase # of swim classes by 5.
- Maintain or increase level of service to Broward Swim Central Program.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Swim Central Participation	2181	2219	2230
Learn to Swim Registrants	761	769	770
Efficiency:			
Number of Learn to Swim Classes Offered	219	197	200
Effectiveness:			
Percentage of return Learn to Swim Registrants	20%	20%	20%
Percentage of parents whose overall opinion of LTS program is excellent or good	98%	98.2%	98.4%

Goal:

Increase total youth summer day camp participation by 10%.

Objective:

Increase maximum registration from 80 to 90 for 12 summer day camps, operate one teen summer camp.
Develop 1 other full-day day camp in Northeast Fort Lauderdale.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Number of Youth Registered in Day Camp	1010	1058	2000
Average Camp Registration	66	76	76
Efficiency:			
Average Daily Attendance	65	70	75
Effectiveness:			
% Surveyed that rated overall quality of day camp as good or excellent	99.5%	97.9%	98%

*Poor economy, competition with other programs

Goal:

Increase participation in all adult & youth sports/fitness opportunities by a minimum of 500 participants.

Objective:

Offer a minimum of 5 sustained programs annually.
Create at least 2 new program opportunities.
Obtain minimum of 90% rating of Excellent or Good on participant surveys.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Adult Fitness Classes	7977	10,412	10,500
Swim/Aerobics Participants	5128	3562	3600
Mills Pond Softball Teams	667	649*	650
Carter Park Adult Basketball Teams	26	15	10
Holiday Park Youth Sports Teams	155	173	180
Efficiency:			
Mills Pond Softball Seasons	3	3	3
Increase adult programs	23	49	50
Effectiveness:			
Percentage of overall surveys who rate program as "Good" or "Excellent"	95%	96.9%	97%

*Team numbers are lower due to the reopening of other softball complexes.

<u>Division: Parks</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget	\$ 14,895,731	\$ 15,011,190	\$ 15,501,818

Description of Division and Activities:

The Parks Division strives to provide well-maintained parks, athletic complexes, and recreational facilities for the residents of Fort Lauderdale and visitors of all ages and interests.

Goal:

Continue to expand and enhance the urban tree canopy in Fort Lauderdale.

Objectives:

- Maintain a “tree hotline” to communicate various tree programs and information to callers.
- Establish pruning cycles for systematic approach to pruning.
- Continue and expand adopt-a-tree, tree giveaway, and grant programs to increase plantings.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Trees Planted	1026	2676	3000
Trees Planted (Adopt-a-Tree)	140	50	75
Trees Given Away (Tree Giveaway)	220	300	350
Trees Removed	1095*	473	**
Tree Pruning Districts Completed	1.5	1	2
Efficiency:			
Pruning Cycle	4-6 mos	4-6 mos	4-6 mos
Effectiveness:			
Percent of Removed Trees Replanted	127%	566%	632%
Percent of Districts Pruned Each Year	50%	33%	66%

*Removals are high due to crews doing removals at Wingate, Snyder, & various other city lots and parks.

**There is no goal to remove trees, only shown to calculate % of trees replanted trees removed are diseased or dead.

Goal:

Minimize impacts due to property tax cuts by the State of Florida/maintain the City’s financial position.

Continue to focus on quality of life issues.

Improve neighborhoods.

Maintain parks to a standard that is both safe and aesthetically pleasing.

Objectives:

- Develop guidelines to standardize park maintenance and educate staff on standards.
- Conduct weekly park inspections to assure standards are met or exceeded.
- Conduct monthly playground safety inspections according to industry standards.
- Perform routine maintenance on athletic fields and open spaces.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Parks Inspected Weekly	1455	2548	2000
Playgrounds Inspected Monthly	456	492	492
Ball fields Groomed/Year	5967	8543	8600
Acres Mowed	17,263	*16,549	17,000
Efficiency:			
Mowing Cycle	8-12 days	8-10 days	7-10 days
Effectiveness:			
Percent of Parks Inspected on schedule	57%	75%	80%
Percent of Playgrounds Inspected on schedule	92.6%	100%	100%

*Fewer employees this year than last, more days in between mowing.

FY 2010-2011 Major Accomplishments:**Community Events**

- Easter Eggstravaganza Celebration at Riverland Park featured an Easter Egg Hunt and Spring Arts & Crafts for over 150 children
- Over 500 children celebrated Halloween at Bass and Riverland Park's Halloween Costume Parties
- Seniors at Bass Park celebrated autumn at The Fall Festival; enjoying dancing, crafts and the famous Witches Brew
- Several events celebrated South Florida's cultural and ethnic diversity. Osswald Park proudly presented the 2nd Annual Juneteenth Celebration with over 150 people attending
- Annual Kwanzaa Kuumba Festival at Bass, Celebrating our Roots Day at Riverland Park and Kijiji Moja Black History Month Celebration at Carter Park, attracted hundreds of cultural arts enthusiasts.
- Over 1,200 people attended David Deal Playday activities at Carter Park. Two new events were added to the event lineup: Legacy Tribute, recognizing local neighborhood pioneers, and Boxing Under the Stars.
- Over 790 City and County park campers participated in the 57th Annual David Deal Playday at Carter Park.
- The 20th Annual SunTrust Sunday Jazz Brunch brought in total sponsorship revenue of \$150,000 (in hard, soft and in-kind dollars). Sponsors of Jazz Brunch included SunTrust Bank, Broward Center for the Performing Arts, Las Olas Riverfront, News Radio WIOD 610, and Bayview Cadillac. Annual attendance was estimated at 130,000 people and 4,000 pets. Vendor Revenue was \$18,092. We also helped 24 not-for-profits, community groups/organizations by providing space so they could raise money or advertise an upcoming fundraiser.
- The 32nd Annual Bank of America Starlight Musicals provided free music under the stars to approximately 32,000 people over 8 weeks. Bank of America returned as title sponsor for the Starlight Musicals series with cash contribution of \$20,000. The Bank of America Starlight Musicals series featured 8 local charities that raised over \$15,000.
- Comcast "Noon Tunes" celebrated its 6th year of lunchtime concerts. The 8-week series had an estimated attendance of 2,500 people. Comcast again sponsored this event for \$5,000.
- 1,334 children and adults attended the 13th Annual Big Toy and Truck Extravaganza in its return to Holiday Park.
- The Second annual Dolphin Day was held in Downtown Fort Lauderdale. Twelve hundred people attended this pep rally for the 2010 Miami Dolphins season kick off. Produced by the Department and co-produced by the Miami Dolphins and the Downtown Development Authority.
- The second annual Halloween Event, Trick or Treat on Second Street, partnering with the Museum of Discovery and Science, the Historic Society, and the merchants on 2nd Street. Estimated attendance was approximately 700 children at Esplanade Park.
- The New Year's Eve "Downtown Countdown" celebrated its 4th year ringing in 2010. Due to its popularity the family area was extended. Projected attendance was estimated to be close to 100,000. AT&T was title sponsor for the event.
- St. Patrick's Day Parade and Festival was brought back to the City after 18 years and was a huge success with approximately 15,000 - 20,000 in attendance.
- Great American Beach Party, 8,000 - 10,000 in attendance, highlighting Connie Francis and the 50th anniversary of Where the Boys Are, which was shown on the beach to end the day.
- Thousands of celebrants took part in two events making the city's Centennial. The Centennial Beach fest, held on March 26th, included a countdown to midnight with an explosion of fireworks on the beach. Revelers celebrated into the night on A1A. The Centennial River fest presented by AutoNation, celebrated the city's 100 the birthday along the Riverwalk. Thousands of people gathered to enjoy music, food and historical presentations. Festivities included the cutting of the "100 birthday cake", a " Past, Present, and Future Fort Lauderdale" areas, video/musical presentation provided by the Sun-Sentinel and concluding with fireworks
- The Outdoor Event office processed 281 event applications with a combined estimated attendance of 1,348,270 people.

Community Partnerships

- Beach Community Center partnered with AARP to educate 287 seniors on safe driving techniques.
- Community Health Education Alliance, Inc. presented a series of Community Health Fairs at Carter Park focusing on important health issues plaguing the African American Community, such as hypertension and prostate cancer. Services also included the blood mobile and mammograms.

- Kids Ecology Corps has been in partnership with Snyder Park for over a year helping to plant new bushes and trees at Snyder Park and conducting classes on Saturdays from 9am until 12pm on learning plant identifications and aiding in the removal of exotic plants. They average about 25 children each Saturday. Also hosted People and Planet Day in 2010 and 2011
- In partnership with the Church of God In Christ and the Collaboration for Restoring Families, the Parks & Recreation Department held its annual David Deal Playday Joy In the Park Gospel Concert at Carter Park.
- Carter Park served as host to Bethel Missionary Baptist & Calvary Baptist Church's Back To School Give-A-Way. Over 500 students received school supplies, immunization information and supplemental education services.
- In conjunction with the Broward Healthy Start Coalition, Inc., Carter Park hosted the Countywide Baby Shower. This resource fair served over 600 new and expectant mothers and fathers with educational seminars on parenting, proper infant care, and building healthy relationships.
- Cincinnati Bengal, Pat Sims chose Carter Park as the home for his inaugural Pat Sims Football Camp for 250 at-risk youth.
- The D - 5; a group of former professional football athletes and alumni from Dillard High School & Auburn University conducted a football clinic for 100 youth. The D-5 players are Calvin Jackson, Otis Mounds, Frank Sanders, Brian Robinson, and James Bostic.
- 25 youths attended after-school sports activities at North Fork Elementary School.
- The Department, in conjunction with the Fort Lauderdale Track Club, recruited 55 children to participate on the 2010 Track & Field team.
- Bass Park hosted Liberal Black Firefighters Association's weekly Firefighter Preparation Classes and SMART Program.
- Croissant Park Community Center partnered with the Croissant Civic Association to produce a friendly neighborhood Halloween Party for 428 children.
- Walk Fort Lauderdale promoted fitness and healthy lifestyles in the St. Patrick's Day Parade with a team of Parks & Recreation professionals.

Snyder Park

- Hosted a benefit walk for the Haiti relief effort with 120 walkers.
- Hosted Earth Day with the Kids Ecology Corps and had a walk with the event in which we had over 200 walkers.
- Broward Public School JROTC had their special event at Snyder with about 300 JROTC cadets performing their skills.
- Boys Scouts had their camp out at Snyder Park with 150 scouts participating.
- New ADA accessible restroom for the beach area.
- 319 pavilion rentals and collected \$32,854 rental fees.
- As of April 2011, about 45 acres have been cleared of invasive exotic plants and are being replanted with native plants.
- Partnership with Kids Ecology Corps and PepsiCo for three volunteer days at Snyder Park, planting over 600 native trees and shrubs.

Sports & Athletics

- Carter Park hosted the 2nd Annual Perry Thurston AAA Baseball Tournament with teams representing the tri-county area and from the Dominican Republic.
- Lou Bachrodt Chevrolet sponsored Carter Park Baseball Program with a \$500 donation and baseball equipment.
- Carter Park Kings 9 – 10 age division won the Championship at the Memorial Day "Friendship Baseball Tournament" in Delray Beach.
- The historic Carter Park Baseball program continues to grow due to outstanding community support. Participation has increased to over 100 players.
- Over 200 children participated in Fit Kidz Club Volleyball.
- Osswald Park sold 150 Annual Fitness Membership passes.
- 35 children participated in Major League Baseball's Pitch Hit and Run event at Carter Park. Two players advanced to the regional competition at the Marlins (Sun Life Stadium).
- 120 children participated in the WNBA Fitness challenge at Carter Park. Two Fit Kidz Club participants advanced to the finals at the Miami Arena finishing 2nd in the South Eastern region in their respective age division.
- Croissant Park youth sports had 280 registrants.

Holiday Park Sports

	<u>Participants</u>	<u>Revenue</u>
<input type="checkbox"/> Basketball	200	\$15,878
<input type="checkbox"/> Flag Football	411	\$35,313
<input type="checkbox"/> Coed Volleyball	154	\$13,203
<input type="checkbox"/> Volleyball Academy	101	\$6,465
<input type="checkbox"/> Soccer	1,341	\$130,736
<input type="checkbox"/> Pee Wee Golf	34	\$2,040
<input type="checkbox"/> Pee Wee Baseball	40	\$2,460
<input type="checkbox"/> Pee Wee Flag Football	60	\$3,765
<input type="checkbox"/> Pee Wee Soccer	40	\$2,535
<input type="checkbox"/> Pee Wee Basketball	51	\$3,105
<input type="checkbox"/> Junior Golf	17	\$960
<input type="checkbox"/> Play ball For Tots	10	\$525
<input type="checkbox"/> Play ball For Tots	6	\$350
<input type="checkbox"/> Adult Indoor Soccer	24	\$1,600
<input type="checkbox"/> Women's Flag Football	60	\$2,375
<input type="checkbox"/> Volunteers	<u>285</u>	<u>Priceless</u>
Totals	2.834	\$90,705

Recreation Programming

- Over 400 children participated in the Fit Kidz Club After-School Program at Bass, Carter, Lauderdale Manors, Lincoln, Osswald, Riverland, and Warfield Parks.
- Teen Advisory Board and Teen Scene program members donated over 350 volunteer hours at City events and programs.
- Fort Lauderdale's Teen Scene program sent 5 delegates to the United Way Youth Leadership Institute at Nova Southeastern.
- Lauderdale Manors Youth and Teens planted the first neighborhood park Community Garden in the Northwest district.
- Warfield Park Double Dutch team continues to grow and now have members certified through AAU.
- Summer Camp 1010 youths participated in 10 community center camps and three specialty camps. The camps served 19,267 free lunches and 21,838 free nutritious snacks that were reimbursed through the Florida State Department of Education. 96% of parents surveyed rated overall quality of program as "excellent" or "good".
- Beach Community Center had 20,656 visitors for adult programs and brought in revenue of \$171,755.
- Through our agreement with Broward Health, over 7,977 participants took part in health and wellness programs at the Beach Community Center.
- The popular Trips and Tours program produced 17 trips with 692 total attendees.
- The Fort Lauderdale High School Step Team had 25 steppers and participated in 7 competitions. The team placed in the top 3 twice and won two events.
- Holiday Park Social Center had 583 ballroom dancers and 348 people taking Tai Chi instruction.
- 2010 was the first year of a Teen Sports and Fitness Camp at Holiday Park with 54 teens registered.

Facilities

- Renovations at Carter Park Gymnasium and Social Center restrooms were completed.
- Osswald and Carter Park playground was replaced.
- Osswald Park ball fields were improved by a major renovation.
- Thor-Guard lightning detectors were installed at 13 sites throughout the City.

Grants

- Carter Park Baseball program received a \$14,366 grant from Major League Baseball's Baseball Tomorrow Fund.
- \$77,837 grant reimbursement was received from the Florida State Department of Education for summer lunch and snack program.
- Department received a grant to run a Wise Kids Outdoors program for 50 children at Riverside Summer Camp from the SaiJai Foundation

- Broward County Land Stewardship Partners in Preservation grant received, in the amount of \$50,000, to aid in the removal of exotic plants and planting of native plants at Snyder Park, Quadrant 1
- Broward County Land Stewardship Partners in Preservation grant received, in the amount of \$50,000, to aid in the removal of exotic plants and planting of native plants at Snyder Park, Quadrant 4
- Broward County Land Stewardship Partners in Preservation grant received, in the amount of \$50,000, to aid in the removal of exotic plants and planting of native plants at Bill Keith Preserve
- Broward County Land Stewardship Partners in Preservation grant received, in the amount of \$15,000, to aid in the removal of exotic plants and planting of native plants at Warbler Wetlands
- Florida Forest Health Initiative grant received, in the amount of \$18,280, for the South Middle River Civic Association Reforestation Project
- Land and Water Conservation Fund grant received, in the amount of \$200,000, for the development of Lewis Landing Park
- Florida Recreation Development Assistance Program grant, in the amount of \$200,000, for the development of South Middle River Park – PENDING
- Broward County Land Stewardship Parks for People grant received, in the amount of \$75,000, for the development of Horrt Park with the utilization of “green standards”
- Broward County Land Stewardship Parks for People grant received, in the amount of \$75,000, for the development of Gore Betz Park with the utilization of “green standards”
- Broward County Land Stewardship Parks for People grant received, in the amount of \$75,000, for the development of Lewis Landing Park with the utilization of “green standards”
- Broward County Land Stewardship Parks for People grant received, in the amount of \$75,000, for the development of South Middle River Park with the utilization of “green standards”
- Broward County Land Stewardship Parks for People grant received, in the amount of \$50,000, for the development of Peter Feldman Park with the utilization of “green standards”
- Broward County Land Stewardship Parks for People grant received, in the amount of \$50,000, for the development of Harbordale Park with the utilization of “green standards”
- Broward County Cultural Tourism Program grant, in the amount of \$20,000, aid in enhancement and development of the Beach Memorial Day Weekend activities for 2012 – PENDING
- Florida Communities Trust Florida Forever Program, in the amount of \$1,908,780, to provide funding to acquire land for conservation, open space, and outdoor recreation (Rivermont House) – PENDING
- National Urban and Community Forestry grant, in the amount of \$10,000, for demonstration of trees, which can safely be grown under and adjacent to utility lines in South Middle River Park and the surrounding neighborhood – PENDING

Aquatics

- 761 people registered for Learn To Swim classes. 98% of parent surveys said they were “satisfied with the child’s abilities at the end”. 99% stated they would return for another session.
- 1592 Broward County School children took part in Water Safety Awareness through the Swim Central program.
- The Pool Operations Section certified 73 Lifeguards and 28 Water Safety instructors (WSI) through their various training programs throughout the year. Received an award from American Red Cross for having the 3rd highest number of trainings (8,475) in Broward County.
- 5241 visits for aquatic exercise programs
- Over 55,000 visits to Recreation Swim

Tennis

- Jimmy Evert Tennis Center had over 80,000 visitors with revenue over \$611,000
- George English Tennis Center had over 14,000 visitors.
- Host site for the USTA Girls 12 sectional Championships in March.
- Host site for USTA National Open Clay Court Championship in May.
- Host site for USTA National Boys 14 Clay Court Championship in July.
- A USTA grant of \$10,000 allowed us to introduce tennis to 400 low income children in after school programs at Bass Park, Carter Park, Osswald Park, Warfield Park, Croissant Park, Arthur Ashe M.S. and Rock Island Elementary School.
- The Jimmy Evert Tennis Center’s USTA League Men’s 4.0 teams represented Florida at the National Championships and come in 4th place.
- Over 200 after-school program participants at Bass, Carter, and Osswald Parks received free tennis instruction.

Mills Pond Park

- Goal of \$525, 000 in revenue was surpassed with a realized total of \$564,772.
- Hosted 45 softball tournaments generating over \$24,000 in revenue.
- 560 WQAM Sports Radio partnered with Mills Pond to offer the 1st ever WQAM Kickball tournament with 13 teams in attendance.
- Over 738 softball teams played in the adult softball leagues.
- Senior Softball players took part in over 300 hours of open softball play at Mills Pond for adults 55 & over.
- Partnered with the Broward County Department of Transportation, First Baptist Church, the Sun- Sentinel and Associated Builders & Contractors Inc., to administer softball leagues for these agencies.
- Partnered with Sports Foundation of South Florida (SFSF) and the South Florida Amateur Athletic Association (SFAAA) to administer two seasons of softball for women and men’s leagues for a total of 85 teams.
- Adult Flag football team registrations more than doubled with over 57 teams comprised of men and women taking part in this non-contact sport.
- Drug Enforcement Administration/United States Department of Justice partnered with Mills Pond to host their annual charity softball tournament for the 3rd consecutive year.
- Partnered with the Broward County Young Lawyers for the 2nd consecutive year to administer their 10-team flag football league.
- Youth Soccer Academy provided 55 children over 35 hours of skilled soccer instruction and game play. The academy partnered with Fort Lauderdale Select FC and Within Reach Inc.
- 30 members of the First Baptist Church Young Adult Group volunteered their time to paint 25 picnic tables in the park on May 22, 2010.

Athletic Permit Office

Permit Type	Permit Hours
Baseball/Softball Fields	17,501
Football/Soccer Fields	4,656
Beach Volleyball Courts	206
Multipurpose Fields	2,871
Special Activity Use	<u>737</u>
Total Hours	25,971

\$58,716 in revenue was generated from athletic and special activity use permits.

Permit Fees

Baseball/Softball Fields	\$23,124
Football/Soccer Fields	1,340
Beach Volleyball Courts	23,608
Multipurpose Fields	7,644
Special Activity Use	3,000

Permits Issued 247
 Total Leagues (teams) 891

Outreach Programs

- Throughout the year the City held 61 events and 19 presentations. These involved 2,143 volunteers that donated 15,420 hours of their time.
- 538 volunteers were screened and processed through our background screening office.

Grand Openings/Park Development and Improvements

- Dolphin Isles Park Grand Opening March 5, 2001
- Completed construction phase I of Harbordale December 2010
- Completed construction North Fork in August 2010
- Ann Herman Park Grand Opening August 22, 2009
- Coral Ridge Park scheduled to be completed April 2011
- Peter Feldman Park Grand Opening scheduled for late 2011
- Palm Aire East entrance new landscaping installed
- Galt Ocean Mile improvements (added landscaping, sod, bench refurbishment, pressure washing)

- Las Olas business area medians re-sodded
- Repaired to Riverland Woods boat ramp
- Converted ground at Shirley Small Park and Holiday Park from sand to playground ADA Mulch
- Re-landscaped beds at Carter Park parking lots
- Rehabbed Snyder Park fishing boardwalk
- Carter Park parking lot turn-around extension
- Added a second T-Ball field to Floyd Hull Park

Maintenance

- Mowing – 9,546 Acres
- Trash Removal – 14,971 Yards
- Trim Hedges – 141,086 Linear Feet
- Athletic Fields Preparation and Maintenance – 7,312 Ball Fields
- Athletic Field Mowing – 7,717 Acres
- Landscape Installation – 3,128 Plants
- Tree Pruning – 9,077 Trees
- Tree Removal – 1,067 Trees
- Stump Grinding – 497 Stumps
- Seaweed Removal – 1,356 Tons
- Irrigation – 6,074 Repairs/Installations
- Equipment Repair – 1,043 Pieces
- Tree Watering – 2,823 Trees

Awards

- Recipient of the Blue Wave Award on Fort Lauderdale Beach
- Celebrated 32nd year as Tree City USA

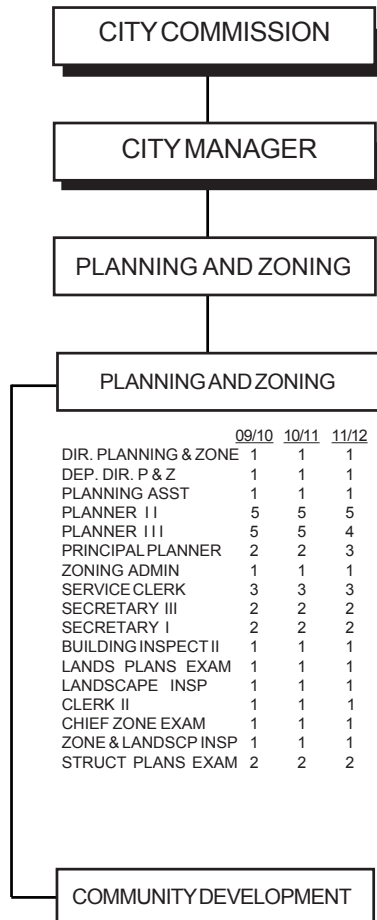
GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Intergovernmental	\$ -	-	-	-
Charges for Service	3,146,273	3,283,076	2,822,461	2,823,169
Miscellaneous Revenues	593,714	818,526	918,623	843,169
Total	\$ 3,739,986	4,101,602	3,741,084	3,666,338
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 12,690,398	12,324,585	12,039,966	12,035,439
Fringe Benefits	5,950,980	6,063,158	5,931,601	5,704,837
Services/Materials	6,483,846	6,783,249	7,448,380	6,685,142
Other Operating Expenses	2,072,028	1,524,038	1,578,433	2,502,836
Non-Operating Expenses	1,045	-	-	-
Capital Outlay	15,517	151,000	161,940	-
Total	\$ 27,213,814	26,846,030	27,160,320	26,928,254



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ORGANIZATION PLAN PLANNING AND ZONING



TOTAL FULL - TIME EQUIVALENTS

	09/10	10/11	11/12
DEPARTMENT	48.0	48.0	46.0
CITY TOTAL	2,594.8	2,509.3	2,485.2

	09/10	10/11	11/12
DIR. PLANNING & ZONE	1	1	1
DEP. DIR. P & Z	1	1	1
PLANNING ASST	1	1	1
PLANNER I I	5	5	5
PLANNER I I I	5	5	4
PRINCIPAL PLANNER	2	2	3
ZONING ADMIN	1	1	1
SERVICE CLERK	3	3	3
SECRETARY III	2	2	2
SECRETARY I	2	2	2
BUILDING INSPECT II	1	1	1
LANDS PLANS EXAM	1	1	1
LANDSCAPE INSP	1	1	1
CLERK II	1	1	1
CHIEF ZONE EXAM	1	1	1
ZONE & LANDSCP INSP	1	1	1
STRUCT PLANS EXAM	2	2	2

	09/10	10/11	11/12
HSG/CD PRG MGR	1	1	1
HSG. & CD. MGR	1	1	0
HOUSE PROG SUPV	1	1	0
ADMIN ASSIST II	1	1	2
ADMIN ASSIST I	3	3	3
REAL ESTATE OFF II	1	1	0
ACCOUNTANT II	1	1	1
CONST REVIEW SPEC	2	2	2
SR ACCT. CLERK	1	1	1
CLERK TYPIST II	1	1	0
ADMIN AIDE	4	4	5

PLANNING AND ZONING

Mission:

Enhance the quality of life and improve livability in the City of Fort Lauderdale by encouraging and directing orderly growth and promoting well-designed development and redevelopment through sound planning principles.

Foster a sense of place by preserving the character of unique urban and residential neighborhoods and historically worthy structures.

Provide a range of quality housing choices and an appropriate mix of non-residential land uses to increase the desirability of Fort Lauderdale as a wonderful place to live, work, and visit.



Enhance the quality of service provided to City customers by streamlining and simplifying the various permitting and review processes in order to foster a business friendly environment.

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<u>Division: Planning & Zoning</u>			
Total Budget	\$ 3,996,365	\$ 4,026,507	\$ 3,937,781

Description of Division and Activities:

The Planning & Zoning Division provides development services regarding urban revitalization, long-range planning and historic preservation. The department reviews and processes applications for site development plans, conditional use permits, plats and rezoning requests. The department implements goals, objectives, and policies of the Comprehensive Plan and Unified Land Development Regulations (ULDR), and implements a variety of planning initiatives aimed at creating a vision and development guidelines for strategic areas within the City.

Goal: Zoning Services

Ensure that all zoning services activities are in compliance with the City’s ULDR, approved master plans 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:

- Administer and interpret ULDR requirements.
- Provide timely, accurate, and consistent customer service for zoning review.

The provision of zoning services is vital to City operation; in that enforcing standard building and zoning regulations ensure life, safety and the general well being of residents and visitors.

<u>Selected Performance Measures:</u>	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Permit Intake	2,273	2,731	2,731
Zoning & Landscape Reviews	5,641	7,035	7,035
Zoning & Landscape Inspections	9,219	6,258	6,258
<u>Efficiency:</u>			
Plans Reviewed/Reviewer	1,880	2,345	2,345
Inspections/Inspector	3,073	2,086	2,086
<u>Effectiveness:</u>			
Permits Processed	100%	100%	100%
Inspections Performed	100%	100%	100%

Goal: Current Planning

Ensure that all development proposals are in compliance with the City’s ULDR, approved master plans and the City’s adopted Comprehensive Plan, and are administered in a manner that promotes and protects the public interest, while creating livable communities.

Objectives:

- Provide timely, accurate, and consistent review of development plans.
- Proactively engage designers, developers, citizens, and property owners in the development review process.
- Provide citizens and the development community with open access to the development review process.
- Ensure all board liaison activities are carried out in a timely fashion.
- Ensure all files are maintained, and all data processing activities in an accurate and timely fashion.
- Provide consistent, accurate and complete responses to customers.

Current planning services are vital to City operation, in that City ordinances require standard review processes and public hearings associated with various development proposals.

Selected Performance Measures:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Workloads/Outputs:			
DRC Cases	85	75	75
PZB Cases	75	66	66
CC Cases	165	96	96
BOA Cases	33	53	53
HPB Cases	28	21	21
DRT Cases	3	1	1
AR Cases	56	42	42
Agendas Required	40	40	40
Advertisements Required	24	24	24
Public Records Requested	13	13	13
Efficiency:*			
Cases Reviewed/Planner	63	50	50
Agendas Prepared/Support Staff	20	20	20
Advertisements/Support Staff	24	24	24
Public Records Requests /Support Staff	13	13	13
Effectiveness:			
Cases Processed	100%	100%	100%
Agendas/Advertisements Prepared	100%	100%	100%
Maintenance Completed	100%	100%	100%

DRC - Development Review Committee PZB - Planning and Zoning Board CC - City Commission BOA - Board of Adjustment
 HPB - Historic Preservation Board DRT - Design Review Team AR – Administrative Review *Rounded

Goal: Long-Range Planning

Ensure that all long-range planning activities address the needs and aspirations of the community, focus on issues facing the City’s future, and provide long-term goals and short-term objectives and policies.

Objectives:

- Ensure that all long-range planning activities reflect community input and meet all state, regional and local requirements.
- Prepare and propose amendments to the Comprehensive Plan that reflect community goals and implement the Evaluation and Appraisal Report.
- Review all Developments of Regional Impact (DRI) in accordance with City, County and State laws, rules and regulations.
- Maintain all Planning & Zoning related databases including GIS and other tracking mechanisms.

Long-range planning is typically mandated by state and county growth management legislation.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Comprehensive Plan Amendments	4	2	2
DRI Reviews	3	3	3
Provide GIS Data & Maps	700	700	700
City Commission Cases		5	5
Efficiency:			
Comprehensive Plan Amendments/Planner	4	2	2
DRI Reviews/Planner	3	3	3
Provide GIS Data & Maps/Planner	700	700	700
Effectiveness:			
GIS Data Provided	100%	100%	100%
Reviews Completed	100%	100%	100%
Plan Completion/Adoption	100%	100%	100%

Goal: Transportation Planning

Maximize the opportunity to utilize available federal, state and local transportation funding for mobility and infrastructure and public transit service. Ensure that all transportation planning activities are managed in a coordinated effort to reflect Fort Lauderdale’s vision, and the short and long-term needs of our community.

Objectives:

- Coordinate with outside agencies to ensure proposed programs are consistent with City’s transit vision.
- Ensure that all long-range transportation planning activities reflect community input.
- Provide project management on a broad range of transportation studies and corridor plans.
- Prepare and propose transportation related amendments to the Comprehensive Plan.

While not vital to the day-to-day operation of the City, carrying out transportation planning services is important to ensure the City of Fort Lauderdale has a stake in the decisions regarding local and regional mobility.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Transit Projects	13	13	13
Efficiency:			
Transit Projects/Planner	6.5	6.5	6.5
Effectiveness:			
Transit Projects Managed	50%	50%	50%

Goal: Urban Design

Develop master plans and design guidelines for specific areas within the City to encourage orderly growth through quality, well-designed development that maximizes community assets.

Objectives:

- Ensure all master planning activities reflect the community’s vision and input.
- Develop area-wide plans including design guidelines, and update as necessary.
- Review development proposals in accordance with approved master plans and design guidelines.
- Identify, prepare and propose ULDR amendments to implement adopted master plans.

- Develop historic resource surveys to provide an inventory of key architectural properties.

Urban Design services, such as the development of master plans and design guidelines, while not considered vital City services, are undertaken as per the direction of the City Commission.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Corridor / Area Master Plans	2	2	2
ULDR Amendments / Design Guidelines	2	5	5
Historic Resource Surveys	2	1	0
Effectiveness:			
Corridor /Area Master Plans/Planner	2	1	1
ULDR Amendments / Design Guidelines/Planner	1	2	2
Historic Resource Surveys/Planner	2	1	0
Efficiency:			
Master Plans Adopted	100%	100%	50%
Master Plans Implemented	100%	100%	50%

<u>Division: Housing & Community Development</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
General Fund	\$ 474,233	\$ 516,113	\$ 127,343
Housing & Urban Development Fund 108	\$ -	\$ 14,438,571	\$ 12,461,173
State Housing Initiative Program Fund 130	\$ -	\$ -	\$ -

Description of Division and Activities:

The Housing and Community Development Division administers Federal and State grant programs in compliance with applicable regulations including technical assistance, program reporting, audit review and on-site monitoring of grant program sub-recipients. Additionally, the Division provides for the administration and coordination of the City’s Housing and Community Development (HCD) programs. The programs are intended to improve the character of existing neighborhoods, and to provide quality housing for all of its citizens. HCD serves the City and low-income residents by providing assistance in: Housing, Public Facilities, Economic Development, Public Services and Special Needs Housing with the corresponding Support Services.

Goal: Community Development Block Grant (CDBG)

CDBG funding provides flexibility to address Quality of Life issues in the Communities of Fort Lauderdale including housing, public service needs, public facility needs, and economic development. HCD will continue to ensure that CDBG funds are used to meet a national objective and that all funds are used within the compliance requirements of HUD. The activities decided upon will provide availability/accessibility to services, infrastructure, public services, public facilities, housing or shelter to income eligible residents. The activities will also provide affordability for housing, basic infrastructure hook-ups, transportation and day care to benefit income eligible people. All funding activities would provide sustainability by improving neighborhoods by helping to make them livable or viable. The programs HCD will administer are as follows:

BARRIER-FREE PROGRAM – This program is designed to remove barriers, improve accessibility to the elderly (62 years of age or older) and disabled persons, and to provide for health and safety repairs as needed by older and disabled persons to maintain their independence.

FAIR HOUSING ACTIVITIES – This program provides fair housing education and outreach to residents of the City on fair housing issues, rights and remedies.

HOMELESS PREVENTION – Assistance is provided to eligible renters and homeowners who are in danger of being evicted, foreclosed or having utilities shut off.

HOUSING REHABILITATION/REPLACEMENT– Assistance is provided to low-income homeowners throughout the City to bring their homes up to standard condition.

PUBLIC FACILITIES PROJECTS – Assistance is provided to address Public Works projects which include, but are not limited to: WaterWorks 2011, Business Capital Improvement Program (BCIP), Capital Improvement Program (CIP), and the Neighborhood Capital Improvement Program (NCIP).

PUBLIC SERVICE AGENCY PROJECTS – Assistance is provided to non-profit agencies to provide service related programs in the following categories: Youth Related Programs, Special Needs Related Programs (*for Disabled and Elderly Adults*), Emergency Food and Shelter Related Programs, Housing Counseling Related Programs, Economic Empowerment/Development Related Programs and other.

SMALL BUSINESS FINANCIAL ASSISTANCE PROGRAM – Financial assistance is provided in the form of grants, low-interest loans or no interest loans to eligible small businesses within the City of Fort Lauderdale.

Transitional Housing Management – This program provides management of the City's transitional properties used to house our clients/residents while a replacement home is being built for them or while their homes are being rehabilitated under our housing program.

Objectives:

- Facilitate community development programs and rehabilitation of affordable housing units in the City.
- Create and facilitate capacity of non-profit agencies through social service programs.
- Partner with local businesses and the Community Redevelopment Agency (CRA) to build and attract small business participation in the Sistrunk Corridor and throughout the City.
- Provide Interest Free Loans to Income Eligible Clients for Rehabilitation of Owner-Occupied Units.
- Provide timely responses to Commission Requests.
- Prepare Annual Section 3 Report.
- Prepare Annual MBE/WBE Report.
- Assist in preparation of Annual Action Plan for each Program Year.
- Assist in preparation of Consolidated Annual Performance Report (CAPER).
- Create suitable living environments through activities that are designed to benefit communities, families, or individuals by addressing issues in their living environments.
- Create economic opportunities through activities related to economic development, commercial revitalization, or job creation.
- Prepare Agendas, minutes and documentation for the Community Services Board
- Facilitate the Community Services Board in conjunction with Community Inspections and Economic Development.
- Work with the Environmental Division in addressing environmental concerns and to provide preliminary Environmental Reviews for CDBG projects to assure compliance with regulations.
- Review and approve any additional Environmental Studies required for construction projects.
- Provide all verifications of contractor's status on the Excluded Parties List System (EPLS).
- Prepare and Advertise the Request for Release of Funds as required by the Federal Government.
- Coordinate all Planning and Public Meetings required by the Federal and State governments in relation to the awarding of funds.
- Facilitate the application process for Public Service Funding and coordinate the ranking process and awards with the Community Services Board to assure fairness and accuracy.
- Ensure participation agreements are in compliance with HUD regulations. Coordinate with City Attorney's Office to draft and execute participation agreements with agencies.
- Meet with each sub-recipient to review the conditions and requirements of their awards for compliance and reimbursement.
- Meet frequently with the sub-recipients of CDBG Awards to review and train on reimbursement requirements and spending practices.
- Schedule and make needed adjustments to awards and spending to meet the required timeliness of expending funds.
- Research and prepare all data and information the Annual Action Plan and Five Year Consolidated to meet the requirements of HUD.
- Present the Annual Action Plan and Five Year Consolidated Plan to the Commission for approval.
- Review all reimbursement documentation for accuracy and completeness including amounts, demographics, eligibility verification and timeliness.
- Issue reimbursements and track expenditures.
- Write Requests for Proposals and Requests for Qualifications for those activities such as the required.

- Ensure the City has an Analysis of Impediments to Fair Housing and that the approved agency is providing Fair Housing activities to address those impediments.
- Facilitate RFP Boards and Loan Committees for the awarding of funds.
- Research and prepare all program performance measurement information for the Consolidated Annual Performance Report as required by HUD.
- Prepare and present Program Amendments required in the Consolidated Plan and Annual Action Plan to address compliance and spending issues.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Intake/Process/Facilitate Home Rehabilitation	67	40	35
Intake/Process/ 1 st Time Home Buyers	40	45	35
Administer Public Service/Facility Grants	21	21	16
Provide Assist to Homelessness Programs	3	3	4
State and Federal Statutory Reports within required deadlines	5	5	5
Efficiency:			
Applications/Contracting/Monitoring Public Service and Public Facilities Program	21	18	13
Timeliness Ratio of CDBG Sending; Annual CDBG Allocation Available by July 31	1.5	1.85	1.5
Effectiveness:			
Applications/Contracting/Monitoring Public Service and Public Facilities Program	100%	83%	100%
Requested Homeowners Rehabs Complete	100%	85%	100%
Homebuyers Closing /1 st Time Homebuyers	100%	90%	100%
Public Services and Facilities Assisted	100%	100%	100%
Homelessness Prevention Programs Assisted	100%	100%	100%
State & Federal Statutory Financial Report submitted timely	80%	100%	100%

Goal: Community Development Block Grant Recovery (CDBG-R)

HCD continues to focus on economic development and growth, which, helps to facilitate the revitalization of neighborhoods. HCD will administer a Small Business Financial Assistance Program, where assistance is provided in the form of grants, low-interest loans or no interest loans to eligible small businesses within the City of Fort Lauderdale. Additionally, Technical Assistance and Training will continue for Small Businesses and Micro-Enterprises within the City.

Objectives:

- Facilitate the Small Business Assistance Program to enhance economic development opportunities within the City.
- Partner with local businesses.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Process Reimbursements and Loan payments	N/A	6	20
Monitor Training Program and Financial Assistance Program	N/A	1	4
Facilitate Technical Assistance Sessions	N/A	8	12
Submit Quarterly RAMPS & ARRA Reports	N/A	8	8
Efficiency:			
Process reimbursements and loan payments within 15 days of receipt	N/A	2	8
Monitor Training & Financial Program	N/A	2	2
Effectiveness:			
Jobs Created or Retained	N/A	6%	100%

Goal: Emergency Shelter Grant (ESG) Program

The Broward County Family Success Center administers ESG Homeless Prevention Program providing financial assistance for rent and utilities for City of Fort Lauderdale residents. The Broward Partnership for the Homeless, Inc utilizes ESG funding to assist in the operation of the Homeless Assistance Center providing up to 60 days of supportive services for homeless individuals in the City of Fort Lauderdale.

Objectives:

- Ensure ESG funds are utilized to prevent homelessness by providing short-term rent assistance and utilities (water/electricity) assistance for Fort. Lauderdale families facing eviction notices or notices of termination of utility services.
- Ensure ESG funds are utilized for the administration and operation of the Homeless Assistance Center providing homeless individuals and families’ safe and decent temporary housing.
- Coordinate with the City Attorney’s Office to draft and execute participation agreements with agencies administering the ESG grant. Ensure participation agreements are in compliance with HUD regulations.
- Attend City of Fort Lauderdale Homeless Taskforce meetings.
- Attend Broward County Homeless Initiative Partnership Board Meetings.
- Attend Broward County Homeless Providers and Stakeholder Committee Meetings.
- Attend communitywide meetings regarding the homeless in Fort Lauderdale.
- Participate in the Homeless Point in Time Count steering committee for Broward County Continuum of Care.
- Monitor agencies to ensure HUD compliance and prepare appropriate reports to HUD and City of Fort Lauderdale. Follow up on findings/concerns from monitoring to ensure compliance.
- Provide technical assistance and training of ESG grant.
- Prepare Consolidated Annual Performance and Evaluation Report for HUD.
- Prepare Annual Action Plan for ESG grant.
- Review and process reimbursement request (billing/invoices) monthly.
- Provide customer service for clients/providers regarding ESG grant rules and regulations.

<u>Selected Performance Measures:</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Target</u>
Workloads/Outputs:			
Provide ESG program for clients at the Homeless Assistance Shelter	1,269	1,200	1,300
Provide ESG Short-Term Rent, and Utilities assistance for clients	27	30	35
Prepare required Federal reports	3	4	3
Review, revise and process reimbursement request/invoices	27	30	35
Attend meetings/public forums/community events	40	40	35
Monitor agencies for compliance	2	2	2
Efficiency:			
Provide ESG program for clients at the Homeless Assistance Shelter	600	600	600
Provide ESG Short-Term Rent and Utilities assistance for clients	16	15	16
Prepared required Federal reports.	2	2	2
Review, revise and process reimbursement request/Invoices	30	33	31
Attend meetings/public forums/community events	30	25	25
Monitor agencies for compliance	2	2	2
Effectiveness:			
Provide ESG program for clients at the Homeless Assistance Shelter	100%	100%	100%
Provide ESG Short-Term Rent, and Utilities assistance	100%	100%	100%
Prepare required Federal reports	100%	100%	100%
Review, revise and process reimbursement request/invoices within 30 days upon receipt	100%	100%	100%
Attend meetings/public forums/community events	75%	75%	100%
Monitor agencies for compliance	90%	90%	100%

Goal: Home Investment Partnership Program (HOME)

HOME funds are used to address housing needs. HCD will use the following programs to provide housing assistance to eligible agencies, homeowners, renters and homebuyers.

- COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (CHDO) PROGRAM – CHDOs are non-profit organizations committed to develop affordable housing in the communities they serve.
- HOUSING REHABILITATION / REPLACEMENT HOUSING – Assistance is provided to low income homeowners throughout the City to bring their homes up to standard condition and / or to construct new homes for low income homeowners whose units are beyond repair.
- PURCHASE ASSISTANCE PROGRAM – Loan funds are provided to low income first-time homebuyers with the goal of expanding single-family homeownership opportunities.

Objectives:

- Facilitate the rehabilitation of affordable housing units and increase homeownership.
- Create and facilitate capacity of non-profit agencies through housing programs and improve neighborhoods.
- Promote the need for certified CHDOs
- Prepare Annual Action Plan (AAP)
- Prepare Consolidated Annual Performance Report (CAPER)
- Provide interest free loans to income eligible clients for Rehab/Replacement of owner-occupied units, etc.
- Provide timely responses to Commission Requests
- Prepare Annual Section 3 Report

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Intake/Process/Facilitate Home Rehabilitation	20	5	40
Intake/Process/ 1 st Time Home Buyers	12	23	25
Federal Statutory and Financial Reports	5	5	5
Efficiency:			
Intake/Process/Facilitate Home Rehabilitation	4	5	5
Intake/Process/ 1 st Time Home Buyers	12	5	5
Timeliness Ratio of CDBG Sending; Annual CDBG Allocation Available by July 31	1.5	1.5	1.5
Reports Submitted by Due Date	4	5	5
Effectiveness:			
Intake/Process/Facilitate Home Rehabilitation	100%	100%	100%
Intake/Process/ 1 st Time Home Buyers	100%	100%	100%
Federal Statutory Financial Report Submitted Timely	100%	100%	100%

Goal: Housing Opportunities for Persons with AIDS (HOPWA)

HOPWA funds are used for a wide range of housing, social services, program planning, and development costs. An essential component in providing housing assistance for this targeted special needs population is the coordination and delivery of support services within Broward County. The City contracts with several non-profit agencies throughout the County to provide the following programs:

SHORT-TERM, RENT, MORTGAGE & UTILITIES (STRMU) – Financial assistance is provided for payment of rent, mortgage and utilities for persons with HIV/AIDS.

PERMANENT HOUSING PLACEMENT (PHP) – Financial assistance is provided for homeless, or those that reside in a residential treatment center, transitional or short-term housing facility, who are living with HIV/AIDS to move into independent housing units and pay for first, last and security deposits.

ASSISTED LIVING FACILITY (ALF) – The ALF program provides for clients who require 24-hour supervision, medical services, and assistance with their activities of daily living for persons living with HIV/AIDS.

SUBSTANCE ABUSE HOUSING (SAH) – This program provides assistance for persons with HIV/AIDS who also have a substance abuse problem requiring residential treatment.

MENTAL HEALTH HOUSING (MHH) – This program provides safe and secure housing with appropriate supportive services for HOPWA eligible clients challenged by Level I Mental Illness.

PROJECT-BASED RENTAL (PBR) – This program provides assistance for apartment units operated by nonprofit organizations for HIV/AIDS clients.

TENANT BASED RENTAL VOUCHER (TBRV) – This program provides rental assistance to low-income HIV/AIDS persons or families to live in private, independent apartment units.

EMERGENCY TRANSITION HOUSING (ETH) – This program provides short-term emergency supported housing assistance for HOPWA eligible clients with appropriate supportive services to assess the needs of clients and transition them into an appropriate housing solution.

COMMUNITY BASED HOUSING (CBH) – This program provides housing and supportive services in a multi-person, multi-unit residence designed as a residential alternative to institutionalized care.

HOUSING CASE MANAGEMENT (HCM) – This program provides housing service plans that establish or maintain a stable living environment in housing that is decent, safe, and sanitary; reducing the risk of homelessness, and improving access to health care and supportive services.

Objectives:

- Ensure HOPWA funds are utilized to provide safe, decent, sanitary housing and for appropriate support services- including Housing Case Management for persons living with HIV/AIDS in Broward County.
- Coordinate with City Attorney’s Office to draft and execute participation agreements with agencies administering the HOPWA grant. Ensure participation agreements are in compliance with HUD regulations.
- Monitor agencies to ensure HUD compliance and prepare appropriate reports to HUD and City of Fort Lauderdale. Follow up on findings/concerns from monitoring to ensure compliance.
- Prepare Commission Agenda Items for HOPWA related items.
- Attend monthly Broward County Board of Commissioners HIV Planning Council Meetings to provide coordination of services.
- Attend monthly Broward County Board of Commissions South Florida AIDS Network Meetings building community collaboration.
- Conduct countywide community forums.
- Provide technical assistance and training meeting for HOPWA providers.
- Conduct informal administrative hearings for all HOPWA funded programs.
- Investigate client complaints and prepare appropriate reports.
- Prepare Consolidated Annual Performance and Evaluation Report for HUD.
- Prepare Annual Action Plan for HOPWA grant.
- Review, revise, and process monthly reimbursement request (billing/invoices).
- Provide customer service for clients/providers regarding HOPWA grant rules, regulations and general questions.
- Respond to and prepare documents for public records request.
- Attend various community events and provide information regarding the HOPWA program.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Provide HOPWA Transitional Housing for clients	700	500	450
Provide HOPWA Short-Term, Rent, Mortgage and Utilities /Permanent Housing Placement for clients	550	400	500
Provide HOPWA Tenant Based Housing Rental Vouchers for clients	264	250	240
Provide HOPWA Housing Case Management for clients	500	450	600
Prepare required Federal reports	4	3	3
Review, revise and process reimbursement request/Invoices	108	108	108
Attend meetings/public forums/community events	60	60	60
Conduct informal administrative hearings	25	25	20
Monitor agencies for compliance	8	8	8

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Efficiency:			
Provided HOPWA Transitional Housing program for clients	250	225	230
Provided HOPWA Short-Term, Rent, Mortgage and Utilities /Permanent Housing Placement program for clients	160	200	225
Provided HOPWA Tenant Based Housing Rental Vouchers program for clients	132	125	130
Provided HOPWA Housing Case Management program for clients	395	400	450
Prepared required Federal reports by deadlines	2	1.5	1.5
Review, revise and Process reimbursement request/Invoices within 30 days upon receipt	108	108	108
Attended meetings/public forums/community events	60	50	50
Conducted informal administrative hearings	25	25	20
Monitored agencies for compliance	8	8	8
Effectiveness:			
Provide HOPWA transitional Housing program for clients	100%	100%	100%
Provide HOPWA Short-Term, Rent, Mortgage and Utilities /Permanent Housing Placement program for clients	100%	100%	100%
Provide HOPWA Tenant Based Housing Rental Vouchers program for clients	100%	100%	100%
Provide HOPWA Housing Case Management Program for clients	100%	100%	100%
Prepared required Federal reports by deadlines	100%	100%	100%
Review, revise and Process reimbursement request/Invoices within 30 days upon receipt	90%	100%	100%
Attend meetings/public forums/community events	85%	100%	100%
Conduct informal administrative hearings	100%	100%	100%
Monitored agencies for compliance	100%	100%	100%

Goal: Homeless Prevention and Rapid Re-Housing (HPRP)

The Division continues to focus on ensuring that all funds under this program have a positive impact on the target two populations of persons facing housing instability: (1) individuals and families who are currently in housing but are at risk of becoming homeless and need temporary rent or utility assistance to prevent them from becoming homeless or assistance to move to another unit (*prevention*), and (2) individuals and families who are experiencing homelessness (*residing in emergency or transitional shelters or on the street*) and need temporary assistance in order to obtain housing and retain it (*rapid re-housing*).

Objectives:

- Ensure that funds are providing temporary financial assistance and housing relocation and stabilization services to individuals and families who are homeless or would be homeless but for this assistance.
- Monitor agency to ensure HUD compliance and prepare appropriate reports to HUD and City of Fort Lauderdale. Follow up on findings/concerns from monitoring to ensure compliance.
- Prepare Commission Agenda Items for HPRP related items.
- Attend weekly HPRP collaborative meetings.
- Provide technical assistance and training for HPRP provider and collaborative partners.
- Investigate client complaints and prepare appropriate reports.
- Prepare and file quarterly HPRP reports to HUD.
- Prepare Annual Performance Report for HUD.
- Prepare Annual Action Plan for HPRP grant.
- Review, revise, and process monthly reimbursement request (billing/invoices).
- Provide customer service for clients/providers regarding HPRP grant rules, regulations and general questions.
- Attend various community events and provide information regarding the HPRP program.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Provide HPRP program for clients needing housing relocation and stabilization services	140	150	75
Provide HPRP Short-Term Rent, utilities and move-in assistance for clients	145	150	75
Prepare required Federal reports	9	9	9
Review, revise and process reimbursement request/Invoices	12	12	12
Attend meetings/public forums/community events	60	70	30
Monitor agencies for compliance	1	1	1
Efficiency:			
Provide HPRP program for clients needing housing relocation and stabilization services	145	150	60
Provide HPRP Short-Term Rent, utilities and move-in assistance for clients	135	140	75
Prepare required Federal reports	9	9	9
Review, revise and process reimbursement request/invoices within 30 days upon receipt	12	12	12
Attended meetings/public forums/community events	30	45	30
Monitor agencies for compliance	1	1	1
Effectiveness:			
Provided HPRP program for clients needing housing relocation and stabilization services	100%	100%	100%
Provided HPRP Short-Term Rent, utilities and move-in assistance for clients.	100%	100%	100%
Prepare required Federal reports	100%	100%	100%
Review, revise and Process reimbursement request/Invoices within 30 days upon receipt	90%	100%	100%
Attend meetings/public forums/community events	75%	75%	75%
Monitor agencies for compliance/	100%	100%	100%

Goal: Neighborhood Stabilization Program (NSP1 and NSP3)

HCD continues to focus on quality housing issues by providing stimulus funds to facilitate the revitalization and stabilization of neighborhoods.

Objectives:

- Facilitate the purchase and rehabilitation of foreclosed, vacant and abandoned units in the City.
- Increase homeownership.
- Decrease the number of foreclosed properties throughout the eligible areas of the City.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Acquire and rehabilitate foreclosed properties	30	5	7
Process/facilitate down payment assistance	3	10	20
Federal Statutory Financial Reports	3	5	8
Efficiency:			
Acquire and rehabilitate foreclosed properties	30	5	5
Process/facilitate down payment assistance	N/A	N/A	20
Complete Federal Statutory Financial Reports	N/A	5	4
Submit reports by due date	3	5	4

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Effectiveness:			
Acquire and rehabilitate foreclosed properties	100%	100%	100%
Process/facilitate down payment assistance	100%	100%	100%
Federal Statutory Financial Reports submitted timely	N/A	100%	100%
Meeting NSP Obligation Date: Sept 15	N/A	100%	N/A
Reports submitted by due date	N/A	100%	100%

Goal: State Housing Initiatives Partnership (SHIP) Program

The Division continues to focus on decent, safe and affordable housing. We are also developing plans for the City’s future and improving neighborhoods by encouraging rehabilitation and revitalization of the City’s neighborhoods. We also endeavor to ensure that affordable housing is available to meet the needs of the City.

Objectives:

- Facilitate the Affordable Advisory Committee to assist with the presentation of suggestions and measures to ensure the availability and affordability of housing in the City.
- Provided financial assistance to 15 homeowners to connect to the City’s Sewer Service.
- Provided financial assistance to 25 homeowners for repairs.
- Meet all Housing and Urban Development (HUD) financial standards for expenditure of funds.
- Meet required SHIP set asides:
 - 30% of funding expended on very-low income households
 - 65% homeownership requirement
 - 75% construction requirement
- Facilitate the rehabilitation of affordable housing units and increase homeownership.
- Provide opportunities for non-profit housing agencies to rehabilitate multi-family units that they own, in order to provide rental housing to income eligible residents.
- Facilitate homeownership programs for eligible residents.
- Provide Foreclosure Prevention options for residents facing foreclosure.
- Administer the City’s 3-Year Local Housing Assistance Plan (LHAP)

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Intake/Process/Facilitate SHIP Rehabilitation	20	20	20
Intake/Process/ 1 st Time Home Buyers	7	8	10
Intake/Process/Facilitate Foreclosure Prevention	2	0	0
State Statutory Financial Report	1	1	1
Efficiency:			
Intake/Process/Facilitate SHIP Rehabilitation	20	10	20
Intake/Process/ 1 st Time Home Buyers	3	3	10
Intake/Process/Facilitate Foreclosure Prevention	3	0	0
State Statutory Financial Report	1	1	1
Effectiveness:			
Intake/Process/Facilitate Home Rehabilitation	100%	100%	100%
Intake/Process/ 1 st Time Home Buyers	100%	100%	100%
Intake/Process/Facilitate Foreclosure Prevention	100%	100%	100%
State Statutory Report	100%	100%	100%

Goal: HCD Administration

Provide guidance and assistance to all internal and external customers who have questions regarding our programs and processes. Ensure that all CARs are completed and submitted within the system. Ensure that the overall administration of this office is consistent with written Policies and Procedures.

Objectives:

- Gather all information necessary to complete CARs and place them in the system by the required due date.
- Answer phone calls and provide the necessary information on all related HCD programs.
- Prepare and submit the yearly Annual Action Plan to the U.S. Department of Housing and Urban Development (HUD), in accordance with federal regulations.
- Manage, prepare and submit the 5 Year Consolidated Plan to the U.S. Department of Housing and Urban Development (HUD), in accordance with federal requirements.
- Prepare and submit to local newspaper all federal/state required program advertisements.
- Prepare and submit the yearly required U.S. Department of Housing and Urban Development (HUD) Consolidated Annual Performance Evaluation Report (CAPER) which is an overview of the City's Consolidated Planning process; review of management of funds; determining progress made in carrying out the current Consolidated Plan policies and programs; determining compliance of funded activities with statutory and regulatory requirements; determining the accuracy of required performance reports and evaluating the City's accomplishments in meeting key Departmental objectives.
- Initiate, implement and complete yearly competitive CDBG Application Funding Cycle process for public service activities for non-profit organizations.
- Maintain accurate tracking documents for yearly HUD/state/internal audits.
- Coordinate all travel required by HCD Staff and prepare all travel related documents for attendance at the training seminars/conferences in a timely manner.
- Process Certification of Consistency requests within a given time frame for our non-profit organizations for compliance with the City's Annual Action Plan/Consolidated Plan.
- Process and prepare all invoices for services for HCD in a timely manner.
- Prepare and process all annual monitoring correspondence, i.e., Residency Affidavits/Proof of Paid Insurance/Taxes for all clients who have participated in the City's homeowner programs.
- Prepare and process all Certificate of Compliances for all clients who have participated in the one of the City's grant or homeowner grant related programs upon meeting the required time limit.
- Prepare and process all Satisfaction of Mortgage documents, upon payment of the entire mortgage in full, for all clients who have participated in the one of the City's loan or homeowner related loan programs requiring a mortgage on their property.
- Prepare all payroll allocation documents in a timely manner for Treasury.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Federal and State reports submitted	2	2	2
Maintain accurate tracking documents for yearly HUD/state/internal audits	3	3	3
Prepare payroll allocation	27	27	27
Efficiency:			
Federal and State reports submitted	2	2	2
Prepare payroll allocation	27	27	27
Maintain accurate tracking documents for yearly HUD/state/internal audits	3	3	3
Effectiveness:			
Federal and State Reports submitted timely	100%	100%	100%
Addressed Commission and Citizen concerns	100%	100%	100%

Goal: Fiscal Management of HCD

Continue to focus on improving the financial management controls of HCD, which includes compliance with all Auditors and Monitors, which includes compliance with all Federal and State regulations for CDBG, CDBG-R, ESG, HOPWA, HOME, HPRP, NSP and SHIP.

Objectives:

- Complete the Federal Cash Transaction Report on a quarterly basis for CDBG and ESG.
- Assist with the completion and submission of Quarterly Performance Reports NSP, HPRP and CDBG-R.
- Complete a quarterly receivables report.
- Facilitate the Single Audit process for HCD.
- Conduct a fiscal review of HCD sub-recipients as part of the monitoring function.
- Assist with the preparation of the SHIP Annual Report.
- Assist with the preparation of the HUD Consolidated Annual Performance and Evaluation Report (CAPER).
- Assist with the preparation of City requested reports.
- Manage the disbursement and reimbursement of Federal funds through Integrated Disbursement Information System (IDIS) and Disaster Recovery Grants Reporting (DRGR) and the City's accounting system FAMIS.

FY 2011 Major Accomplishments:**Planning & Zoning Division**

- Implemented new Planning & Zoning Fee Schedule
- Implemented the digital file conversion process and Community Plus case-file tracking system
- Initiated the Stadium and vicinity Land Use Plan Amendment
- Completed Parks Land Use Plan Amendments
- Participated in the review and processing of major development proposals, including Bahia Mar, First Presbyterian Church, Shoppes on Avenue of the Arts to name a few.
- Served as liaison and held public meetings for the Short Term Residential Use (STRU) Committee, a City Commission advisory board
- Completed various code amendments including boat hoists and message center signs
- Continued developing the Riverwalk District Arts & Entertainment/Public Realm Plan
 - Assisted in the Riverwalk Trust blanket event permit approval
 - Participated in development of the Riverwalk Trust 2020 Sustainability Plan
 - Continued the Riverwalk District Group of Partners
 - Continued discussions with the Water Taxi regarding a possible river ferry service in downtown
 - Facilitated tree harmony program to transplant trees to the Riverwalk District
 - Presented Final Riverwalk District Plan and moved forward with development of management structure and implementation
- Continued cross-departmental and inter-agency coordination, participated and provided input on various task groups and committees:
 - 6th Street Design Task Force
 - Visioning Committee
 - AECOM (FDOT) A1A Greenway efforts
 - Birch State Park Shared-Use Trail Conceptual Plan
 - City Vision Consultant RFP
 - Transportation Consultant RFP
 - Serve as liaison to PUD (Planned Unit Development) ordinance revisions task force
- Implemented pilot program for new business signage
- Initiated revisions to sign ordinance (Parker Playhouse and Broward Performing Arts Center signage)
- Initiated policy /ordinance for interim uses on vacant sites to make better use of vacant properties during current real estate conditions
- Initiated ordinance development for community gardens
- Initiated the Evaluation and Appraisal Report for the City's Comprehensive Plan
- Initiated the Stadium Land Use Plan amendment
- Developed first form-based ordinance including design standards implementing the South Regional Activity Center-South Andrews (SRAC-SA)
- Continued the Neighborhood Development Criteria Revisions (NDCR) Project
- Developed draft ULDR Modifications Plan which will result in potential revisions to the City's development regulations
- Provided strategic planning input in a variety of transit planning initiatives:
 - Downtown Circulator "The Wave"
 - CBT - Central Broward Transit
 - SFECC - South Florida East Coast Corridor Study
 - MPO - Metropolitan Planning Organization
 - State Road 7 Collaborative
 - Assisted in coordination of the Broward County B-Cycle bike share program
 - MPO - Technical Coordinating Committee
 - Greenways Master Plan - A1A, Dixie, SR84

- Continued to coordinate streetscape design concepts for East Las Olas Boulevard and Nininger Drive
- Initiated rewrite of ULDR regulations regarding historic resources
- Submitted for state small matching grant to develop historic preservation design guidelines
- Collaborated on Florida Communities Trust Grant application for the Rivermont House

Housing & Community Development Division

- Met HOME program expenditure and commitment deadline in accordance with HUD program regulations.
- Provided housing and supportive Services for 1,400 individuals/families living with HIV/AIDS (administered Countywide).
- Received funding for an automated service delivery system connecting HOPWA resources with the lead Continuum of Care Agency that manages health care services and support for persons living with HIV/AIDS.
- Created and implemented the Housing Case Management strategy to provide more support services for persons living with HIV/AIDS in Broward County.
- Developed partnership and collaborated with Broward County Homeless Initiative Partnership Division to connect resources for our homeless population in City of Fort Lauderdale.
- Implemented collaborative partnerships within Broward County to manage the American Recovery and Reinvestment ACT HPRP program to provide one point of entry and process for clients seeking assistance.
- HOPWA prevented 3 foreclosures and assisted 5 households with mortgage payments preventing future foreclosures and possible homelessness.
- Met HUD's timeliness requirements for the expenditure of CDBG.
- Met HUD's requirements for the obligating HOME funds by the Federal due date.
- Reduced the number of findings/concerns on the Single Audit from 27 (over the past two years) to 7 findings/concerns.
 - Provided funding to educate over 600 City of Fort Lauderdale residents about housing related concerns through 40 fair housing workshops for housing providers, local community groups, civic associations and immigrant group organizations.
- Provided job training services to 13 residents through the Housing Authority Step-Up Program.
- Provided food and pantry supplies to 409 residents through a partnership with Cross Road Food Bank and the Homeless Assistance Center.
- Provided 5 neighborhoods with financial funding to sustain a better quality of the life in conjunction with the Neighborhood Capital Improvements Projects Program.
- Provided 17 eligible residents with assistance to connect to the new city sewer system.
- Provided 20 households with assistance in finding and retaining jobs by assisting with the expense and availability of affordable childcare.
- Provided 3 small businesses with \$350,000 in financial assistance improving their operations and creating jobs.
- Provided two Communities with infrastructure and recreational upgrades.
- Sold one (1) infill home in Commission District 3.
- Submitted Annual SHIP Report to State by statutory due date.
- Met statutory SHIP set-asides.

GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Licenses & Permits	\$ 100,117	120,655	192,670	192,670
Charges for Service	196,466	1,164,077	556,249	571,814
Fines & Forfeitures	151	-	-	-
Miscellaneous Revenues	813	720	420	242,249
Total	\$ 297,547	1,285,452	749,339	1,006,733
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 2,606,632	2,730,082	2,775,271	2,486,227
Fringe Benefits	1,070,401	1,096,557	1,103,587	1,165,725
Services/Materials	681,927	388,929	587,747	328,394
Other Operating Expenses	89,414	88,045	76,015	84,778
Non-Operating Expenses	770	-	-	-
Capital Outlay	-	-	-	-
Grant Services	21,453	-	-	-
Total	\$ 4,470,598	4,303,613	4,542,620	4,065,123

HOUSING AND URBAN DEVELOPMENT

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Intergovernmental	\$ -	12,062,650	14,208,571	12,231,173
Miscellaneous Revenues	-	230,000	230,000	230,000
Total	\$ -	12,292,650	14,438,571	12,461,173
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ (214,886)	1,081,349	1,354,523	582,860
Fringe Benefits	209,515	192,939	136,556	204,419
Other Operating Expenses	5,371	-	-	-
Grant Services	-	11,018,362	12,947,491	11,673,894
Total	\$ -	12,292,650	14,438,571	12,461,173

STATE HOUSING INITIATIVE PROGRAMS (SHIP)

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Intergovernmental	\$ -	-	-	-
Total	\$ -	-	-	-
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ -	-	-	-
Services/Materials	-	-	-	-
Total	\$ -	-	-	-

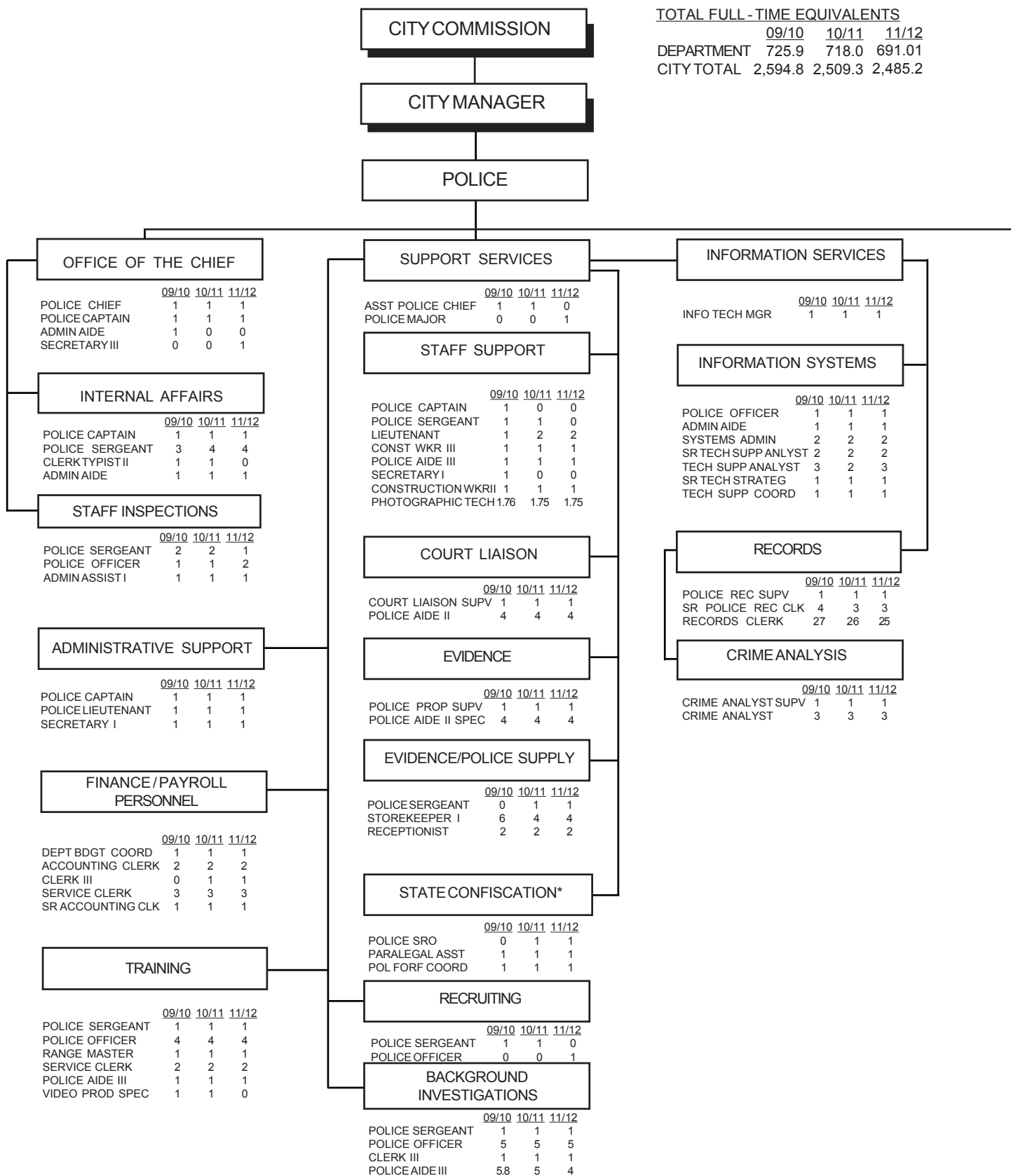


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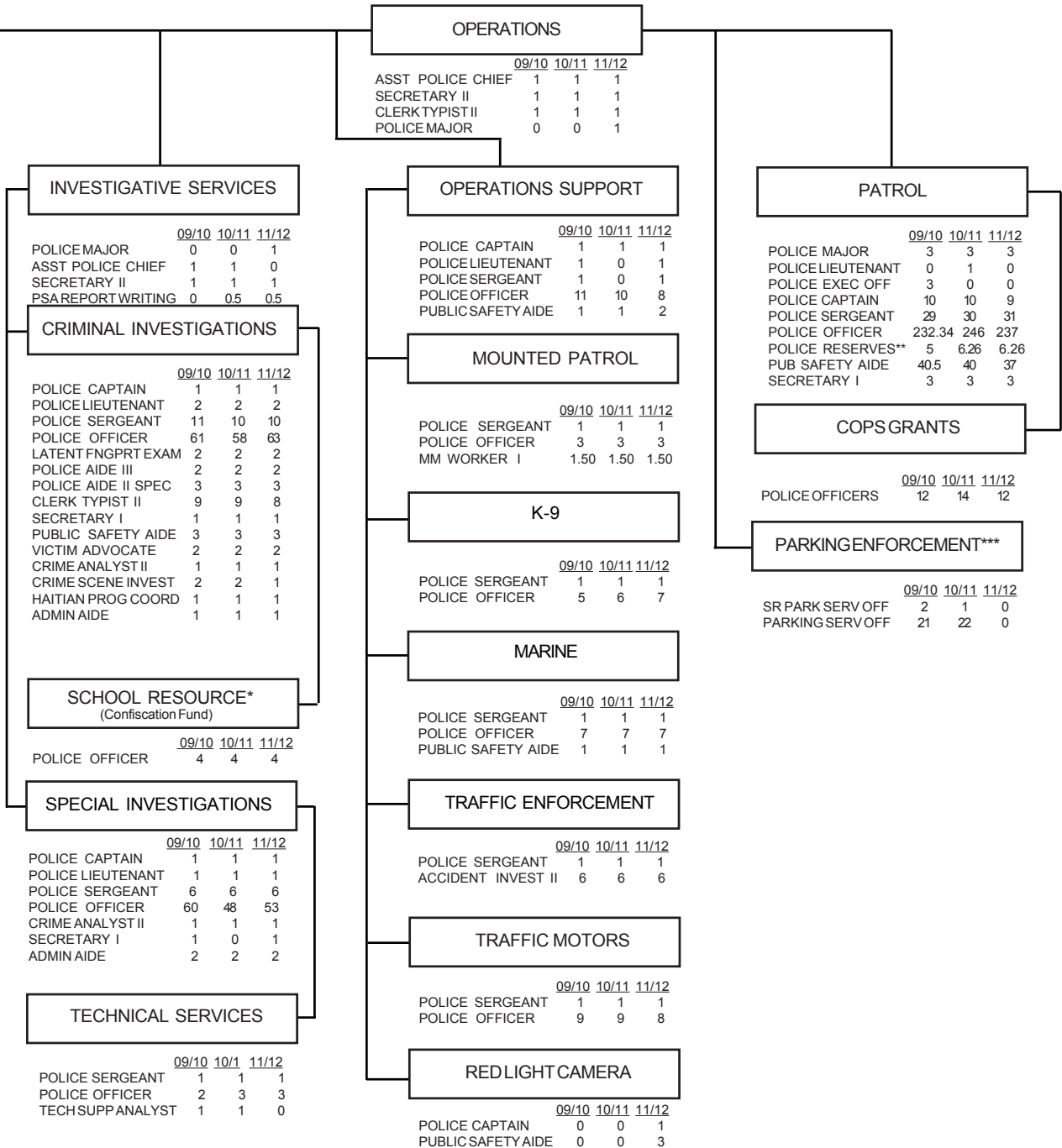
ORGANIZATION PLAN POLICE

Department Budgets

TOTAL FULL - TIME EQUIVALENTS			
	09/10	10/11	11/12
DEPARTMENT	725.9	718.0	691.01
CITY TOTAL	2,594.8	2,509.3	2,485.2



*These positions are funded by the Confiscation Fund and are included in the total count for FY12.



* These positions are funded by the Confiscation Fund and are included in the department total count for FY11.
 ** These are Temporary Part Time reserve, non sworn positions and are included in the department total count.
 *** The Parking Enforcement Division was reorganized into the Parking and Fleet Services Department effective October 1, 2011.

POLICE

Mission:

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



Division: Office of the Chief

Total Budget

FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
\$ 1,863,050	\$ 2,363,520	\$ 2,332,594

Description:

The Public Information Office, Accreditation Unit and the Office of Internal Affairs are three main components of the Chief's Office. The Office of the Chief is also responsible for the management and operation of the Support Services, Operations and Investigations Bureaus.

Goal:

Maintain accreditation standards set forth by the Commission for Florida Law Enforcement Accreditation which includes policy compliance oversight by the Office of Internal Affairs. Maintain a direct line of communication with media so factual information is promptly disseminated.

Objectives:

- Initiate Staff Inspection audits
- Initiate policy inspection and revisions
- Require Internal Affairs participation at policy revision meetings
- Comply with all accreditation standards
- Release information in a timely manner by utilizing tools of communication such as press releases and conferences

<u>Selected Performance Measures:</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Staff Inspections audits completed	13	10	13
Policy revisions completed	90	134	88
Policy revision meetings conducted	9	6	6
Accreditation Standards reviewed	260	263	263
Press releases completed	100	92	100
Press conferences conducted	59	65	60
<u>Efficiency:</u>			
Staff Inspection audits completed within 90 days	13	10	13
Policies disseminated within 10 days after completed revision	90	134	88
Policy revision meetings conducted with Internal Affairs Present	9	6	6
Accreditation standards revised within 365 days	260	263	263
Press releases disseminated within 1 day of the incident	75	76	75
Press conferences attended by more than one media outlet	50	55	50

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Effectiveness:			
Staff Inspection audit recommendations implemented within 120 days	100%	100%	100%
Policies received by staff	100%	100%	100%
Policy revision meetings with Internal Affairs input	100%	100%	100%
Accreditation Standards met within 365 days	100%	100%	100%
Press releases received by the media	100%	100%	100%
Press conferences/disseminated information	100%	100%	100%

	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
<u>Division: Support Services</u>			
Total Budget	\$ 22,375,389	\$ 20,830,842	\$ 23,040,555

Description:

The Support Services Bureau consists of three components: Administrative Support, Information Systems and Finance. Administrative Support oversees the Training Unit, Recruiting Unit, Records Unit, Background Investigations Unit, Payroll and Personnel, Evidence Section, Police Supply, Fleet Services, Confiscation and Court Liaison. Information Services oversees communication functions, Information Systems and computer support. The Finance Division coordinates all purchases and manages the Police Department's budget and confiscated funds.

Goal:

Support the Police Department in all administrative aspects of the delivery of primary police services.

Objectives:

- Administer all tests, background investigations of all employees and manage all aspects of recruiting and hiring for the Department to fill all police officer vacancies.
- Complete State-mandated training for police officer recertification.
- Ensure the technology infrastructure is operational.
- Coordinate service of subpoenas for all personnel and minimize overtime expenditure for off duty court appearances.
- Maintain police facility and fleet for optimal use.
- Monitor alarm registration and fee payment compliance.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Police Officer applicants processed	2,081	1,765	2,500
Technology infrastructure serviced	30	30	30
Police Officers trained	495	495	508
Subpoenas received and served	66,101	76,965	74,000
Evidence / property items received	33,500	33,500	33,000
Facility Maintenance Requests Received	3,588	3,529	3,500
Help Desk Calls Received	1,376	1,513	1,664
Alarm Permits Issued	634	483	500
Efficiency:			
Police Officer applicants filtered through the hiring process	2,081	1,765	2,500
Police Officers trained a minimum of 10 hours within 365	495	495	508
Technology infrastructure serviced within 2 hours	27	27	27
Subpoenas rescheduled or cancelled	47,868	57,189	56,250
Evidence/property items cleared to be purged	2,400	4,500	8,000
Vehicle Preventive Maintenance performed	1,960	1,900	1,900
Facility Maintenance Request performed	3,552	3,423	3,395
Computer Help Desk Calls Handled (Under 8 Hours)	1,021	918	918
Alarm Fees Assessed	\$1,153,525	\$940,535	\$1,300,000

<u>Selected Performance Measures:</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Target</u>
Effectiveness:			
Police Officers hired	40	27	25
Police Officers recertified	495	495	508
Technology infrastructure availability	99%	98%	98%
Vehicle Preventive Maintenance Completed	92%	92%	97%
Facility Maintenance Issues Completed	3,552	3,423	3,395
Evidence/property items purged	2,400	4,500	8,000
Alarm Fees Collected	\$813,799	\$661,726	\$1,027,232

	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Budget</u>
<u>Division: Operations</u>			
Total Budget (General Fund)	\$ 46,134,640	\$ 50,264,962	\$ 51,954,686
Total Budget (Debt Service)	\$ 44,884	\$ 44,866	\$ 44,866

Description:

The Operations Bureau is responsible for the twenty-four hour delivery of police services throughout the three police districts within the City.

Goal:

Maintain order and reduce crime within the City.

Objectives:

- Respond to calls for service
- Conduct arrests and issue citations
- Require district representation at Compstat meetings.

<u>Selected Performance Measures:</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Target</u>
Workloads/Outputs:			
Event Assigned	236,078	246,710	241,394
Arrests Made	14,601	17,159	15,880
Citations Issued	50,541	60,479	55,510
Compstat Meetings Held	249	249	249
Efficiency:			
Calls Dispatched	213,995	232,882	223,439
Arrests Processed	14,601	17,159	15,880
Citations Voided	45	70	50
Compstat Meetings Held with District Representation	249	249	249
Effectiveness:			
Case Numbers Assigned	141,227	146,589	143,908
Arrests Forwarded for Prosecution	14,601	17,159	15,880
Citations Forwarded for Adjudication	50,496	60,409	55,460
Compstat Strategies Implemented	170	180	180

<u>Division: Investigations</u>	FY 2010	FY 2011	FY 2012
Total Budget (General Fund)	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
	\$ 22,408,536	\$ 22,656,822	\$ 22,617,681

Description:

The Investigations Bureau is comprised of the Special Investigations Division (SID) and the Criminal Investigations Division (CID).

The Special Investigations Division is responsible for addressing and reducing emerging Part 1 Crime trends through the efficient management of the Street Crimes Unit. Additionally, SID is responsible for proactively investigating narcotics trafficking, vice crimes and providing personnel to various taskforces.

The Criminal Investigations Division is responsible for reducing emerging Part 1 Crime trends through follow-up investigations related to homicide, violent crimes, special victims, economic crimes, auto theft, burglary and fugitive apprehension. Also, CID is responsible for comprehensive crime scene, evidence collection and fingerprint analysis.

Goal:

To proactively and reactively develop methods to reduce Part 1 Crimes by strategic enforcement, to gather intelligence information on criminal activity and to aggressively pursue individuals involved with illegal narcotics.

Objectives:

1. Maintain the information sharing between the Special Investigations Division and other components of the Police Department at Comp Stat.
2. Develop planned responses to noted crime trends to reduce Part One Crime.
3. Arrest and prosecute those involved with illegal narcotics.

<u>Selected Performance Measures:</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
SID Workloads/Outputs:			
Crime Packets Generated	52	52	52
Narcotic Complaints Investigated	1,681	1,172	1,300
Tips Received	501	525	545
SID Efficiency:			
Crime Plans Developed	52	52	52
Narcotics Complaints Cleared (Arrests)	1,681	1,172	1,300
Tips Assigned	501	525	545
SID Effectiveness:			
Crime Plans Implemented	100%	100%	100%
Narcotics Complaints Cleared (Arrests)	100%	100%	100%

Goal:

To successfully arrest and prosecute those responsible for felony Part 1 Crime offenses through investigative follow-up.

Objectives:

- Identify emerging crime trends or patterns.
- Identify, apprehend and aid in the prosecution of those individuals responsible for felony crimes occurring within the City of Fort Lauderdale.
- To provide and share information regarding criminal intelligence to the appropriate units of the Department through the Compstat process.
- To provide assistance to victims of crime.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Investigations Assigned	17,943	18,375	18,816
Investigations Presented to the State Attorney	2,593	3,008	3,080
Efficiency:			
Cases Assigned per Detective	417	427	437
Cases Filed by the State Attorney (FLPD)	2,245	2,552	2,613
Cases Cleared (CID)	2,347	2,100	2,150
Effectiveness:			
% of Cases Accepted by State Attorney (FLPD)	86.5%	84.8%	84.8%
% of Cases Cleared	13%	11.4%	11.4%

FY 2011 Major Accomplishments:

- The Fort Lauderdale Police Department was re-accredited by the Commission for Florida Law Enforcement Accreditation in July 2010.
- The Accreditation Unit is now utilizing software which made the office paperless.
- Initiated the Juvenile Civil Citation Program that provided an alternative to arrest and incarceration for first time non-violent juvenile misdemeanor offenders.
- The Police Department created a Twitter account so the media and public can follow up-to-the-minute information regarding police activity in the City of Fort Lauderdale. The Twitter feed provides timely information regarding missing and wanted persons, general crime information, and other important information from the Police Department.
- The Department has created a “Keeping Our Citizens Safe” newsletter, which addresses current crime patterns and safety techniques for citizens to be aware of. In this electronic newsletter there is also a message from the Chief to the recipients. This is distributed by email to residents and business owners within the City.
- Assigned a police sergeant to the Corruption Task Force which is being housed inside the Fort Lauderdale Police Department headquarters. The group operating out of the Police building consists of the Fort Lauderdale sergeant and three (3) FBI agents, who investigate corruption throughout Broward County.
- Increased accountability by holding COMPSTAT crime trend meetings with staff on a daily basis.
- The Department is introduced the “Intelligence Led Policing” philosophy to improve the processing and dissemination of information on Part One Crimes and the persons who commit them. The Crime Analysis function has been centralized with all the analysts now collocated, and the Crime Analysis Unit is combined with a Lieutenant and two detectives to form the core of the ILP process. New software to facilitate this process has been evaluated and ordered and will consist of new Analytical programs, mapping and data mining upgrades, and access to new local and State data sharing initiatives.
- The Department has partnered with Raids Online (Raidsonline.com) to make local crime information, in map form, available online to the public. This provides the public with crime data that is updated daily.
- Improved interdepartmental operations by carrying out action plans to address complex community problems and crime.
- Implemented action plans to address quality of life issues to include parks, noise, motorcycles, graffiti, prostitution, street narcotics, illegal gambling and environmental crimes.
- The Police Referral Outreach Program (PROP) has referred youths in need of social services since its inception in October 2006.
- Maintained proactive checks of City parks.
- Maintained contacts and placement of persons in need by our Homeless Outreach officers.
- Identified and addressed graffiti related incidents.
- Identified and investigated various environmental cases.
- Attended meetings and coordinated “Crime walks” attended by local church and homeowner members.
- Coordinated meetings to assist families of violent crimes, celebrate Haitian Flag day, reduce incidents of domestic violence and foster better ideas for relationships with disadvantaged children.
- Maintained a safe and orderly during special events including New Year’s Eve, St. Patrick’s Day, Super Bowl and Spring Break.

GENERAL FUND

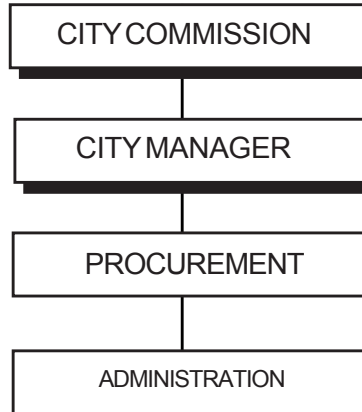
Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Taxes	\$ 1,622,473	1,882,276	1,882,276	1,882,276
Charges for Service	1,055,799	1,296,605	1,013,795	1,024,511
Fines & Forfeitures	673,687	9,433,684	1,810,250	1,660,000
Miscellaneous Revenues	1,372,193	1,081,571	923,229	855,654
Total	\$ 4,724,152	13,694,136	5,629,550	5,422,441
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 51,220,775	52,471,874	52,419,719	53,631,099
Fringe Benefits	27,809,506	30,679,913	30,534,257	31,543,268
Services/Materials	5,624,245	10,453,748	6,366,255	6,224,223
Other Operating Expenses	7,930,110	6,664,806	6,735,064	8,546,926
Non-Operating Expenses	5,871	-	-	-
Capital Outlay	191,108	-	60,851	-
Debt Service	44,884	44,866	44,866	44,866
Total	\$ 92,826,500	100,315,207	96,161,013	99,990,382

- The “Monster,” the SWAT Team’s special purpose vehicle/personnel carrier was retired and replaced with a new vehicle, the “Bear.”
- Purchased the “Peacemaker,” a retired armored vehicle sold to us by Brinks for \$10.00. This vehicle was outfitted with Fort Lauderdale Police Department markings and equipped with video surveillance cameras. This vehicle can be deployed in strategic locations for around-the-clock recording.
- Installed Motorola’s mesh camera system in selective areas in the City to promote City-wide safety and security.
- The Special Investigations Division made approximately 1,700 arrests this past fiscal year.
- We identified a need to share criminal intelligence more effectively between agencies in South Florida and initiated monthly regional crime meetings. Although these meetings are held at different agencies throughout Broward County, the Special Investigations Division coordinates all of these meetings.
- The Special Investigations Division conducts monthly compliance checks at Fort Lauderdale pain clinics since the new municipal ordinance was passed this fiscal year.
- The Department is purchasing a prescription pill drop box that will be permanently mounted in the FLPD lobby so unwanted or expired prescription medication can be disposed of anytime during business hours.
- The Nuisance Abatement Board conducted ten meetings during the past fiscal year. Five properties went under the jurisdiction of the Board.
- Utilized our Street Crimes Unit to combat crime in all districts on all shifts.
- Fully implemented the purchased scheduling and timekeeping software, TeleStaff. All scheduling and overtime is managed via this program.
- Made several substantial improvements to the Background Investigation process in an effort to process applicants in a more efficient and effective manner.
- Continued our aggressive hiring campaign by hiring 27 police officers during 2010/2011, to include all 12 COPS grant positions.
- As part of a Department effort in upgrade digital evidence collection, a computer file authentication and management system was purchased using federal grant funds. Digital cameras and audio recorders were purchased to further expand our capabilities in this area.
- The Police Department Evidence Unit has successfully moved into a new warehouse that provides the necessary space for storage and are seeking bids for software to assist in the management and tracking of all evidence.
- Police Supply has re-bid numerous supply contracts at a significant savings to the City and purchased software to assist in the management and tracking of all issued police equipment and vehicles.
- Full implementation of electronic case management for all criminal investigation cases.
- Collected over \$650,000 in alarm fees in 2011.

ORGANIZATION PLAN PROCUREMENT

TOTAL FULL - TIME EQUIVALENTS

	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
DEPARTMENT	11.0	11.0	11.0
CITY TOTAL	2,594.8	2,509.3	2,485.2



	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
DIR OF PROCUREMENT	1	1	1
MGR PROC & CONTRACTS	1	1	1
SR PROC SPEC	1	1	1
PROC SPECIALIST II	4	4	4
PROC SPECIALIST I	2	2	2
PROCUREMENT ASST	1	1	1
ADMIN AIDE	1	1	1

PROCUREMENT

Mission:

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



Division: Procurement

Total Budget

	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Budget</u>
	\$ 1,441,845	\$ 1,478,429	\$ 1,452,411

Description of Division and Activities:

The Procurement Services Department assists City departments with the purchase of goods and services.

Goal:

Minimize impacts due to declining revenue and assist in controlling expenditures by providing quality procurement services through the use of automation, increased efficiency, professionalism and good relations with City departments and the business community.

Objectives:

- Streamline policies and procedures related to construction bidding and project implementation.
- Continue to use technology to obtain greater competitiveness in the marketplace.
- Continue to maintain and support BuySpeed On-Line (BSO) - Procurement software to facilitate electronic submittals of Purchase Orders, on-line requisitions, bid tabulation, etc.
- Continue to encourage the use of BidSync.com with using departments to create quick quotes for purchases under \$10,000.
- Ensure the City is obtaining the best possible value for travel dollars.
- Continue to increase the City's outreach to Minority and Women Business Enterprise (M/WBE) vendors and monitor City department compliance with related M/WBE objectives and conduct outreach fairs.
- Administer the use of reverse auctions.
- Implement the use of E-payable cards
- Continue identifying opportunities for increasing the use of the City's P-Card program to increase the annual rebate received.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
<u>Workloads/Outputs:</u>			
P-Card Transactions Processed / 651 Citywide Users	23,448	26,000	30,000
Rebate Value	\$46,137	\$100,000	\$200,000
Competitive Solicitations Issued / 7 FTEs	273	300	300
Average Cost with PO Method	\$92.49	\$92.49	\$92.49
Average Cost with P-Card Method	\$21.91	\$21.91	\$21.91
<u>Efficiency:</u>			
Competitive Solicitations Issues/FTE	39	43	43
Average P-Card Transactions Processed/User	36	45	50
Average Cost Reduction	\$70.58	\$70.58	\$70.58
<u>Effectiveness:</u>			
Cost Reduction With P-Card	76.3%	76.3%	76.3%

FY 2010-2011 Major Accomplishments:

- Participated in the Thirteenth Annual Reverse Trade Show for the Southeast Florida Chapter of the National Institute of Governmental Purchasing at the Broward County Convention Center. Over 100 vendors have the opportunity to meet representatives from 32 local agencies. This provides a great opportunity for small and local vendors to meet one on one with agency purchasing professionals.
- Staff participated in the South Florida Minority Supplier Development Expo, Economic Empowerment Workshop, MED Week Expo and the National Minority Supplier Development Conference (volunteer)
- Continued to administer over 400 major contracts for various services and commodities, representing the efficient expenditure of over \$82 million.
- Successfully solicited and awarded the Citywide Health and Dental plans for all employees
- Continue to provide customer support for BuySpeed On-line (BSO)
- Conducted an emergency preparedness paperwork session and stream lined the process by utilizing electronic downloads of forms, contracts and FEMA documents.
- Two (2) staff members are currently officers of our Procurement organizations; Secretary of Southeast Chapter of National Institute of Governmental Purchasing (NIGP,) and Board Member of the National NIGP Chapter.
- Participated in the annual Reverse Trade Show for the Miami Dade Chapter of NIGP
- Conducted four (4) successful on-line auctions for the disposition of surplus
- Continue to implement the Procurement Continuity of Operations Plan (COOP) / Hurricane Plan

GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 740	1,000	500	500
Miscellaneous Revenues	265,135	305,956	303,589	348,543
Total	\$ 265,876	306,956	304,089	349,043
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 942,168	951,225	952,301	954,927
Fringe Benefits	394,836	430,682	431,066	455,157
Services/Materials	38,909	30,432	30,432	30,432
Other Operating Expenses	14,823	13,522	13,522	11,895
Capital Outlay	-	-	-	-
Debt Service	51,108	51,108	51,108	-
Total	\$ 1,441,845	1,476,969	1,478,429	1,452,411

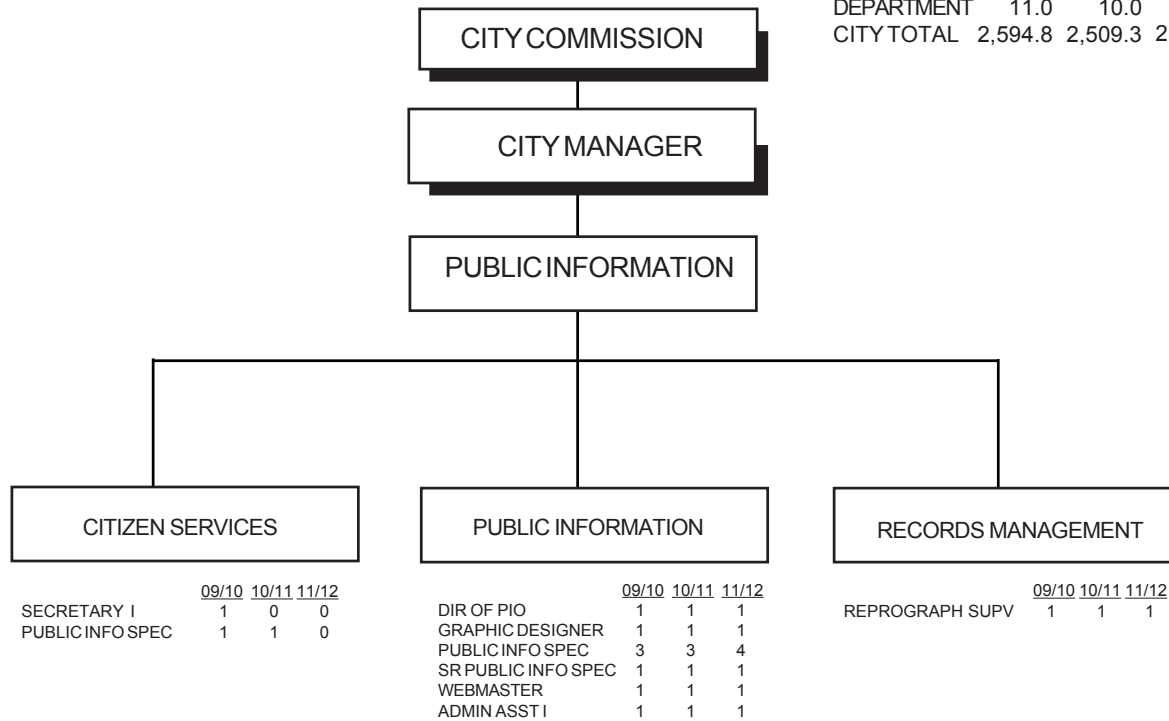


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ORGANIZATION PLAN PUBLIC INFORMATION

TOTAL FULL - TIME EQUIVALENTS

	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
DEPARTMENT	11.0	10.0	10.0
CITY TOTAL	2,594.8	2,509.3	2,485.2



PUBLIC INFORMATION

Mission:

Facilitate open communication between Fort Lauderdale and its stakeholders to encourage public participation and raise awareness of City programs, services and events; increase transparency; and enhance quality of life.



<u>Division: Public Information Office</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget	\$ 917,458	\$ 774,717	\$ 1,100,609
Total Budget (Citizen Services)	\$ 225,526	\$ 178,233	\$ 3,192

Description of Division and Activities:

The Public Information Office (PIO) coordinates the City’s internal and external communications. The PIO utilizes a variety of means to engage target audiences, keep them informed and facilitate access to City programs, services and events. The office initiates and implements informational and educational campaigns to all audiences including: residents, businesses, visitors, the media, City officials, external entities and employees of the City of Fort Lauderdale. The PIO also creates informational materials and coordinates public events to benefit the community-at-large.

Goal:

Facilitate positive relationships and effective communication with all City stakeholders.

Objectives:

- Develop and implement proactive, cost-effective public outreach initiatives to inform and educate the community about city services, programs and events.
- Serve as an integral resource of information for the public to enhance transparency and facilitate positive interaction with the City.
- Coordinate and/or produce inclusive public events that celebrate and unite City stakeholders and enhance quality of life.
- Respond to media and public inquiries in an efficient, timely and courteous manner.
- Enhance public access to facilitate greater involvement and input in municipal programs and initiatives.
- Support City department goals and outreach to facilitate effective communication with stakeholders.
- Respond to public records requests as mandated by Florida Statutes (Sunshine Laws).
- Serve as the lead department for Emergency Support Function 14, providing emergency management information to the public about actions or services that can help save lives or change circumstances before, during or in the aftermath of an emergency or disaster.
- Serve as the promotional division of the City to support and enhance tourism, businesses and local industries.
- Assist the City with compliance of federal requirements and court mandates, including the promotion of flood protection measures, ADA guidelines and minority recruitment.

<u>Selected Performance Measures</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
<u>Workloads/Outputs:</u>			
Media Inquiries	2,156	2,225	2,250
Special Events/Programs Supported	200	230	225
Internal and External Requests for PIO Services	6,760	7,280	7,500
<u>Efficiency:</u>			
Media Inquiries Responded to in 24 Hours	100%	100%	100%
Special Events Promoted via Communication Mediums	100%	100%	100%
Internal and External Requests Responded to in 24 hrs.	100%	100%	100%
Hours of Creative Services Provided	1,960	1,984	1,984
Hours of Web Services Provided	2,000	2,000	2,000

<u>Selected Performance Measures</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Effectiveness:			
Media Inquiries Addressed	100%	100%	100%
Special Events Completed	100%	100%	100%
Internal and External Requests Addressed	100%	100%	100%

FY 2010-2011 Major Accomplishments:

- Provided public outreach and logistical support for 225 special events, public meetings, programs and community outreach activities.
- Provided staff liaison services to the visioning committee, chaired an RFP selection committee to hire a consultant, and managed a citywide effort to brand the overall visioning project.
- Launched “Fort Lauderdale – Our City, Our Vision,” Fort Lauderdale’s citywide visioning initiative.
- Incorporated social media, including Facebook and Twitter, into public outreach campaigns and communications strategies for the visioning initiative and other City programs.
- Provided staff liaison services to the Centennial Celebration Committee, managed the Centennial budget, fundraising and event planning initiatives.
- Directed a citywide Centennial Celebration highlighting the City’s 100th Anniversary of incorporation that featured major events including Centennial Beachfest and Centennial Riverfest.
- Produced groundbreaking and ribbon cutting ceremonies for the renovation and reopening of the historic Eula Johnson house.
- Implemented a Beach Wade-In Ceremony and unveiled a Florida State Heritage marker on July 4th 2011 to commemorate the 50th Anniversary of the integration of Fort Lauderdale Beach.
- Managed the citywide FEMA CRS program, conducted comprehensive citywide outreach on flood safety, and succeeded in securing a 15% resident discount on flood insurance.
- Completed various ADA projects and continued to work with an interdepartmental City team to compile status reports on the City’s progress implementing ADA improvements.
- Produced the Community Appearance Awards and the Citizens Recognition Awards events on behalf of respective City Advisory Boards.
- Coordinated the Mayor’s State of the City event and the City’s Annual Report.
- Coordinated timely and accurate responses to thousands of information and service requests from residents, visitors and businesses.
- Completed the Mayor’s Volunteer Challenge, a yearlong initiative to generate 100,000 hours of volunteer service to the community.
- Partnered with the Commissioning Committee of the United States Navy Destroyer USS Jason Dunham to host a Veteran’s Day Ceremony honoring Marine Corps Corporal Jason Dunham, who died in 2004 during Operation Iraqi Freedom.
- Coordinated marketing, promotion and logistics for the second annual St. Patrick’s Day Parade and Festival in downtown Fort Lauderdale.
- Marketed and promoted a Pay-by-Phone parking system for the Parking and Fleet Services Department.
- Developed a new Economic Development marketing and recruitment presentation.
- Coordinated the design and production of numerous Parks materials including, a Jazz Brunch brochure, and seasonal programming guides for parks, community centers, swimming pools and tennis facilities.
- Conducted public outreach on Sea Turtle Lighting.
- Supervised the maintenance of all City records and worked to ensure compliance with applicable state and public records laws.
- Launched the Smart Watts Energy Efficiency public outreach campaign.
- Launched a newly redesigned City website.
- Produced numerous high profile City events including Light Up Sistrunk, Downtown Countdown, Great American Beach Party, Dolphins Day, African-American Read-In, and two “Walk through History” events.
- Hosted “Light Up the Beach” to officially launch the City’s Centennial with the illumination of a larger-than-life “100” at A1A and Las Olas Boulevard.
- Launched the Sistrunk Infrastructure project and worked closely with individual businesses along the Sistrunk corridor to provide marketing and promotional support during construction.
- Produced monthly CRA business education seminars.
- Designed new electronic newsletters for the CRA and Police Department.

Division: Centennial Celebration Committee **FY 2010 Actual** **FY 2011 Estimate** **FY 2012 Budget**

Description of Division and Activities:

The Records Management Division provides records storage, retrieval and destruction services for all City departments and the public. The Division administers these services as mandated by the state of Florida under Chapter 119 of the State Records Statutes. The Division works closely with the City Attorney’s Office to ensure compliance with State records retention laws.

Goal:

Facilitate access to City records in an efficient, organized and cost effective manner, and work with the City Attorney’s Office to ensure that Fort Lauderdale remains in compliance with state public records laws.

Objectives:

- Provide timely and efficient delivery of City records from storage to requesting City Departments.
- Permanently remove or dispose of records from storage that have met State retention guidelines and are no longer desired by the originating City department.
- Conduct research and provide City staff and the public with copies of records from microfilm including City Ordinances, Resolutions and Police Dispositions.

Selected Performance Measures:	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Number of boxes of Records Retrieved	2,581	2,575	2,364
Number of boxes of New Records Stored	1,818	2509	2,150
Effectiveness:			
% of requests for Record Retrieval satisfied	100%	100%	100%
% of request for new Records Stored satisfied	100%	100%	100%
Boxes of Records which met the State Retention criteria and Permanently Removed and Destroyed	443	316	200

FY 2010-2011 Major Accomplishments:

- Supervised the maintenance of all City records and worked to ensure compliance with applicable state public records laws.
- Coordinated the coding, retrieval and delivery of more than 640 new record boxes created through the City’s Waterworks 2011 project.
- Created a link on the City’s Intranet site for employees to access the City Records Retention Schedules.

Division: Visioning Committee **FY 2010 Actual** **FY 2011 Estimate** **FY 2012 Budget**

Description of Division, Activities and Goal:

Coordinate the events for the Centennial Celebration for the City of Fort Lauderdale in 2011.

FY 2010-2011 Major Accomplishments:

- Coordinated a 14-month-long citywide Centennial Celebration to commemorate Fort Lauderdale’s 100th Anniversary, which included more than 150 citywide and community-sanctioned events, and numerous historic and educational programs for residents of all ages, including: a commemorative Centennial poster designed by Charles Fazzino; four (4) State Heritage Markers; ten (10) park plaques; four (4) traveling exhibits; four (4) traveling trunks; a photomontage; speakers bureau; and centennial activity book.

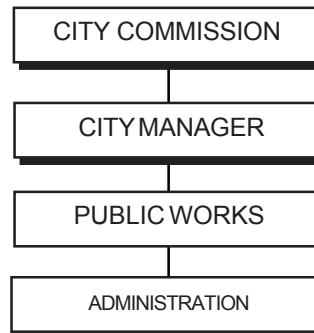
GENERAL FUND

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 60	25	6,090	35
Miscellaneous Revenues	213,804	202,054	403,054	201,144
Total	\$ 213,864	202,079	409,144	201,179
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 739,055	743,671	611,092	757,457
Fringe Benefits	338,849	307,087	280,845	302,918
Services/Materials	191,917	273,376	456,727	249,026
Other Operating Expenses	35,584	18,617	27,403	20,276
Capital Outlay	1,222	-	-	-
Total	\$ 1,306,628	1,342,751	1,376,067	1,329,677



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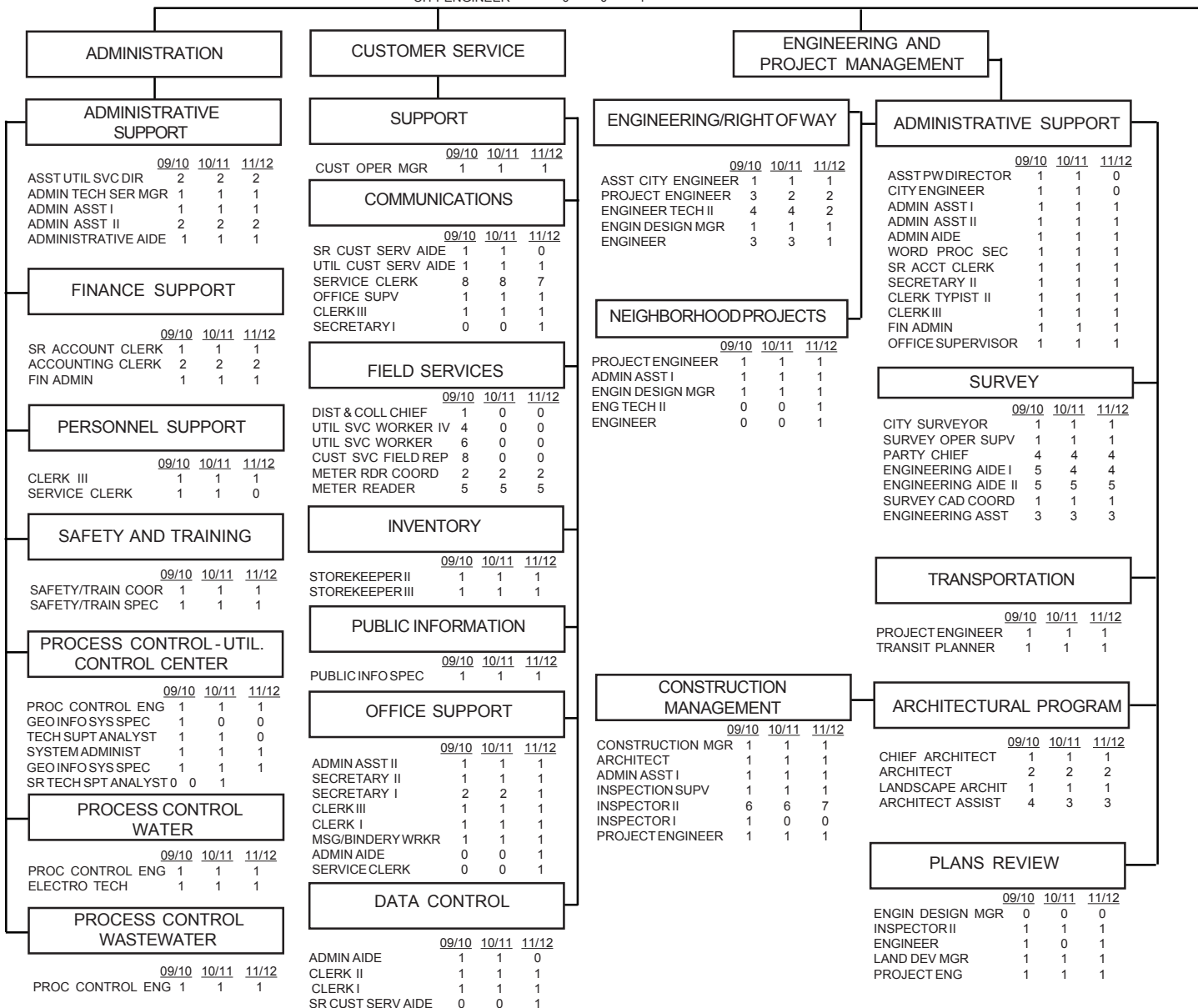
ORGANIZATION PLAN PUBLIC WORKS



TOTAL FULL - TIME EQUIVALENTS

	09/10	10/11	11/12
DEPARTMENT	564.0	545.6	537.63
CITY TOTAL	2,594.8	2,509.3	2,485.2

	09/10	10/11	11/12
PUBLIC WORKS DIR	1	1	1
SECRETARY III	1	1	1
CITY ENGINEER	0	0	1



DISTRIBUTION AND COLLECTION				TREATMENT				MAINTENANCE				SOLID WASTE			
SUPPORT				SUPPORT				SUPPORT				ADMINISTRATION			
09/10 10/11 11/12				09/10 10/11 11/12				09/10 10/11 11/12				09/10 10/11 11/12			
DIST & COLL MGR 1 1 1				W & WW TREAT MGR 1 1 1				FACILITIES MGR 1 1 1				SOLID WASTE SUPT 1 1 1			
CONSTRUCTION				FIVEASH WATER PLANT				ADMIN ASSIST I 2 2 2				SUPERVISOR 1 1 1			
09/10 10/11 11/12				09/10 10/11 11/12				CLERK II 1 1 1				ADMIN ASSISTANT I 1 2 1			
DIST & COLL CHIEF 3 3 3				REG FACILITY MGR 1 1 1				SPECIAL PROJECTS				SR ACCT CLERK 1 1 1			
UTIL SVCWKR IV (WTR) 10 10 11				REG CHIEF WTR OPER I 1 1 1				09/10 10/11 11/12				ADMIN AIDE 1 1.4 1.5			
UTIL SVCWKR III (WTR) 13 13 12				REG WTR TRT OPER II 5 5 5				PUB WKS FOREMAN 1 1 1				SERVICE CLERK 1 0 0			
HEAVY EQUIP OPER 4 4 4				WTR TRT PLT OPER I 4 6 5				MUNIC OPER SUPV 1 1 1				CLERK TYPIST II 0.5 0 0			
UTIL SVC WORKER 31 31 31				WTR PLT OPER TRAIN 2 0 1				MM WORKER IV 1 1 1				COLLECTIONS			
WASTEWATER SYSTEMS				LOHMEYER REGIONAL PLANT				MM WORKER III 3 3 2				09/10 10/11 11/12			
09/10 10/11 11/12				09/10 10/11 11/12				MM WORKER II 4 4 2				ADMIN ASSISTANT I 1 1 1			
DIST & COLL SUPV 1 1 1				REG FACILITY MGR 1 1 1				SERVICE CLERK 1 1 1				MM WORKER II 1 1 1			
UTIL SVCWKR IV 8 7 7				REG CHIEF WW OPER 2 2 2				MM WORKER I 1 1 1				MM WORKER III 1 1 1			
UTIL SVCWKR III 10 9 9				PUB SER MAINT CHIEF 1 1 1				CONST WORKER III 2 2 2				MM WORKER IV 1 1 1			
DIST & COLL CHIEF 2 2 2				ELECTRO TECH 1 1 1				CONST WORKER II 11 11 11				WATERWAY MAINTENANCE			
UTIL SVC WORKER 17 14 14				UTIL MECH II 3 3 3				CONST WORKER I 1 0 0				09/10 10/11 11/12			
UTIL FIELD REP 2 2 2				UTIL MECH I 5 5 5				CARPENTER II 1 1 1				MM WORKER II 3 3 3			
STORMWATER				PEELE/DIXIE WATER PLANT				ELECTRIC ASST 1 1 0				MM WORKER IV 1 1 1			
09/10 10/11 11/12				09/10 10/11 11/12				CITY HALL SECURITY				09/10 10/11 11/12			
DIST & COLL CHIEF 1 1 1				WATER TRT OPER II 5 4 5				09/10 10/11 11/12				SOLID WASTE FORMN 1 1 1			
UTIL SVCWKR IV 3 3 3				UTIL MECH II 1 2 2				SECURITY GUARD II 3.5 2.23 2.23				MM WORKER II 9 9 8			
UTIL SVCWKR III 6 5 5				UTIL MECH I 1 2 2				SEC GUARD III 0 1 1				MM WORKER III 3 2 3			
UTIL SVCWKR 10 10 10				MM WORKER II 4 2 2				UTILITIES ENGINEERING				STREET CLEANING			
ENVIRO LAB TECH 0 0 1				REG CHIEF WTR OPER I 1 1 1				09/10 10/11 11/12				09/10 10/11 11/12			
ENVIRO INSP 0 0 1				ELECTRO TECH 2 2 2				SECURITY GUARD III 0 1 1				SOLID WASTE FORMN 1 1 1			
ROAD MAINTENANCE AND REPAIR				LABS				OPERATIONS				MM WORKER II 11 10 8			
09/10 10/11 11/12				09/10 10/11 11/12				09/10 10/11 11/12				MM WORKER III 4 4 4			
UTIL SCVWKR III 1 1 1				ENVIRON LAB SUPV 1 1 1				ENG TECH 2 1 2				HEAVY EQUIP OPER 4 4 4			
UTIL SCVWKR IV 1 1 1				ENVIRON CHEMIST 1 1 1				ENG TECH II 2 2 1				MM WORKER III 4 4 4			
UTIL SVCWKR 1 1 1				ENVIRON LAB TECH 7 7 6				ENG INSP II 8 8 7				MM WORKER II 11 10 8			
MM WORKER I 1 1 1				SERVICE CLERK 1 1 1				ENG INSP SUPER 1 1 1				BULK PROGRAM			
INSTALLATION/REPAIR				ENVIRONMENTAL SERVICES				PROJECT ENGINEER 5 5 5				09/10 10/11 11/12			
09/10 10/11 11/12				09/10 10/11 11/12				ENG DESIGN MGR 2 2 2				SOLID WASTE FORMN 2 2 2			
PUB SER MAINT CHIEF 2 2 2				ENVIRON SVCS MGR 1 1 1				ADMIN ASST I 2 2 2				HEAVY EQUIP OPER 4 4 4			
D & C SUPV 2 2 2				ENVIRON PROG COOR 1 1 1				SR ACCT CLERK 1 1 1				MM WORKER III 4 4 4			
UTIL MECH II 12 12 12				ENVIRON INSPECT II 1 1 1				UTILITIES ENGINEERING				MM WORKER II 11 10 8			
UTIL MECH I 12 13 13				ENVIRON INSPECTOR 4 3 3				09/10 10/11 11/12				LOT CLEANING			
INDUSTRIAL ELEC 3 3 3				ENVIRON REG SUPV 1 1 1				ENG TECH 2 1 2				09/10 10/11 11/12			
ELEC/INSTRU TECH 2 0 0								ENG TECH II 2 2 1				SOLID WASTE FORMN 1 1 1			
ELECTRO TECH 2 2 2								ENG INSP II 8 8 7				HEAVY EQUIP OP 1 1 1			
ELECTRICASST 1 1 1								ENG INSP SUPER 1 1 1				MM WORKER IV 1 1 1			
MECHANICS 1 0 0								PROJECT ENGINEER 5 5 5				MM WORKER III 3 3 2			
PROCESS CONT ENG 0 1 1								ENG DESIGN MGR 2 2 2				MM WORKER II 7 7 7			
SPECIAL PROJECTS								OPERATIONS				RECYCLING PROGRAM			
09/10 10/11 11/12								09/10 10/11 11/12				09/10 10/11 11/12			
PUB SERV MAINT CHIEF 1 1 1								ENG TECH 2 1 2				RECYC PROG COORD 1 1 1			
WELDER/FABRICATOR 3 3 3								ENG TECH II 2 2 1				MM WORKER III 1 1 1			
DIESEL TECH 2 2.98 2								ENG INSP II 8 8 7				MM WORKER II 3 3 2			
UTIL MECH II 1 1 1								ENG INSP SUPER 1 1 1				MM WORKER II 7 7 7			
MACHINIST 1 1 1								PROJECT ENGINEER 5 5 5							
A/C TECH 1 1 1								ENG DESIGN MGR 2 2 2							
FIRE HYDRANT & VALVE								ADMIN ASST I 2 2 2							
09/10 10/11 11/12								SR ACCT CLERK 1 1 1							
UTILITIES SERV WKR 2 2 2															
UTILITIES SERV WKR III 1 1 1															
UTILITY FIELD LOCATIONS															
09/10 10/11 11/12															
DIST & COLL CHIEF 0 1 1															
UTIL SVC WORKER IV 0 4 4															
UTIL SVC WORKER 0 5 5															
UTILITY FIELD REP 0 8 7															
INDUST ELECT 0 0 1															

PUBLIC WORKS



Mission:

Achieve total customer satisfaction by providing quality public services.

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<u>Division: Maintenance Division</u>			
Total Budget (General Fund)	\$ 8,433,250	\$ 8,594,171	\$ 8,513,991
Total Budget (Parking Fund)	\$ 255,810	\$ 265,260	\$ 279,009

Description of Division and Activities:

The Maintenance Division operates and maintains over 125 City owned buildings, maintains roadway and supports field lighting and provides security services for various buildings and parking enforcement at City Hall.

Goal:

Improve and maintain City infrastructure.

Objectives:

- Provide a program of maintenance activities to facilitate small building renovation projects, all basic building maintenance, citywide electrical projects, street lighting and sports field lighting maintenance.
- 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 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Air Conditioning Preventative Maintenance Performed /4 FTE's 08/09; 3 FTE's 09/10 – 10/11	170	200	225
Graffiti Tag Sites Remedied/4 FTE's	71	75	90
<u>Efficiency:</u>			
Air Conditioning Preventative Maintenance Performed/FTE	43	67	67
Graffiti Tag Removals/FTE	18	19	23

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<u>Division: Engineering and Architectural Services</u>			
Total Budget (General Fund)	\$ 8,164,096	\$ 7,788,901	\$ 8,000,145

Description of Division and Activities:

This division provides engineering, architecture, project management and construction management services for all capital improvement projects. The division provides supporting documentation and recommends projects and contracts for City Commission award including new infrastructure construction, marine facilities improvements, Parks improvements, major renovations to City facilities, utilities replacements, neighborhood improvement projects, stormwater improvements, annual sidewalk, dredging, waterway signs, parking lot improvements and the annual resurfacing program. The division provides for the oversight and management of the construction process including contract management and project inspections ensuring compliance with approved plans, specifications and applicable building codes. The division provides financial administration for the general capital improvement program as well as water and sewer, storm water, and grant projects. The division provides for the oversight and management of the construction process including contract management, project inspections, and for compliance with approved plans, specifications and building codes.

Goal:

Improve City's infrastructure and quality of life for citizens.

Objectives:

- Provide survey, administrative support, financial administration, and overall project management for the construction of approximately 200 designated engineering and architectural projects and tasks annually.
- 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.
- Provide engineering and architectural design, project management, technical services, construction management, and inspection services for a variety of municipal engineering and architectural projects within the City.
- Provide technical support and guidance for City traffic and transportation issues.
- Provide architectural support and guidance for all existing City facilities and all new facility design and construction.
- Facilitate the plan review and permitting process related to the construction or renovation at all City facilities and on City owned properties and rights-of-way.
- Provide technical support and design services for Fort Lauderdale Executive Airport.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
<u>Workloads/Outputs:</u>			
Commission Agenda Items Processed	417	375	375
NCIP/BCIP Projects Designed ¹	17	19	18
Engineering, Architectural and Executive Airport Designs Completed	41	39	39
Engineering Surveys Completed/4 Crews	113	90	68
Engineering Purchase Orders Issued/4FTE's	105	110	120
Procurement Purchase Orders Issued/4FTE's	237	240	240
Construction Projects Managed	72	45	45
Value of Construction Awards Administered (millions)	\$40.3M	\$50M	\$50M
Airport Projects Construction Value (millions - included in above total)	\$4.2M	\$11M	\$11M
<u>Efficiency:</u>			
Engineering Surveys Completed/Crew	28	20	20
Engineering & Procurement Purchase Orders Issued/FTE's	86	88	90
<u>Effectiveness:</u>			
Surveys Completed as Scheduled	93%	95%	95%

¹Neighborhood Capital Improvement Program/Business Capital Improvement Program

	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
<u>Division: Community Appearance</u>			
Total Budget (General Fund)	\$ 9,261	\$ 9,000	\$ 9,000

Description of Division and Activities:

This division provides for a liaison to the Community Appearance Board, whose members are appointed by the City Commission. The City liaison facilitates the City Commission presentation of the monthly WOW awards to recognize properties that enhance, improve and beautify the Fort Lauderdale community. In addition, the CAB hosts an annual event to recognize commercial properties.

Goal:

Serve as liaison to City's Community Appearance Board

Objectives:

- Facilitate monthly Commission presentations for the WOW Award properties
- Act as liaison between the Community Appearance Board and the City.
- Assist with coordination of Annual Community Appearance Board event.

	FY 2010	FY 2011	FY 2012
<u>Division: Sanitation</u>	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget (Sanitation Fund)	\$ 21,371,249	\$ 20,505,796	\$ 19,603,750
Total Budget (Debt Sanitation Fund)	\$ 2,950,510	\$ -	\$ -

Description of Division and Activities:

This division provides and administers a variety of sanitation services for the residents of Fort Lauderdale. Through the City Manager initiatives, the Sanitation division provides an enhanced level of service that includes twice-weekly garbage collection, weekly green waste collection, weekly curbside recycling, monthly bulk trash collection, street sweeping, lot clearing and canal cleaning.

Goal:

Continue to focus on quality of life issues.

Objectives:

- Continue to improve cost effectiveness of collection operations through more effective operation and separation of materials.
- Continue to refine the service levels Citywide in order to maximize recycling and reduce disposal costs.
- Provide efficient curbside bulk trash collection and disposal services for our neighbors.
- Increase program recycling material tonnages.

<u>Selected Performance Measures:</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Bulk Trash Collected City Crews (Tons)	16,888	16,296	22,000
Household Refuse Collected (Tons)	43,528	43,528	45,408
Curbside Recycling (Tons)	8,650	7,800	8,000
Yard Waste Cart Collection (Tons)	13,955	14,522	15,000
New Single-Stream Cart & Recycling Program (6 Months)			1,200
<u>Efficiency:</u>			
Avoided Disposal Costs (Yard Waste)	\$784,949	\$956,787	\$625,645
Avoided Disposal Costs (Curbside Recycling)	\$852,025	\$773,760	\$667,644
<u>Effectiveness:</u>			
Separated Yard Waste to Reduce Disposal Costs (Tons/Year)	20,024	22,436	22,027

	FY 2010	FY 2011	FY 2012
<u>Division: Distribution & Collection</u>	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Budget (Water and Sewer Fund)	\$ 16,230,509	\$ 17,467,340	\$ 20,129,169
Total Budget (Stormwater Fund)	\$ 2,267,123	\$ 2,036,461	\$ 2,697,108

Description of Division and Activities:

The Distribution and Collection Division is responsible for the operation, maintenance, repair and improvement of the water distribution, wastewater collection and storm water management systems.

Goal:

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

Objectives:

- Continue the replacement of 2, 3 and 4-inch cast iron water mains.
- Implement more pro-active approaches to water, sewer and storm system maintenance.
- Significantly reduce sewer stoppages and eliminate sewer overflows by proactive recapitalization of sewer infrastructure.
- Evaluate service delivery in the field by establishing performance standards and benchmarks.
- Operate and maintain raw water well fields, wastewater pump stations, elevated water storage tanks, storm water stations and provide heavy industrial support activities to other Utilities sections and other City departments

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Water Main Repairs	52	86	100
Force Main Repairs	9	12	12
Service Line Repairs	482	536	500
Construct New Water Mains (Linear Ft)	19,927	21,925	26,400
Water Meters Replaced	1,886	1,797	1,500
Fire Hydrants PM	6,221	7,464	6,000
Utility Line Locations	9,999	13,729	9,000
After Hours Emergency Repairs	2,242	2,300	2,000
Sewer Main Line Stoppages	31	47	30
Video Inspections of Gravity Mains (Linear Ft)	379,647	398,246	300,000
Clean Gravity Sewers (Linear Ft)	1,462,204	1,272,225	1,100,000
Storm Drain Pipe Video Inspection (Linear Ft)	6,867	4,058	3,000
Clean Storm Drain Pipe (Linear Ft)	156,878	88,015	170,000
Well Renovation PM	15	13	6
Wastewater Pump Station Renovation PM	12	28	20
Efficiency:			
Well Renovation PM/4 FTE's	3.75	3.25	1.5
WW Pump Station Renovation PM/4 FTE's	3	-	3
WW Pump Station Renovation PM/6FTE's	-	4.67	5
Effectiveness:			
Pipe Replaced In-house vs. Goal of 5 Miles per Year	75%	83%	100%
Frequency of Fire Hydrant Maintenance (Years/PM)	1.08	1.3	1.25
Storm Drains Inspected and Cleaned vs. Total System	18%	10%	15%
Sanitary Sewer Inspected and Cleaned vs. Total System	59%	67%	58%

<u>Division: Treatment</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget (Water & Sewer Fund)	\$ 11,300,365	\$ 12,683,285	\$ 12,697,644
Total Budget (Central Regional Wastewater)	\$ 12,147,456	\$ 12,132,631	\$ 14,477,869
Total Budget (Stormwater)	\$ 84,910	\$ 67,296	\$ 77,429

Description of Division and Activities:

The Water and Wastewater Division is responsible for the operation, maintenance, repairs and improvements of two Water Treatment Plants, the Wastewater Treatment Plant, and the Environmental Laboratory.

Goal:

Provide economical and environmentally acceptable wastewater treatment and disposal facilities.

Objectives:

- Control offensive odors at the George T. Lohmeyer (GTL) Regional Wastewater Treatment Plant.
- Define a course of action toward achieving a wastewater reuse plan.
- 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 bio-solids disposal practices meet Federal, State, and local regulatory requirements.
- Improve employee training through on the job training (OJT) programs, online courses, remote training courses, and close supervision.

- Maintain compliance with all schedules according to the revised 20-year Water and Wastewater Master Plan.
- Complete instrumentation upgrade project at cryogenic oxygen plant.
- Complete public address system.
- Complete pre-treatment building improvements.
- Replace six bioreactor mixers and splash shrouds per R&R Plan.
- Replace deteriorated doors and frames plant wide.
- Replace sludge feed well mixers and refurbish electrical conduit system.
- Replace influent piping and valves.
- Enter into extended warranties and preventive maintenance agreements for emergency generators.
- Begin design of electrical upgrades at generator building.
- Replace influent screening equipment.
- Repair concrete corrosion damage in grit chambers
- Complete clarifier battery algae resistant coating applications.
- Replace dresser couplings and steel pipe on bioreactor 2 lines.
- Begin replacement of all PCCP pipe within plant grounds.

<u>Selected Performance Measures:</u>	<u>FY 2010</u> <u>Actual</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Target</u>
Workloads/Outputs:			
Biosolids Removed from GTL (Dry Tons)	5,194	5,200	5,200
Customer Complaints – Process Odors	7	5	5
Raw Wastewater Treated (Billions of Gallons)	12.9	13.7	14.0
Work Requests Submitted	1,180	1,000	1,100
Major Replacement/Overhaul Projects	4	7	3
Efficiency:			
Process Control Odor Complaints/31 FTE	.23	.16	.16
Wastewater Treated (Billions of Gallons)/31 FTE	.42	.44	.45
Days Effluent in Total Compliance	365	365	365
Work Requests Completed Timely	84%	90%	91%
Effectiveness:			
Biosolids Treated that Meet All Federal, State & Local Disposal Regulations	100%	100%	100%
Facility Meets All Federal, State & County Inspection Regulations	100%	100%	100%
Equipment not Requiring Major Repair/Overhaul	85%	90%	93%

Goal:

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

Objectives:

- 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.
- Collect quarterly ground water data from monitoring wells to ensure protection of the Dixie and Prospect well fields.
- Collect proactive ground water composite samples from the Dixie and Prospect well fields in order to satisfy the Ground Water Rule after detecting a positive coliform sample in the distribution system.
- Assist the Utilities Engineering Department by providing operational support during the rehabilitation of the Fiveash water plant through October 2012.
- Assist the Utilities Engineering Department by providing operational support during the rehabilitation of the 2nd Avenue above ground storage tank through July 2012.
- Assist the Utilities Engineering Department by providing operational support during the design phase of the Hypochlorite disinfection feed system for the Fiveash water treatment plant by April 2012.
- Assist Utilities Engineering Department to facilitate the construction of a liquid lime feed system at the Fiveash water treatment plant.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Raw Water Treated (Billions of Gallons)	15.418	15.275	16.500
Efficiency:			
Raw Water Treated/36 FTE's (Bill/Gal) for 2007-2008	.428	.424	.458
Raw Water Treated/40 FTE's (Bill/Gal) for 2008-2009	.385	.382	.413
Effectiveness:			
Raw Water Treated vs. Finished Water Available for Customers	96.5%	97.3%	97.7%
Time All High Service Pumps in Service	14.878	14.859	16.12
	83%	58%	99%

<u>Division: Customer Service - Administration</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget (Sanitation Fund Admin)	\$ 84,191	\$ -	\$ -
Total Budget (Water & Sewer Fund CS)	\$ 4,254,734	\$ 3,303,649	\$ 3,194,373
Total Budget (Water & Sewer Fund Admin)	\$ 4,516,943	\$ 4,030,777	\$ 4,211,217

Description of Division and Activities:

Customer Operations - 24-hour Customer Service Call Center, Customer Service Field Operations – Includes Public Works Public Information, Data Control, Pipeyard Inventory and Clerical Support activities/budget. Administration-Technical Support, Financial Administration, Personnel, Payroll and Training.

Goal:

Enhance technical, administrative, public information and customer service programs to provide improved efficiency and increased productivity within the Public Works Department.

Objectives:

- Develop and implement communication programs to increase public awareness for the Public Works Department and educate Fort Lauderdale citizens about its programs, services and special events.
- Revise, improve, and update the Public Works Department's web site.
- Move toward a paperless system for financial payment processing.
- Implement interface between new utility billing system and work order system to eliminate duplication of efforts and improve efficiency.
- Continue to promote the 24-hour Customer Service Center through a variety of communication vehicles to increase awareness for the 954-828-8000 phone number and Customer Service On-Line web form.
- Implement educational outreach program geared toward school-aged children to educate them about the importance of water conservation.
- Continue implementing a job accounting and maintenance management information system concentrating on treatment plant and wastewater pump station preventive maintenance.
- Continue implementing a pilot for a wastewater pump station SCADA (alarm monitoring and control) system to prove design viability before full-scale implementation.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Clean City Service Requests	18,918	15,125	16,000
Utility Services Requests	15,228	23,618	20,000
Other Dept. Service Requests	12,491	6,290	10,000
Customer Telephone Calls	73,744	78,530	75,000
Customer Services Requests via web/App	716	1,546	2,000
Meter Reading Service Responses	39,579	41,569	40,000
Data/Project Costing Documents Processed	31,519	38,311	34,000
Personnel/Timekeeping Records Maintained	27,484	26,820	24,154
Training Units of Service	3,051	3,051	3,355
Safety Investigation/Inspections	135	190	150

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Efficiency:			
Customer Phone Calls Processed/11 FTE	5,849	7,139	6,818
Service Requests/Work Orders Processed/11 FTE	7,903	8,013	8,000
Meter Reading Responses/7 FTE	5,654	5,938	5,714
Data Control Documents Processed/3FTE	10,506	12,770	11,333
Personnel/Timekeeping Records/2 FTE	13,742	13,410	12,077
Effectiveness:			
Abandoned Call Rate	*6.52%	*9.16%	5.0%
Accuracy of Payroll Processing	98.20%	98.17%	98.0%

*Conversion to new Utility billing system.

Description of Division and Activities:

The Water and Wastewater Division is responsible for the operation, maintenance, repairs and improvements of two Water Treatment Plants, Wastewater Treatment Plant, and the Environmental Laboratory.

Goal:

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

Objectives:

- Perform the necessary sampling to assist the Environmental Services Division in improving the quality of the waterways of the City through an effective Stormwater Management Program.
- Assist the Environmental Services Division in developing and administering programs to mitigate the occurrence and effects of environmental degradation through enforcement and regulatory requirements and ordinances.
- 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.
- Maintain National Environmental Laboratory Accreditation Certification (NELAC) by the state of Florida Department of Health in the categories of organic, inorganic and microbiology chemistry for analyzing samples mandated in the Safe Drinking Water Act (SDWA) and Clean Water Act (CWA) for 2010 and 2011.
- Apply for three new methods analyzed by Lachat Colorimeter Instrument: Chlorides, Sulfates and Ortho-Phosphate.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Industrial and Environmental Samples	845	825	850
Industrial Pretreatment & Ordinance Enforcement Inspections	739	720	500
Treatment Process Samples Collected	34,736	31,000	33,000
Treatment Process Analyses Performed	105,822	105,000	107,000
Water Quality Improvement Projects	3	3	3
Environmental Outreach Projects	5	8	10
Efficiency:			
Environmental Monitors & Samples/3 FTE's	488	500	500
Industrial Inspections/1 FTE	707	740	500
Treatment Process Samples/8 FTE's	4,342	3,875	4,125
Grants Received			
Effectiveness:			
Industrial Inspections Completed	93%	98%	100%

<u>Division: Environmental Resources</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
Total Budget (Water and Sewer Fund)	\$ 741,609	\$ 846,872	\$ 1,004,494
Total Budget (Stormwater Fund)	\$ 172,083	\$ 231,662	\$ 246,237

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<u>Division: Dept Support</u>			
Total Budget (Water and Sewer Fund)	\$ 28,678,729	\$ 15,270,426	\$ 20,678,197
Total Budget (Stormwater Fund)	\$ 1,272,131	\$ 660,097	\$ 1,214,452

Description of Division and Activities:

The Environmental Services Section is charged with protecting the infrastructure of the Public Works Department from damage or misuse. This infrastructure includes, but is not limited to, water mains, water lines and meters, wastewater mains and pumping stations, and stormwater lines, catch basins and outfalls.

The Section administers the State and County required backflow and cross-connection control program, the federally mandated and stated controlled industrial pre-treatment program, and the federally mandated stormwater permitting program. This section is also responsible for hazardous materials disposal and many forms of environmental sampling for the entire City.

All Public Works Department operational permits with all regulatory agencies including the Environmental Protection Agency, Florida Department of Environmental Protection, Broward County Environmental Protection Department, and the South Florida Water Management District are renewed and updated by this section.

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; explore grant funding for environmental projects, and examine ways the City can become more environmentally friendly during its routine business practices.

Objectives:

- Improve the quality of the waterways of the City through an effective Stormwater Management Program.
- Develop and administer programs to mitigate the occurrence and effects of environmental degradation through enforcement and regulatory requirements and ordinances.
- Enforcement of DEP's and NPDES requirements through inspections of construction projects, performing proactive inspections, and responding to customer complaints.
- Expand environmental outreach efforts through different media, and train City staff to become more aware of potential environmental infractions.

<u>Selected Performance Measures:</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
<u>Inspections:</u>			
Major Outfall Inspections	88	88	90
Private Stormwater Facility Inspections	14	14	15
Equipment Yards/Maintenance sop Inspections	8	8	10
Proactive Stormwater Inspections	41	35	40
Construction Site Inspections (Private Sites)	265	250	200
Construction Site Inspections (Municipal Sites)	33	35	40
Flooding Inspections/Monitoring	304	300	100
Swales, Administrative Processing	104	329	104
Pesticides, Herbicides & Fertilizer Outreach	19	20	18
Public Reporting (8000) Outreach	28	28	20
Household Hazardous Waste Collected (lbs.)	30,494	40,000	40,000
Storm Sewer Marked "No Dumping"	565	565	500
Private Construction NPDES Project Review	167	70	50
Municipal Construction NPDES Project Review	13	13	20
Erosion and Sedimentation Control Training	87	87	90
Illicit Discharge Training (Personnel Trained)	37	37	30
Naturescape Irrigation Audits	8	8	8
<u>Efficiency:</u>			
Private Stormwater Facility Inspections	14	16	16
Equipment Yards/Maintenance Shop	8	8	8
Proactive Stormwater Inspections	41	41	50
Storm Sewer Marked "No Dumping"	565	565	500
Construction Site Inspections (Private Sites)	265	265	100
Construction Site Inspections (Municipal Sites)	33	35	50

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Effectiveness:			
Inspect all Equipment Yards/Maintenance Shop Biannually	100%	100%	100%
Conduct 65 Proactive Stormwater Pollution Inspections	100%	100%	100%
Mark 100 Storm Sewer "No Dumping"	100%	100%	100%
Private Construction Site Inspections	100%	100%	100%
Municipal Construction Sites Weekly	100%	100%	100%

	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
<u>Division: Utilities Engineering</u>			
Total Budget (Water and Sewer Fund)	\$ 2,854,862	\$ 3,683,336	\$ 2,795,656

	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Budget</u>
<u>Division: Debt Service</u>			
Total Budget (Debt Water & Sewer Fund)	\$ 26,924,045	\$ 31,157,465	\$ 31,237,156
Total Budget (Debt Central Regional Fund)	\$ 2,183,080	\$ 2,157,131	\$ 2,187,879

Description of Division and Activities:

Utility Engineering Division is responsible for delivery of the WaterWorks 2011 Program – a 10-year utility capital improvement program scheduled for completion in 2011, as well as ongoing utility engineering activities.

Goal:

Provide engineering and project management services towards the implementation of the Water and Sewer Capital Improvement Plan.

Objectives:

- Manage the design of the water wastewater and stormwater systems.
- Provide engineering design project management and technical services for the Water and Sewer Master Plan.

<u>Selected Performance Measures:</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Target</u>
Workloads/Outputs:			
Water & Wastewater Projects-Design Scheduled to Start	2	5	1
Water & Wastewater Projects-Design Scheduled to be Completed	14	6	3
Water & Wastewater Projects- Construction Scheduled to Start	32	37	12
Water & Wastewater Projects- Construction Scheduled to be Completed	35	30	24
Value of Water & Wastewater Projects-Designed Schedule to Start	\$128,000	\$710,200	\$20,000
Value of Water & Wastewater Projects-Designed Schedule to be Completed	\$1,442,013	\$2,727,053	\$436,000
Value of Water & Wastewater Projects- Construction Schedule to Start	\$36,524,100	\$104,581,147	\$12,610,230
Value of Water & Wastewater Projects- Construction Schedule to be Completed	\$80,467,142	\$43,754,237	\$46,692,452
Effectiveness:			
Change Order Costs as a % of Construction Value	4%	3%	3%
New Sanitary Sewer Connections	5,193	2,717	428

GENERAL FUND				
Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$ 195,930	256,000	203,500	227,000
Miscellaneous Revenues	3,890,073	3,753,488	3,830,601	3,602,302
Total	\$ 4,086,003	4,009,488	4,034,101	3,829,302
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 8,291,627	8,023,287	7,865,764	8,090,831
Fringe Benefits	4,285,886	4,168,897	4,118,907	4,122,128
Services/Materials	3,377,749	3,720,631	3,887,487	3,762,147
Other Operating Expenses	607,001	384,177	443,265	478,030
Non-Operating Expenses	4,232	-	-	-
Capital Outlay	40,112	70,000	76,649	70,000
Total	\$ 16,606,607	16,366,992	16,392,072	16,523,136
SANITATION FUND				
Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Intergovernmental	\$ 552	-	-	-
Charges for Service	19,817,275	22,615,758	20,491,929	19,994,193
Fines & Forfeitures	-	-	200	-
Miscellaneous Revenues	172,992	76,000	44,418	40,000
Total	\$ 19,990,819	22,691,758	20,536,547	20,034,193
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 3,061,607	3,226,101	2,984,297	3,038,028
Fringe Benefits	1,760,156	1,788,337	1,738,107	1,922,717
Services/Materials	13,308,463	14,549,006	13,053,992	11,043,201
Other Operating Expenses	2,940,202	2,818,050	2,662,899	3,533,304
Non-Operating Expenses	391,866	66,500	66,500	66,500
Capital Outlay	15,090	2,300	-	-
Debt Service	2,928,565	-	-	-
Total	\$ 24,405,950	22,450,294	20,505,796	19,603,750
WATER & SEWER FUND				
Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Intergovernmental	\$ 16,640	-	-	-
Charges for Service	88,978,232	88,375,713	87,028,340	90,568,950
Fines & Forfeitures	1,050	-	-	-
Miscellaneous Revenues	6,018,728	5,601,228	5,340,563	5,175,240
Total	\$ 95,014,650	93,976,941	92,368,903	95,744,190
Expenditure Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$ 17,376,438	18,561,949	17,760,983	18,434,582
Fringe Benefits	8,801,612	9,143,903	8,897,033	9,426,477
Services/Materials	13,419,622	14,015,599	14,972,590	14,627,005
Other Operating Expenses	13,865,649	13,361,328	13,297,807	21,894,186
Non-Operating Expenses	14,920,712	447,705	2,373,897	515,922
Capital Outlay	406,178	-	333,038	150,000
Debt Service	26,711,584	31,230,029	30,807,802	30,899,734
Total	\$ 95,501,795	86,760,514	88,443,149	95,947,906

CENTRAL REGION WASTEWATER FUND					
Revenue Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Charges for Service	\$	15,980,843	17,617,397	17,731,955	20,263,549
Miscellaneous Revenues		136,666	55,500	75,200	75,000
Total	\$	16,117,509	17,672,897	17,807,155	20,338,549
Expenditure Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$	1,840,988	2,020,377	1,942,783	1,983,929
Fringe Benefits		960,806	980,631	974,821	996,322
Services/Materials		5,824,620	7,413,542	7,660,313	7,485,957
Other Operating Expenses		1,702,592	1,324,628	1,307,330	4,011,661
Non-Operating Expenses		1,785,816	49,868	50,200	47,870
Capital Outlay		42,602	-	247,384	-
Debt Service		2,173,114	2,150,089	2,106,931	2,140,008
Total	\$	14,330,536	13,939,135	14,289,762	16,665,748
PARKING FUND					
Revenue Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Miscellaneous Revenues	\$	425	-	2,258	-
Total		425	-	2,258	-
Expenditure Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$	150,822	145,807	153,911	155,639
Fringe Benefits		63,404	58,273	58,752	73,968
Services/Materials		9,552	23,069	23,919	23,069
Other Operating Expenses		32,032	28,677	28,677	26,333
Total	\$	255,810	255,826	265,260	279,009
STORMWATER FUND					
Revenue Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Intergovernmental	\$	218	-	-	-
Charges for Service		4,898,820	4,983,787	5,006,000	4,983,787
Miscellaneous Revenues		122,092	60,000	125,000	60,000
Total	\$	5,021,130	5,043,787	5,131,000	5,043,787
Expenditure Category		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Adopted
Salaries & Wages	\$	1,043,328	1,131,634	1,067,834	1,121,371
Fringe Benefits		578,458	580,483	563,731	584,108
Services/Materials		571,011	762,168	741,588	787,608
Other Operating Expenses		721,263	578,510	565,981	1,456,139
Non-Operating Expenses		716,858	36,000	36,000	36,000
Capital Outlay		165,330	-	20,382	250,000
Total	\$	3,796,248	3,088,795	2,995,515	4,235,226

Capital Improvement Program

INTRODUCTION

The Capital Improvement Program (CIP) plan is a planning document that sets forth the City's capital improvements to ensure that municipal facilities are appropriate and adequate to serve the needs of the people of Fort Lauderdale. Historically, the City Commission has adopted the CIP plan annually. The 2012-2016 CIP was adopted by the City Commission on September 7, 2011.

The plan shows previously funded projects that have remaining balances. The 5-year CIP Plan is balanced based on expected revenues, bonds and other financing mechanisms.

The projects in the CIP Plan provide the basic necessities, such as the municipal water works, as well as amenities which make Fort Lauderdale such a desirable community in which to live and work. The following objectives are key to the review process:

- Conformity with the City's Comprehensive Plan.
- Coordination of capital improvements with the development of the operating budget to maintain a reasonable tax levy.

The CIP Plan adopts **\$65,788,115** million of improvements in FY 2012, of which:

- **\$2,262,650** in improvements are attributable to the City's General Fund;
- **\$26,957,000** from CRA contributions to General Fund for the new aquatics complex and other related projects;
- **\$10,740,000** from other funding contributions to General Fund projects;
- **\$300,000** for CDBG related projects;
- **\$18,420,000** is related to the City's Water & Sewer System;
- **\$3,365,250** for Grant related projects;
- **\$1,800,000** is related to the Waste Water Regional Repair and Restoration projects;
- **\$1,598,215** for improvements to the Executive Airport; and
- **\$345,000** for Parking Services.

The City's adopted operating budget specifically identifies several projects to be included in this year's CIP plan, and each capital project must have

approved funding authorized by the City Commission before work begins.

The City recognizes on-going responsibility to maintain and improve its capital facilities to meet the demands of a dynamic city. The 5-year CIP Plan is based on City Commission and Administration's recognition of the need to have a comprehensive and financially balanced plan.

The methodology used to develop the CIP Plan stems from a needs assessment performed by City staff. The assessments generate projects that address physical and/or structural improvements and improvements to programs or services that are provided to the public. CIP Applications are submitted to the Research and Budget Division. Each application that involves a physical or structural improvement must have a project cost estimate form completed by an engineer attached. The Department Director will determine the priority according to the following:

- Public Safety, which means the project is related to life, safety, ADA compliance, or health concerns;
- City Commission Request, which means the City Commission has requested this project based upon his/her recommendation;
- City Manager Request, which means the City Management, has requested the project based upon his assessment.

The application must be completed in its entirety or it will be rejected. Assessments of the project applications are analyzed by City Management and further prioritized for recommendation to the City Commission. After review and adoption, funded projects are implemented.

Under the guidance of the City Management, the Research and Budget division and Public Works have assembled the adopted FY 2012-2016 CIP Plan. Together, the managers and directors develop the CIP plan for meeting and managing the City's capital improvement needs.

The City recognizes that the CIP Plan must be within the financial parameters necessary to preserve the City's fiscal integrity. Pursuant to the City's long range planning objectives, each project is analyzed and prioritized according to needs of the community, relative priority, and the City's ability to implement the project using available resources.

The CIP Plan is not a budget. The 5-year CIP Plan is presented annually to the City Commission for adoption.

A capital improvement project must meet the following criteria to be a candidate for the CIP Plan:

- represent a physical improvement;
- have an anticipated life of not less than 10 years; and
- cost \$50,000 or more.

The CIP Plan contains the following major sections:

◆ **Introduction:**

◆ **FY 2012 CIP Plan:**

A brief description of the adopted projects for FY 2012 and the financing sources.

◆ **FY 2012 Funding Sources and Appropriations:**

Includes first year approved and funded projects. This section also designates routine and non-routine projects.

◆ **Long Range CIP Plan (Five-Year Plan):**

Information relevant to all approved capital projects from the previous CIP Plan and this 5-year CIP Plan is included here.

Also listed are projects, which have been identified, but not yet programmed or do not have a funding source identified.

These projects require:

- Additional coordination with other levels of government;
- Additional funding from outside sources;
- The completion of other projects; and
- Additional project information.

The projects are reviewed annually and are entered into the applicable program years when the funding source is determined and the needs of the community are met.

◆ **Summaries:**

This section displays the first year appropriations by fund and summary of potential financial sources.

FY 2012 GENERAL FUND CAPITAL IMPROVEMENTS BY DEPARTMENT

Business Enterprises

Business Enterprises includes the Fort Lauderdale Aquatics Center, War Memorial Auditorium, Cemeteries and Marine Services. Although the Executive Airport operates under Business Enterprises, it is included under Enterprise Funds.

Estimated FY 2012 CIP Projects: **\$0**

Summary of FY 2012 Projects

- No Projects Identified for FY 2012
- 5-Year CIP Total for Business Enterprises: \$8,948,559

Economic Development

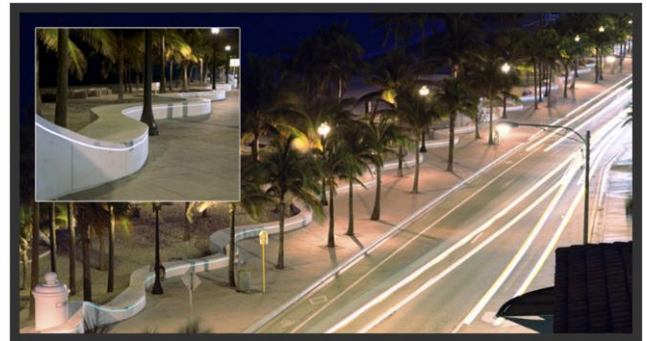
Economic Development includes projects that will focus on streetscape improvement and pedestrian pathways.

Estimated FY 2012 CIP Projects: **\$27,257,000**

Summary of FY 2012 Projects

- Almond Avenue Streetscape - \$130,000
- Aquatic Center -\$25,000,000
- Beach Wall Decorative Lighting System - \$279,000
- Broward Center of the Performing Arts (PACA) -\$300,000
- Channel Square - \$200,000
- Intracoastal Promenade (Perimeter Promenade Only) \$246,500
- Las Olas Beach Plaza - \$30,000
- Oceanside Plaza - \$450,000
- Sebastian Street/Alhambra Street Site - \$300,000
- SR A1A Beachfront Promenade - \$75,000
- SR A1A Streetscape Improvements (Westside) - \$246,500

5-Year CIP Total for Economic Development: \$84,729,000



Fire

Fire Rescue projects are scheduled in the future years while the Fire Bond program continues construction of new stations.

Estimated FY 2012 CIP Projects: **\$0**

Summary of FY 2012 Projects

- No Projects Identified for FY 2012
- 5-Year CIP Total for Fire Bond: \$6,672,504

Information Systems

Information Systems' capital improvements include an off-site data center and the refurbishment of a radio tower, which are scheduled for future years.

Estimated FY 2012 CIP Projects: **\$0**

Summary of FY 2012 Projects

- No Projects Identified for FY 2012
- 5-Year CIP Total for Information Systems: \$1,500,000



FY 2012 GENERAL FUND CAPITAL IMPROVEMENTS BY DEPARTMENT

Parks & Recreation

The Parks and Recreation Department is responsible for City Parks including preserves, ball field playgrounds, tennis and basketball courts, some facilities that are not included in the Public Works - facilities section and a tree-planting program.

Estimated FY 2012 CIP Projects: **\$560,650**

Summary of FY 2012 Projects

- Beach Community Center Floor - \$54,000
- Bill Keith Preserve - \$191,650
- Gore Betz Park - \$50,000
- Holiday Park Improvements - \$65,000
- Jimmy Evert Tennis Court Renovations - \$100,000
- Osswald Fencing, Security & Golf Course Lights - \$100,000

5-Year CIP Total for Parks & Recreation: \$24,006,520



Planning & Zoning

Planning & Zoning capital improvements focus on streetscape and pedestrian improvements, improved mobility options, and design and construction for enhanced public places.

Estimated FY 2012 CIP Projects: **\$0**

Summary of FY 2012 Projects

- No Projects Identified for FY 2012

5-Year CIP Total for Planning & Zoning: \$33,899,000



Police

Police capital improvements fund Police facilities and safety & security equipment.

Estimated FY 2012 CIP Projects: **\$0**

Summary of FY 2012 Projects

- No Projects Identified for FY 2012

5-Year CIP Total for Police: \$104,470,926

FY 2012 GENERAL FUND CAPITAL IMPROVEMENTS BY DEPARTMENT

Public Works

Public Works is comprised of five divisions: 1) The General Services Bureau is responsible for Sanitation service and general engineering projects, 2) Transportation is primarily responsible for the regular maintenance of city streets and for the coordination of projects with the County and the Florida Department of Transportation (FDOT), 3) Bridges is tasked with improving bridges on city streets and is funded by state transportation allocations, 4) Neighborhood Services is responsible for improvements that enhance the aesthetics of the City's neighborhoods by providing matching funds and professional services to make those improvements, and 5) Facilities is mainly responsible for the improvement and maintenance of approximately 130 city owned buildings. Water and Sewer and Stormwater also operate under Public Works, but are included within the Enterprise Funds.

Estimated FY 2012 CIP Projects: **\$12,442,000**

Summary of FY 2012 Projects

- ADA Settlement - \$200,000
- Annual Asphalt Concrete Resurfacing - \$740,000[▽]
- Bridge Reconstructions (5 bridges FDOT project) Eastments & Utility Relocs - \$250,000
- Bridge Repairs at Several Locations - \$100,000[▽]
- Business Capital Improvement Program - \$100,000
- Concrete and Paver Maintenance - \$100,000[▽]
- Downtown Transit Connector- The Wave - \$10,000,000
- Las Olas Transportation Plan Implementation - \$100,000
- Marshal's Point Bridge Noise Mitigation - \$152,000
- Neighborhood Capital Improvements - \$500,000
- South middle River Right of Way Improvements - \$100,000
- Top of the Tunnel North Extension and Public Space - \$100,000

5-Year CIP Total for Public Works General Services: \$314,030,213



[▽] Routine capital expenditures.

FY 2012 ENTERPRISE FUNDS CAPITAL IMPROVEMENTS BY FUND

Airport

Airport capital improvements fund runways, facilities, grounds and security.

Estimated FY 2012 CIP Projects: **\$4,963,465**

Summary of FY 2012 Projects

- Airport Airfield Infrastructure Improvements - \$200,000[∇]
- Construct Airport Security Annex - \$20,000
- Design & Construct T/W Echo Extension - \$6,250
- Design & Construct Customs Building/Apron - \$3,430,000[•]
- Executive Airport Facilities Improvement - \$25,000[∇]
- Executive Airport Landbanking Program - \$50,000[∇]
- Executive Airport Landscaping Program - \$25,000[∇]
- Helistop Infrastructure Recapitalization - \$50,000[∇]
- Noise Program Enhancements - \$25,000[∇]
- R/W 26, 13-31 By-Pass Taxiways -\$ 221,250
- Taxilane Charlie Pavement & Lighting Rehab -\$244,090
- Taxiway C & D Pavement Rehabilitation - \$280,000[•]
- Taxiway Echo Pavement Rehabilitation - \$386,875[•]

5-Year CIP Total for Airport: \$28,559,015



Central Services

Capital Improvements for the Central Services fund are for the Print Shop.

Estimated FY 2012 CIP Projects: **\$0**

Summary of FY 2012 Projects

- No Projects Identified for FY 2012

5-Year CIP Total for Central Services: \$100,000



Parking & Fleet Services

Parking capital improvements fund facilities, parking lots and vehicle purchases.

Estimated FY 2012 CIP Projects: **\$345,000**

Summary of FY 2012 Projects

- Parking – Right of Way Improvements and Metering - \$345,000[∇]

5-Year CIP Total for Parking: \$47,160,000

• Includes Grant Funds.

∇ Routine capital expenditures.

FY 2012 ENTERPRISE FUNDS CAPITAL IMPROVEMENTS BY FUND

Water & Sewer, Region and Stormwater

Water & Sewer capital improvements fund facilities, wells, water mains, waste water systems and pump stations. Region capital improvements fund wastewater treatment plant and system facilities. Stormwater capital improvements fund drainage systems.

Estimated FY 2012 CIP Projects: **\$20,220,000**

Note: Water and Sewer Bond Funded appropriations are made to specific utility projects when presented to the Commission for approval during the year.

Summary of FY 2012 Projects

- Annual Sanitary Sewer Rehab - \$350,000[∇]
- Annual Water Services Replacement - \$250,000[∇]
- Distribution and Collection R & R - \$400,000[∇]
- Dixie Wellfield - \$50,000
- Dixie Wellfield Raw Water Main Replacement - \$4,000,000
- IT Special Projects/R&R - \$200,000
- Las Olas Blvd Large Watermain Improvement - \$3,300,000
- Oakland Park Blvd Water Main - \$2,000,000
- Peele Dixie Renewal & Replacement Projects - \$130,000[∇]
- Peele Dixie Additional Water Supply Construction - \$1,000,000
- Sanitary Sewer Collection System Rehab-Basin A-18 - \$1,250,000
- Sanitary Sewer Collection System Rehab-Basin A-7 - \$2,000,000
- Sanitary Sewer Collection System Rehab-Basin B-6 - \$1,350,000
- Shady Banks Small Water Main Improvements - \$1,240,000
- Small Water Main Replacement - \$500,000[∇]
- Water Treatment Plant Repair & Replacement - \$400,000[∇]
- Regional R & R - \$1,800,000[∇]

5 Year CIP Total for Water and Sewer and Region: \$78,371,100

• Includes Grant Funds.

∇ Routine capital expenditures.



CAPITAL IMPROVEMENT PROGRAM OPERATING IMPACT

Capital projects can be categorized as either routine or non-routine. Routine projects are included the Capital Improvement Program yearly and have a regularly replacement cycle.

FY 2012 Non-Routine Projects is \$60,298,115

FY 2012 Routine Projects is \$5,490,000[∇]

Capital projects that are budgeted from Enterprise Funds do not necessarily have an impact on the General Fund. However, some projects that are budgeted or require some initial funding from the General Fund may have additional operating costs such as tree management, mowing, electricity, and various maintenance costs.

The impact of capital project operating costs on the annual budget requires careful consideration. Operating

costs are a fundamental element of the City's Capital Improvement Program and the budget development process.

Reliable operating cost estimates are necessary from the onset of each budget cycle because the City must determine specific ongoing expenses it will incur once a project has been approved. During the cost estimating phase of the CIP development, factors such as a project's location, structural impacts, future maintenance and/or replacement are thoroughly analyzed.

The operating impact for projects in the FY 2012 CIP Plan is \$44,776.

**CITY OF FORT LAUDERDALE
2012 - 2016 CIP PLAN
FUNDING SOURCES FOR FY 2012 APPROPRIATIONS - GENERAL GOVERNMENT**

Sources	General Fund	Gas Tax	CRA	CDBG	Grants	Total
General Fund CIP Unreserved Fund Balance/Closed						
Project Balances	\$ 2,262,650	-	-	-	-	2,262,650
Gas Tax Fund	-	740,000	-	-	-	740,000
Beach CRA	-	-	26,957,000	-	-	26,957,000
CDBG	-	-	-	300,000	-	300,000
Grants	-	-	-	-	10,000,000	10,000,000
Total CIP Funding Sources - General Government	\$ 2,262,650	740,000	26,957,000	300,000	10,000,000	40,259,650

**CITY OF FORT LAUDERDALE
2012 - 2016 CIP PLAN
FUNDING SOURCES FOR FY 2012 APPROPRIATIONS - ENTERPRISE FUNDS**

Sources	Airport	FAA & FDOT Grants	Parking	Region	Water & Sewer	Total
Airport Fund	\$ 1,598,215	-	-	-	-	1,598,215
Airport Grants	-	3,365,250	-	-	-	3,365,250
Parking Fund	-	-	345,000	-	-	345,000
Regional Fund	-	-	-	1,800,000	-	1,800,000
Water & Sewer Fund	-	-	-	-	1,000,000	1,000,000
Water & Sewer Capital Projects Fund Balance	-	-	-	-	2,350,000	2,350,000
Water & Sewer Fund Balance or Debt Issuance	-	-	-	-	15,070,000	15,070,000
Total CIP Funding Sources - Enterprise Funds	\$ 1,598,215	3,365,250	345,000	1,800,000	18,420,000	25,528,465
Grand Total CIP Funding Sources						65,788,115

CITY OF FORT LAUDERDALE
2012-2016 CIP PLAN
FY 2012 APPROPRIATIONS BY PROJECT - GENERAL FUND

CIP Project Name	General	Gas Tax	CRA	CDBG	Grants	Total
Economic Development						
Almond Avenue Streetscape	\$ -	-	130,000	-	-	130,000
Aquatic Center	-	-	25,000,000	-	-	25,000,000
Beach Wall Decorative Lighting System	-	-	279,000	-	-	279,000
Broward Center of the Performing Arts (PACA) Plan	300,000	-	-	-	-	300,000
Channel Square	-	-	200,000	-	-	200,000
Intracoastal Promenade (Perimeter Promenade Only)	-	-	246,500	-	-	246,500
Las Olas Beach Plaza	-	-	30,000	-	-	30,000
Oceanside Plaza	-	-	450,000	-	-	450,000
Sebastian St./Alhambra St. Site	-	-	300,000	-	-	300,000
SR A1A Beachfront Promenade	-	-	75,000	-	-	75,000
SR A1A Streetscape Improvements (Westside)	-	-	246,500	-	-	246,500
Total Economic Development	\$ 300,000	-	26,957,000	-	-	27,257,000
Parks & Recreation						
Beach Community Center Floor Replacement	\$ 54,000	-	-	-	-	54,000
Bill Keith Preserve: Shoreline/ Rip-Rap Portion	191,650	-	-	-	-	191,650
Gore Betz Park	50,000	-	-	-	-	50,000
Holiday Park Improvements	65,000	-	-	-	-	65,000
Jimmy Evert Tennis Court Renovations	100,000	-	-	-	-	100,000
Osswald Fencing, Security & Golf Course Lights	100,000	-	-	-	-	100,000
Total Parks & Recreation	\$ 560,650	-	-	-	-	560,650
Public Works						
ADA Settlement - General Fund	\$ -	-	-	200,000	-	200,000
Annual Asphalt Concrete Resurfacing	-	740,000	-	-	-	740,000
Bridge Reconstruction Easements & Utility Relocs	250,000	-	-	-	-	250,000
Bridge Repairs at Several Locations	100,000	-	-	-	-	100,000
Business Capital Improvement Program	100,000	-	-	-	-	100,000
Concrete and Paver Maintenance	100,000	-	-	-	-	100,000
Downtown Transit Connector - The Wave	-	-	-	-	10,000,000	10,000,000
Las Olas Transportation Plan Implementation	100,000	-	-	-	-	100,000
Marshal's Point Bridge Noise Mitigation	152,000	-	-	-	-	152,000
Neighborhood Capital Improvements	500,000	-	-	-	-	500,000
South Middle River Right of Way Improvements	-	-	-	100,000	-	100,000
Top of the Tunnel North Extension and Public Space	100,000	-	-	-	-	100,000
Total Public Works	\$ 1,402,000	740,000	-	300,000	10,000,000	12,442,000
Total Appropriations Government Projects	\$ 2,262,650	740,000	26,957,000	300,000	10,000,000	40,259,650

CITY OF FORT LAUDERDALE
2012-2016 CIP PLAN
FY 2012 APPROPRIATIONS BY PROJECT - ENTERPRISE FUNDS

CIP Project Name	Airport	FAA & FDOT Grants	Parking	Region	Water and Sewer	Total
Airport						
Airport Airfield Infrastructure Improvements	\$ 200,000	-	-	-	-	200,000
Construct Airport Security Annex	20,000	-	-	-	-	20,000
Design & Construct T/W Echo Extension	6,250	-	-	-	-	6,250
Design & Construct Customs Building/Apron	686,000	2,744,000	-	-	-	3,430,000
Executive Airport Facilities Improvement	25,000	-	-	-	-	25,000
Executive Airport Land Banking Program	50,000	-	-	-	-	50,000
Executive Airport Landscaping Program	25,000	-	-	-	-	25,000
Helistop Infrastructure Recapitalization	50,000	-	-	-	-	50,000
Noise Program Enhancements	25,000	-	-	-	-	25,000
R/W 26,13-31 By-Pass Taxiways	221,250	-	-	-	-	221,250
Taxilane Charlie Pavement & Lighting Rehab	244,090	-	-	-	-	244,090
Taxiway C & D Pavement Rehabilitation	-	280,000	-	-	-	280,000
Taxiway Echo Pavement Rehabilitation	45,625	341,250	-	-	-	386,875
Total Airport	\$ 1,598,215	3,365,250	-	-	-	4,963,465
Parking						
Parking- Right Of Way Improvements and Metering	\$ -	-	345,000	-	-	345,000
Total Parking	\$ -	-	345,000	-	-	345,000
Region						
Regional R & R	\$ -	-	-	1,800,000	-	1,800,000
Total Region	\$ -	-	-	1,800,000	-	1,800,000
Water and Sewer						
Annual Sanitary Sewer Rehabilitation	\$ -	-	-	-	350,000	350,000
Annual Water Services Replacement	-	-	-	-	250,000	250,000
Distribution & Collection R&R	-	-	-	-	400,000	400,000
Dixie Wellfield	-	-	-	-	50,000	50,000
Dixie Wellfield Raw Water Main Replacement	-	-	-	-	4,000,000	4,000,000
IT Special Projects/R&R	-	-	-	-	200,000	200,000
Las Olas Blvd Large Water Main Improvements	-	-	-	-	3,300,000	3,300,000
Oakland Park Blvd Water Main	-	-	-	-	2,000,000	2,000,000
Peele Dixie Renewal and Replacement Projects	-	-	-	-	130,000	130,000
Peele-Dixie Additional Water Supply Construction	-	-	-	-	1,000,000	1,000,000
Sanitary Sewer Collection System Rehab-Basin A-18	-	-	-	-	1,250,000	1,250,000
Sanitary Sewer Collection System Rehab-Basin A-7	-	-	-	-	2,000,000	2,000,000
Sanitary Sewer Collection System Rehab-Basin B-6	-	-	-	-	1,350,000	1,350,000
Shady Banks Small Water Main Improvements	-	-	-	-	1,240,000	1,240,000
Small Water Main Replacement	-	-	-	-	500,000	500,000
Water Treatment Plant Repair and Replacement	-	-	-	-	400,000	400,000
Total Water and Sewer	\$ -	-	-	-	18,420,000	18,420,000
Total Enterprise Funds First Year Projects	\$ 1,598,215	3,365,250	345,000	1,800,000	18,420,000	25,528,465

**CITY OF FORT LAUDERDALE
2012-2016 CIP PLAN
FIVE YEAR PLAN - GENERAL GOVERNMENT**

	Available	***** 5 YEAR PLAN *****					5 Year
	Balance	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
	2/1/11						
Business Enterprises							
Aquatic Complex Competition Pool	\$ -	-	300,000	-	-	-	300,000
Bahia Mar Dredging	-	-	797,125	-	-	-	797,125
Electrical Improvements New River	82,774	-	-	350,000	350,000	514,226	1,214,226
Floating Docks - Aquatic Complex	-	-	-	-	-	375,000	375,000
Las Olas Marina - Electrical Upgrade	13,439	-	-	255,561	-	-	255,561
Las Olas Marina - Floating Dock Replacement	-	-	56,200	147,500	-	-	203,700
Las Olas Marina & Aquatics Complex Dredging	-	-	695,495	-	-	-	695,495
Las Olas Marina Roof Replacement	1,000	-	170,600	-	-	-	170,600
Marine Facilities Improvements Cooley's Landing	283,203	-	70,000	-	-	-	70,000
New River Boat Crossing at Kinney Tunnel	-	-	700,000	-	-	-	700,000
New River Pumpout Facilities	-	-	745,560	-	-	-	745,560
Pump Out Station on South New River	230,000	-	-	57,500	-	-	57,500
Riverwalk Seawall Replacement Northside	-	-	1,329,792	-	-	-	1,329,792
War Memorial Back Parking Lot Resurfacing	-	-	175,000	-	-	-	175,000
War Memorial Main Roof Replacement	-	-	572,000	-	-	-	572,000
War Memorial Stage Electric and Stage Rigging Repl	-	-	643,500	643,500	-	-	1,287,000
Total Business Enterprises	\$ 610,416	-	6,255,272	1,454,061	350,000	889,226	8,948,559
Economic Development							
Aquatic Center	\$ -	25,000,000	-	-	-	-	25,000,000
Almond Avenue Streetscape	-	130,000	-	2,470,000	-	-	2,600,000
Beach Wall Decorative Lighting System	-	279,000	-	-	-	-	279,000
Broward Center of the Performing Arts (PACA) Plan	-	300,000	300,000	300,000	300,000	300,000	1,500,000
Channel Square	-	200,000	-	3,850,000	-	-	4,050,000
City View Improvements @ NW 2 St	-	-	-	-	50,000	-	50,000
Intracoastal Promenade (Perimeter Promenade Only)	-	246,500	-	4,753,500	-	-	5,000,000
Las Olas Beach Plaza	-	30,000	-	570,000	-	-	600,000
Northwest 7th/9th Avenue Connector	16,787	-	8,000,000	8,000,000	8,000,000	-	24,000,000
Oceanside Plaza	-	450,000	-	8,750,000	-	-	9,200,000
Sebastian St./Alhambra St. Site	-	300,000	-	5,650,000	-	-	5,950,000
SR A1A Beachfront Promenade	-	75,000	-	1,425,000	-	-	1,500,000
SR A1A Streetscape Improvements (Westside)	-	246,500	-	4,753,500	-	-	5,000,000
Total Economic Development	\$ 16,787	27,257,000	8,300,000	40,522,000	8,350,000	300,000	84,729,000
Fire-Rescue							
Fire Rescue - EOC - Communications Center	\$ -	-	1,401,304	-	-	-	1,401,304
Fire Rescue - EOC Renovation	-	-	200,200	-	-	-	200,200
Fire Rescue - Ocean Rescue Headquarters	-	-	1,430,000	-	-	-	1,430,000
Fire Rescue - Singer Building Renovation	-	-	-	572,000	-	-	572,000
Fire Rescue - Training Facility/Tower	-	-	-	1,500,000	-	-	1,500,000
Fire Station 46 Conversion	-	-	286,000	-	-	-	286,000
Fire-Rescue Admin - FS 2 - A/C & Heating System	-	-	-	139,000	-	-	139,000
Fire-Rescue Support Services/Logistics Facility	-	-	-	1,144,000	-	-	1,144,000
Total Fire-Rescue	\$ -	-	3,317,504	3,355,000	-	-	6,672,504
Information Systems							
Off-Site Data Center	\$ -	-	650,000	700,000	-	-	1,350,000
Refurbish Radio Tower	-	-	150,000	-	-	-	150,000
Total Information Systems	\$ -	-	800,000	700,000	-	-	1,500,000
Parks & Recreation							
Awning Structures City-Wide Playgrounds	\$ -	-	50,000	50,000	50,000	50,000	200,000
Bass Park Pool Building	154,000	-	1,600,000	-	-	-	1,600,000
Beach Community Center Floor Replacement	-	54,000	-	-	-	-	54,000
Bill Keith Preserve: Shoreline/Rip-Rap Portion	86,298	191,650	-	-	-	-	191,650
Carter Park Renovations	55,000	-	50,000	-	-	-	50,000
Carter Park Senior Center	-	-	1,250,000	-	-	-	1,250,000
City-Wide Playground Replacements	-	-	170,000	170,000	170,000	170,000	680,000
City-Wide Tennis Court Improvements	-	-	356,070	-	-	-	356,070
Civic Peoples Park Memorial Wall	-	-	75,000	-	-	-	75,000
Croissant Park Ball Field Renovations	-	-	750,000	-	-	-	750,000
Degraffenreidt Community Center/Bass Park	-	-	-	1,750,000	1,400,000	-	3,150,000
Fitness Facility & Offices in Holiday Park	-	-	-	500,000	3,075,000	-	3,575,000
Floyd Hull Park	-	-	300,000	300,000	300,000	300,000	1,200,000
Floyd Hull Park Restrooms	-	-	50,000	-	-	-	50,000
George English Park Improvements	\$ 44,713	-	135,000	-	-	-	135,000

**CITY OF FORT LAUDERDALE
2012-2016 CIP PLAN
FIVE YEAR PLAN - GENERAL GOVERNMENT**

	Available	***** 5 YEAR PLAN *****					5 Year
	Balance						
	<u>2/1/11</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
Gore Betz Park	8,770	50,000	400,000	-	-	-	450,000
Holiday Park Improvements	-	65,000	585,000	-	-	-	650,000
Holiday Park Racquetball Courts	-	-	658,000	-	-	-	658,000
Hortt Park	11,235	-	270,000	-	-	-	270,000
Jimmy Evert Tennis Court Renovations	-	100,000	356,000	-	100,000	-	556,000
Mills Pond Park Improvements	-	-	500,600	-	-	-	500,600
Mills Pond Parking, Lake Side & Rugby Field Lights	-	-	125,000	300,000	75,000	-	500,000
Osswald Fencing, Security & Golf Course Lights	-	100,000	558,000	-	-	-	658,000
Osswald Park/Merritt Community Center	-	-	90,000	-	-	-	90,000
Payroll System Parks & Recreation	-	-	80,000	-	-	-	80,000
Pool Equipment Replacements	125,000	-	125,000	125,000	125,000	125,000	500,000
Property Purchase Waverly Road	-	-	500,000	-	-	-	500,000
Riverland Multipurpose Field Lighting	-	-	486,500	-	-	-	486,500
Riverland Park Senior Citizens Center	-	-	1,500,000	-	-	-	1,500,000
Riverwalk Improvements	234,428	-	150,000	150,000	150,000	150,000	600,000
Riverwalk South Pavilion	-	-	-	365,000	-	-	365,000
Snyder Park Improvements	-	-	300,000	300,000	300,000	300,000	1,200,000
Warbler Wetlands	300,787	-	350,000	-	-	-	350,000
Warfield Park Lighting	-	-	475,700	-	-	-	475,700
Water Spray Park at Holiday Park	-	-	300,000	-	-	-	300,000
Total Parks & Recreation	\$ 1,020,231	560,650	12,595,870	4,010,000	5,745,000	1,095,000	24,006,520
Planning							
Riverwalk District Plan - Stranahan Landing/Smoker Park	\$ -	-	-	275,000	-	-	275,000
Riverwalk District Plan - Overall Landscaping	-	-	124,000	50,000	771,000	50,000	995,000
Andrews Avenue Streetscape Improvements	-	-	-	10,400,000	-	-	10,400,000
Broward Boulevard Streetscape Improvements	-	-	-	-	5,200,000	-	5,200,000
NE/SE 3 Avenue Streetscape Improvements	-	-	-	-	-	11,600,000	11,600,000
Riverwalk District Plan - Esplanade Park	-	-	183,000	-	-	845,000	1,028,000
Riverwalk District Plan - Huizenga Plaza & Andrews	-	-	97,000	400,000	904,000	-	1,401,000
SE/SW 6 St Streetscape Improvements	-	-	-	-	3,000,000	-	3,000,000
Total Planning	\$ -	-	404,000	11,125,000	9,875,000	12,495,000	33,899,000
Police							
Police New AC (To Include Computer Rooms)	\$ -	-	357,500	214,500	477,500	-	1,049,500
Public Safety Voice & Data Communications System	-	-	5,500,000	5,500,000	5,500,000	4,000,000	20,500,000
Police Security Camera System	-	-	60,000	96,000	-	-	156,000
Police Jail Roof Replacement	-	-	350,000	-	-	-	350,000
Police Headquarters Elevator Replacements	-	-	250,000	250,000	-	-	500,000
Police Conversion of Evidence Narcotics Warehouse	-	-	-	75,000	-	-	75,000
Police Conversion of Evidence Warehouse To Offices	-	-	103,500	-	-	-	103,500
Police Records Workspace Reorganization	-	-	100,000	-	-	-	100,000
Police Gun Range	-	-	-	-	1,000,000	-	1,000,000
Police Headquarters Replacement	-	-	3,000,000	30,000,000	45,000,000	-	78,000,000
Police Mesh Mobile Data Network	101,004	-	750,000	750,000	-	-	1,500,000
Police Conversion of Current Swat Armory	-	-	77,000	-	-	-	77,000
Police Email Archive & Retrieval System	-	-	-	173,926	-	-	173,926
Police Interior Improvements to Evidence Warehouse	-	-	60,000	-	-	-	60,000
Police Records Unit Document Imaging Project	-	-	208,000	208,000	410,000	-	826,000
Total Police	\$ 101,004	-	10,816,000	37,267,426	52,387,500	4,000,000	104,470,926
Public Works							
ADA - Right Of Way/Facilities	\$ 25,865	-	750,000	750,000	750,000	750,000	3,000,000
ADA Compliance Improvements - Non Decree	3,724	-	400,000	400,000	400,000	400,000	1,600,000
ADA Settlement - General Fund	3,741,466	200,000	500,000	-	-	-	700,000
Annual Asphalt Concrete Resurfacing	-	-	650,000	650,000	650,000	650,000	2,600,000
Annual Asphalt Concrete Resurfacing	740,000	740,000	740,000	740,000	740,000	740,000	3,700,000
Annual Marine Facilities, Seawall and Mooring Buoy	280,000	-	284,000	284,000	284,000	284,000	1,136,000
Annual Navigational Sign Repairs	100,000	-	50,000	50,000	50,000	50,000	200,000
Annual Roof Repairs	825,000	-	400,000	400,000	400,000	400,000	1,600,000
Annual Speed Humps	107,990	-	100,000	100,000	100,000	100,000	400,000
Beach Masterplan-Phase I	-	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Beach Wall Decorative Lighting System	-	-	429,000	-	-	-	429,000
Bridge Painting	-	-	140,000	140,000	140,000	140,000	560,000
Bridge Reconstruction Easements & Utility Relocs	-	250,000	250,000	-	-	-	500,000
Bridge Repairs at Several Locations	\$ -	100,000	852,000	852,000	6,532,000	-	8,336,000
Bridge Replacement at E. Las Olas Boulevard	-	-	-	-	3,659,183	-	3,659,183

**CITY OF FORT LAUDERDALE
2012-2016 CIP PLAN
FIVE YEAR PLAN - GENERAL GOVERNMENT**

	Available	***** 5 YEAR PLAN *****					5 Year
	Balance						
	<u>2/1/11</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
Bridge Replacement at Laguna Terrace	-	-	-	-	2,430,000	-	2,430,000
Bridge Replacement at NE 41 Street	-	-	-	-	972,000	-	972,000
Bridge Replacement at NE 42 Street	-	-	-	-	972,000	-	972,000
Bridge Replacement at SE 15th Avenue	16,990	-	1,644,557	-	-	-	1,644,557
Bridge Replacement at South Ocean Drive	-	-	-	-	2,214,000	-	2,214,000
Bridge Replacement at The Harborage #865778	712,558	-	27,000	-	-	-	27,000
Bridge Replacement at West Lake Drive/Lake Lucille	-	-	-	-	3,985,200	-	3,985,200
Bridge Replacement at West Lake Drive/Mercedes Riv	-	-	-	-	2,916,000	-	2,916,000
Business Capital Improvement Program	170,817	100,000	100,000	100,000	100,000	100,000	500,000
Capital Maintenance Facilities	350,000	-	100,000	100,000	100,000	100,000	400,000
City Hall Exterior Paint	-	-	750,000	-	-	-	750,000
City Wide Security Upgrades	-	-	100,000	100,000	100,000	100,000	400,000
Concrete & Paver Maintenance	-	100,000	100,000	100,000	100,000	100,000	500,000
Covered Walkway Structure - City Hall	-	-	250,000	-	-	-	250,000
Downtown St.Scapes Including Andrews & 3rd Avenues	-	-	-	-	9,652,500	-	9,652,500
Downtown Transit Connector- The Wave	-	10,000,000	93,792,000	9,592,000	-	-	113,384,000
Dredging Recap	1,247,759	-	500,000	500,000	500,000	500,000	2,000,000
Engr - Street Lights	475,400	-	150,000	150,000	150,000	150,000	600,000
FEC RR Crossing - Various Locations Maintenance	259,364	-	170,000	170,000	170,000	170,000	680,000
Flagler Drive Greenway	93	-	1,778,163	-	-	-	1,778,163
Galt Ocean Sidewalk Improvements	-	-	695,000	-	-	-	695,000
General Services Building Renovations - SW 14 Ave	200,000	-	300,000	-	-	-	300,000
Kinney Tunnel Painting	-	-	350,000	-	-	-	350,000
Las Olas Transportation Plan Implementation	-	100,000	1,850,000	1,850,000	670,000	-	4,470,000
Marshal's Point Bridge Noise Mitigation	-	152,000	-	-	-	-	152,000
Middle River Terrace Dixie Highway Streetscape Imp	-	-	-	142,000	-	-	142,000
NE 15 Ave - Median (NE 13 St - Sunrise Blvd.)	-	-	292,000	-	-	-	292,000
Neighborhood Capital Improvements	572,441	500,000	500,000	500,000	500,000	500,000	2,500,000
New City Hall	-	-	-	-	-	72,000,000	72,000,000
Pavement Management Software System and Inspection	-	-	-	-	-	125,000	125,000
Pedestrian Stairway at SW 4 Ave (Marshall) Bridge	-	-	500,000	-	-	-	500,000
Public Works Operations Center	-	-	-	-	-	31,031,000	31,031,000
PW Compound Electrical Distribution Panel	-	-	90,000	-	-	-	90,000
Rehabilitate Riverhouse	-	-	1,275,000	-	-	-	1,275,000
Remediate and Renovate 6th Floor City Hall	227,526	-	772,474	-	-	-	772,474
Remodel 301 Building	-	-	5,288,136	-	-	-	5,288,136
Riviera Isles Street Improvements	16,904	-	-	4,410,000	-	-	4,410,000
South Middle River Right of Way Improvements	-	100,000	650,000	-	-	-	750,000
Sunrise Boulevard Beautification	-	-	2,860,000	-	-	-	2,860,000
Top of the Tunnel North Extension and Public Space	-	100,000	6,900,000	-	-	-	7,000,000
Transportation Enhancement Projects	1,140	-	200,000	100,000	100,000	100,000	500,000
Vehicle Write Up Building Renovations - SW 14th Av	-	-	52,000	-	-	-	52,000
Total Public Works	\$ 10,075,037	12,442,000	128,581,330	23,180,000	40,336,883	109,490,000	314,030,213
Total General Government Projects	\$ 11,823,475	40,259,650	171,069,976	121,613,487	117,044,383	128,269,226	578,256,722

**CITY OF FORT LAUDERDALE
2012-2016 CIP PLAN
FIVE-YEAR PLAN - ENTERPRISE FUNDS**

	Available Balance 2/1/11	***** FY 2012	***** FY 2013	***** 5 YEAR PLAN FY 2014	***** FY 2015	***** FY 2016	***** 5 Year Total
Airport							
Airfield Access and Security Improvements	\$ -	-	60,000	315,000	2,925,000	-	3,300,000
Airfield Lighting Rehabilitation	-	-	-	80,000	320,000	-	400,000
Airfield Pavement Maintenance Program	-	-	-	-	100,000	400,000	500,000
Airport Airfield Infrastructure Improvements	792,950	200,000	400,000	400,000	400,000	400,000	1,800,000
Blast Fence @ Foxtrot (East)	-	-	-	-	70,000	280,000	350,000
Construct Airport Security Annex	451,500	20,000	-	-	-	-	20,000
Construct Eastern Perimeter Road	-	-	-	-	50,000	500,000	550,000
Design & Construct Acute Angle Taxiways (N&D)	-	-	-	-	-	10,000	10,000
Design & Construct Relocation Of T/W Golf-Phase II	-	-	-	-	6,250	283,750	290,000
Design & Construct T/W Echo Extension	-	6,250	311,250	2,632,500	-	-	2,950,000
Design & Construct Customs Building/Apron	141,265	3,430,000	-	-	-	-	3,430,000
Executive Airport Facilities Improvement	100,000	25,000	50,000	50,000	50,000	50,000	225,000
Executive Airport Land Banking Program	1,559,142	50,000	200,000	200,000	200,000	200,000	850,000
Executive Airport Landscaping Program	-	25,000	25,000	25,000	25,000	25,000	125,000
Helistop Infrastructure Recapitalization	201,601	50,000	100,000	100,000	100,000	100,000	450,000
Master Plan Update	-	-	-	100,000	400,000	-	500,000
Mid-Field Taxiway Extension and Run-Up Area	-	-	-	73,000	528,550	1,182,750	1,784,300
Noise Program Enhancements	601,780	25,000	25,000	25,000	25,000	25,000	125,000
R/W 26,13-31 By-Pass Taxiways	-	221,250	885,000	-	-	-	1,106,250
Relocation of T/W Golf-Phase I	61,575	-	1,121,250	-	-	-	1,121,250
Taxilane Charlie Pavement & Lighting Rehab	-	244,090	-	-	-	-	244,090
Taxiway C & D Pavement Rehabilitation	2,886,210	280,000	-	-	-	-	280,000
Taxiway Echo Pavement Rehabilitation	-	386,875	1,825,000	1,779,375	-	-	3,991,250
Taxiway Foxtrot Pavement Rehabilitation	-	-	-	8,750	393,125	2,075,000	2,476,875
Taxiway Pavement Striping	-	-	-	36,000	144,000	-	180,000
Taxiway Sierra Pavement Rehabilitation	-	-	300,000	1,200,000	-	-	1,500,000
Total Airport	\$ 6,796,023	4,963,465	5,302,500	7,024,625	5,736,925	5,531,500	28,559,015
Central Services							
Purchase of 4-Color Digital Press	\$ -	-	100,000	-	-	-	100,000
Total Central Services	\$ -	-	100,000	-	-	-	100,000
Fleet							
Fleet Maintenance & Repair Garage Facility, Fuel	\$ -	-	4,625,000	3,000,000	3,000,000	-	10,625,000
Total Fleet	\$ -	-	4,625,000	3,000,000	3,000,000	-	10,625,000
Parking							
Oceanside Plaza	\$ -	-	900,000	17,200,000	130,000	-	18,230,000
Parking- Right Of Way Improvements and Metering	690,000	345,000	345,000	345,000	345,000	345,000	1,725,000
Sebastian St./Alhambra St. Site	-	-	800,000	15,650,000	130,000	-	16,580,000
Total Parking	\$ 690,000	345,000	2,045,000	33,195,000	605,000	345,000	36,535,000
Region							
Regional R & R	\$ 1,119,564	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Total Region	\$ 1,119,564	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Stormwater							
Hendricks Isles Drainage Improvements	\$ -	-	675,000	-	-	-	675,000
Total Stormwater	\$ -	-	675,000	-	-	-	675,000
Water And Sewer							
Annual Sanitary Sewer Rehabilitation	\$ 298,242	350,000	500,000	500,000	500,000	500,000	2,350,000
Annual Water Services Replacement	-	250,000	250,000	250,000	250,000	250,000	1,250,000
Broward Blvd - Large Water Main Improvements	-	-	-	6,700,000	-	-	6,700,000
Distribution & Collection R&R	1,207,039	400,000	400,000	400,000	400,000	400,000	2,000,000
Dixie Wellfield	-	50,000	50,000	50,000	50,000	365,000	565,000
Dixie Wellfield Raw Water Main Replacement	-	4,000,000	-	-	-	-	4,000,000
Flagler Heights - Small Watermain Improvements	-	-	1,988,000	-	-	-	1,988,000
Imperial Point Package 2 - Large Watermain Improvements	-	-	3,000,000	-	-	-	3,000,000
IT Special Projects/R&R	384,593	200,000	200,000	200,000	200,000	200,000	1,000,000
Las Olas Blvd Large Watermain Improvements	-	3,300,000	-	-	-	-	3,300,000
NE 16 Ave Large Water Main Improvements	-	-	-	3,300,000	-	-	3,300,000
NE 4th St - Large Water Main Improvements	-	-	3,530,000	-	-	-	3,530,000
Oakland Park Blvd Water Main	-	2,000,000	-	-	-	-	2,000,000

**CITY OF FORT LAUDERDALE
2012-2016 CIP PLAN
FIVE-YEAR PLAN - ENTERPRISE FUNDS**

	Available	***** 5 YEAR PLAN *****					5 Year
	Balance <u>2/1/11</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
Peele Dixie Renewal and Replacement Projects	\$ -	130,000	80,000	80,000	1,713,000	1,270,000	3,273,000
Peele-Dixie additional Water Supply Construction	-	1,000,000	-	-	-	-	1,000,000
Poinciana Park (North) - Large Water Main	-	-	-	2,400,000	-	-	2,400,000
Sanitary Sewer Collection System Rehab Basin B-13	-	-	1,350,000	-	-	-	1,350,000
Sanitary Sewer Collection System Rehab Basin B-2	-	-	-	1,350,000	-	-	1,350,000
Sanitary Sewer Collection System Rehab-Basin A-18	-	1,250,000	-	-	-	-	1,250,000
Sanitary Sewer Collection System Rehab-Basin A-7	-	2,000,000	-	-	-	-	2,000,000
Sanitary Sewer Collection System Rehab-Basin B-6	-	1,350,000	-	-	-	-	1,350,000
Seabreeze Blvd - Large Water Main Replacement	-	-	-	4,100,000	-	-	4,100,000
Shady Banks Small Water Main Improvements	-	1,240,000	-	-	-	-	1,240,000
Sistrunk Blvd/NE 6th St & NE 7 Ave Large - Water Main	-	-	-	6,600,000	-	-	6,600,000
Small Water Main Replacement	-	500,000	500,000	500,000	500,000	500,000	2,500,000
SW 31st Ave - Large Water Main Improvement	-	-	-	3,300,000	-	-	3,300,000
Water Treatment Plant Repair and Replacement	-	400,000	400,000	400,000	400,000	400,000	2,000,000
Total Water And Sewer	\$ 1,889,874	18,420,000	12,248,000	30,130,000	4,013,000	3,885,000	68,696,000
Total Enterprise Fund Projects	\$ 10,495,461	25,528,465	26,795,500	75,149,625	15,154,925	11,561,500	154,190,015

**CITY OF FORT LAUDERDALE
2012-2016 CIP PLAN
FIVE-YEAR APPROPRIATIONS BY FUND**

	Available Balance 2/1/11	***** 5 YEAR PLAN *****					5 Year Total
		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
General Government							
Business Enterprises	\$ 610,416	-	6,255,272	1,454,061	350,000	889,226	8,948,559
Economic Development	16,787	27,257,000	8,300,000	40,522,000	8,350,000	300,000	84,729,000
Fire Bonds	-	-	3,317,504	3,355,000	-	-	6,672,504
Information Systems	-	-	800,000	700,000	-	-	1,500,000
Parks & Recreation	1,020,231	560,650	12,595,870	4,010,000	5,745,000	1,095,000	24,006,520
Planning	-	-	404,000	11,125,000	9,875,000	12,495,000	33,899,000
Police	101,004	-	10,816,000	37,267,426	52,387,500	4,000,000	104,470,926
Public Works	10,075,037	12,442,000	128,581,330	23,180,000	40,336,883	109,490,000	314,030,213
Total General Government	\$ 11,823,475	40,259,650	171,069,976	121,613,487	117,044,383	128,269,226	578,256,722
Enterprise Funds							
Airport	\$ 6,796,023	4,963,465	5,302,500	7,024,625	5,736,925	5,531,500	28,559,015
Central Services	-	-	100,000	-	-	-	100,000
Fleet	-	-	4,625,000	3,000,000	3,000,000	-	10,625,000
Parking	690,000	345,000	2,045,000	33,195,000	605,000	345,000	36,535,000
Region	1,119,564	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Stormwater	-	-	675,000	-	-	-	675,000
Water and Sewer	1,889,874	18,420,000	12,248,000	30,130,000	4,013,000	3,885,000	68,696,000
Total Enterprise Funds	\$ 10,495,461	25,528,465	26,795,500	75,149,625	15,154,925	11,561,500	154,190,015
Total CIP Projects	\$ 22,318,936	65,788,115	197,865,476	196,763,112	132,199,308	139,830,726	732,446,737

**CITY OF FORT LAUDERDALE
2012-2016 CIP PLAN
SUMMARY OF POTENTIAL SOURCES**

	Pending	***** 5 YEAR PLAN *****					5 Year
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Funding Uses-All Funds							
Projects	\$ 22,318,936	65,788,115	197,865,476	196,763,112	132,199,308	139,830,726	732,446,737
POTENTIAL FINANCING SOURCES							
Transfers In:							
General Fund	\$ -	-	-	-	-	-	-
Carry Forward	22,318,936	-	-	-	-	-	-
General Cap. Projects Fund Bal.	-	2,262,650	-	-	-	-	2,262,650
CIP Appropriations							
Airport	\$ -	2,864,375	(12,356,470)	(5,023,625)	(1,337,325)	1,381,500	(14,471,545)
Airport Grants	-	2,099,090	17,658,970	12,048,250	7,074,250	4,150,000	43,030,560
CDBG	-	300,000	-	-	-	-	300,000
CRA	-	27,257,000	8,300,000	40,522,000	8,350,000	300,000	84,729,000
Gas Tax	-	740,000	740,000	740,000	740,000	740,000	3,700,000
Other Funding*	-	9,700,000	167,429,976	83,351,487	110,954,383	127,229,226	498,665,072
Parking	-	345,000	345,000	345,000	345,000	345,000	1,725,000
Parking Revenue Bonds	-	-	1,700,000	32,850,000	260,000	-	34,810,000
Regional R & R	-	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Water & Sewer	-	18,420,000	12,248,000	30,130,000	4,013,000	3,885,000	68,696,000
Total Funding Sources-All Funds	\$ <u>22,318,936</u>	<u>65,788,115</u>	<u>197,865,476</u>	<u>196,763,112</u>	<u>132,199,308</u>	<u>139,830,726</u>	<u>732,446,737</u>



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General Information Section

INTRODUCTION

Founded on March 27, 1911, the City of Fort Lauderdale is located on the southeast coast of Florida midway between Miami and West Palm Beach. Encompassing nearly 36 square miles with a population of 165,521, Fort Lauderdale is the largest of Broward County's 31 municipalities and the state's seventh largest city. Embraced by the Atlantic Ocean, New River and miles of scenic inland waterways, Fort Lauderdale truly lives up to its designation as the *Venice of America*.

Fort Lauderdale continues to establish itself as a world-class international business center that supports a diverse range of industries including marine, tourism, manufacturing, finance, healthcare, insurance, real estate, high technology, avionics, aerospace, film and television production. *CNNMoney* recognized the City's advantageous economic climate and exceptional quality of life when it named Fort Lauderdale as one of the nation's "100 Best Places to Live and Launch a Business."

Marine commerce remains Greater Fort Lauderdale and Broward County's leading industry. The marine industry accounts for more than 134,000 jobs and generates \$13.6 billion in total economic impact in South Florida. Tourism, the region's second-leading industry, enjoyed another strong year in 2010 as Greater Fort Lauderdale and Broward County hosted 10.9 million visitors who spent in excess of \$8.7 billion.

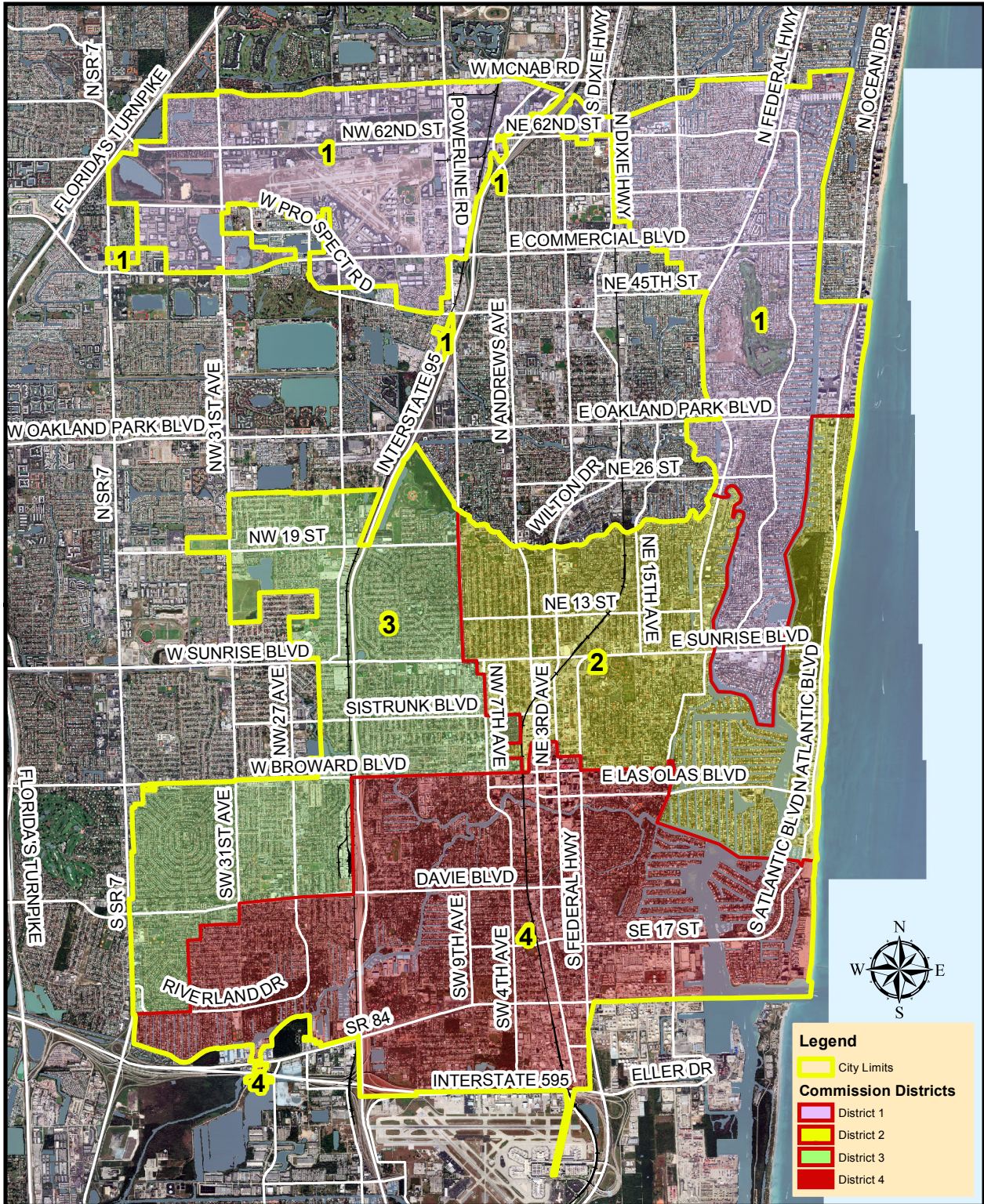
Fort Lauderdale is one of the fastest growing markets for global trade, with more than 40% of local businesses engaged in or supporting international commerce. The City remains at the forefront of South Florida's *InternetCoast*, a region that is home to more than 6,000 high technology firms. In its annual Florida Cybercities report, AeA, the nation's leading high-tech industry trade association, named the Miami/Fort Lauderdale area as the state's largest technology hub, employing more than 75,000 high-tech industry workers.

Fort Lauderdale's growing list of nationally recognized corporations that have established business operations, corporate or Latin American headquarters in the City includes: AutoNation, BankAtlantic, CBSsports.com, Citrix Systems, ECI Telecom Inc., Hewlett-Packard, Kaplan University, Microsoft Latin America, Republic Services, Seacor Holdings, Inc., South African Airways, Spherion Corporation and Templeton Worldwide.

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, are just a few of the assets that make Fort Lauderdale an unbeatable location where both large and small businesses can prosper.

The City's outstanding business assets are matched only by its exceptional quality of life. Highlighted by 3,000 hours of sunshine each year, Fort Lauderdale offers an array of cultural, entertainment and educational amenities. World famous Fort Lauderdale Beach features every type of water activity imaginable. Downtown's Riverwalk is home to the Broward Center for the Performing Arts, Museum of Discovery and Science, Museum of Art, and the Fort Lauderdale Historical Center. Las Olas Boulevard offers premier shopping, dining and entertainment. The City's dynamic downtown also features major businesses, government offices, federal and county courthouses, and educational institutions including Broward College, Florida Atlantic University and Florida International University.

The City of Fort Lauderdale looks forward to building upon our success, meeting the challenges that lie ahead, and creating a strong, diverse, livable and sustainable community for present and future generations.



City of Fort Lauderdale
Commission Districts Map



Plot Date: 06/13/2011
 projects on p:/misc/arcgis/city_map_8.5x11

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 36 square miles with a population about 165,521, Fort Lauderdale is the seventh largest city in Florida and the largest of Broward County's 31 municipalities.

Recreation Facilities:

Acres of Parks	721.45
Playgrounds	51
Pavilions	42
Municipal Swimming Pools	14
Boat Slips, Moorings	190
Miles of Public Beach	5.3
Miles of Navigable Waterways	165
Seating Capacity:	
War Memorial Auditorium	2,110
Baseball Stadium	8,340
Lockhart Stadium	19,500
Fort Lauderdale Aquatic Complex	1,840
Handball and Racquetball Courts	7
Shuffleboard Courts	6
Tennis Courts	49
Gymnasiums	7
Fitness Trails	10
Water Access Parks	24
Natural Areas	8

Socioeconomic:

Average Household Size	2.17
Average Family Size	3.00
Median Household Income*	\$ 43,320.00
Per Capita Income*	\$ 31,762.00

* Income reported in 2010 inflation-adjusted dollars

Source: U.S. Census Bureau 2010 American Community Survey

Infrastructure:

Executive Airport	1
Helistop	1
City Buildings	112
Miles of Sidewalks	312
Miles of Streets	497
Miles of Sanitary Sewers	590
Miles of Storm Drainage	170
Miles of Water Mains	788
City Bridges	51
Storm and Wastewater Pumping Stations	208
Fire Stations	10
Fire Hydrants	5,756
City Maintained Parking Spaces	10,110
City Parking Lots	34
City Parking Garages	4
Cemeteries	4
Water Treatment Plants	2
Wastewater Treatment Plants	1
Raw Water Wellfields	2
Deep Well Injection Site	1

SELECTED POPULATION, HOUSING & ECONOMIC DATA

Population

Florida Department of Revenue 165,521
(April 1, 2011)/U.S. Census Bureau

Sex and Age

Male 87,387
Female 78,134

<5 to 10 years 32,573
20 to 34 years 33,889
35 to 59 years 63,085

60 years and over 35,974

Median Age 42.2

Education

Population 25 years and over 123,202

Less than high school graduate 19,959
High school graduate or higher 60,615
Bachelor's degree or higher 42,628

Race

Total Population 165,521
White 86,903
Black 50,258
Hispanic or Latino (of any race) 22,752
American Indian and Alaska Native 329
Asian 2,406
Other Races 2,873

Households by Type

Total Households 74,786
Married-Couple Family 22,737
Male Householder (no wife present) 3,618
Female Householder (no husband present) 9,206
Non-Family Households 39,225

Average Household Size 2.17
Average Family Size 3.00

Economic Characteristics

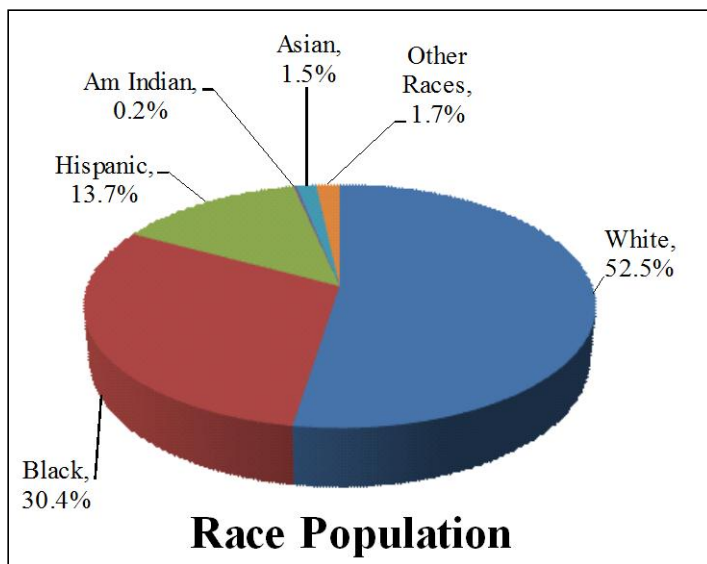
In Labor Force (16 years and over) 140,128

Mean travel time to work (minutes for workers 16 years and over) 25.3

Median household income (in 2010 inflation-adjusted dollars) \$43,320

Per capita income (in 2010 inflation-adjusted dollars) \$31,762

Sources:
U.S. Census Bureau – 2010 American Community Survey.
Population: FL Dept. of Revenue as certified by the Executive Office of the Governor, April 1, 2011



A Desirable City for Successful Businesses

MAJOR CORPORATIONS AND EMPLOYERS:

- AutoNation
- BankAtlantic
- Bank of America
- Broward County School Board
- Broward County Government
- Broward General Medical Center
- Citrix Systems
- ECI Telecom Inc.
- Ed Morse Automotive Group
- Home Diagnostics Inc.
- Holy Cross Hospital, Inc.
- Imperial Point Medical Center
- Kaplan University
- Microsoft Latin America HQ
- National Beverage Corporation
- Republic Services Inc.
- Seacor Holdings, Inc.
- South African Airways
- Sun-Sentinel (Tribune Company)
- Spherion Corporation
- Stiles Corporation

ACCESSIBLE LOCATION:

- Downtown Fort Lauderdale is located within three miles of Port Everglades, Fort Lauderdale / Hollywood International Airport, the Amtrak Railway, I-95, I-595 and the Tri-Rail commuter train.
- Fort Lauderdale is located less than an hour from Miami and Palm Beach International Airports, and offers easy access to U.S. cities and international markets including Africa, Latin America, the Caribbean, Canada, Europe and the Pacific Rim.
- Served 22.4 million passengers in 2010 including more than 19 million domestic and 3.4 million international travelers
- Averages 842 flights per day
- Fort Lauderdale Executive Airport
 - One of the 10 busiest general aviation airports in the U.S.
 - Handles approximately 150,000 takeoffs and landings per year
 - Home to 700 aircraft, 115 jets and 40 helicopters

AIR TRANSPORTATION:

- Fort Lauderdale/Hollywood International Airport
 - Ranks as one of the fastest-growing airports in the United States
 - The second-largest carrier of international passengers in the state of Florida
 - Contributes more than \$2.6 billion to the local economy, providing jobs to more than 16,000 employees and an additional 28,000 jobs through ancillary services
- Generates approximately \$7 million in annual revenue and \$3 million in annual tax revenues from airport leases
- Total Annual Economic Activity is \$815,788,400 as determined by the Florida Department of Transportation
- Generates Total Employment of 5,090 jobs
- Operates the Downtown John Fuhrer Helistop
- Offers a 200-acre Industrial Airpark with 2 million square feet of space

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)

PORT EVERGLADES:

- Generates approximately \$14 billion in business activity and 143,000 jobs statewide annually
- Home to the world's two largest cruise ships, Royal Caribbean International's Oasis of the Seas and Allure of the Seas
- Set a world record in 2010 when 53,365 cruise guests sailed in and out of the Port in a single day
- The top container port in Florida, handling more than 5 million tons of containerized cargo annually that generates \$29.5 million in revenue
- Home to Florida's first and largest Foreign-Trade Zone, which moves more than 1,000 different commodities from 75 countries of origin annually
- Launched a 20-year, \$2 billion expansion to prepare for increases in cargo, fuel and cruise passenger traffic over the next 20 years
- Major capital projects recently completed or currently underway are creating 3,200 new construction jobs and generating \$239.5 million in state and local taxes
- The nation's deepest commercial port south of Norfolk, Virginia that serves more than 150 ports and 70 countries

BUSINESS ADVANTAGES:

- A stable, business-friendly local government, strong base of existing businesses, a well-educated labor force, diverse housing options, 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
- Numerous economic development opportunities, business assistance and incentive programs
- Advanced global communications network featuring 700 miles of fiber optic cables and a state-of-the-art switching station in Fort Lauderdale
- One of the fastest growing markets for global trade, with more than 40 percent of local businesses engaged in or supporting some type of international commerce
- A downtown area that includes city and county government centers, federal and county courthouses, school district offices, a state regional complex, legal services and professional offices
- A marine industry that generates 134,539 jobs and gross wages and earnings of \$3.7 billion in Broward County, along with 162,209 jobs and \$13.6 billion in total economic impact in South Florida
- More than 300 miles of waterways, marinas and marine manufacturing and repair facilities make Greater Fort Lauderdale a world-class port of call for the yachting industry
- Home of the Greater Fort Lauderdale International Boat Show, the world's largest boat show, which generates an annual economic impact of half a billion dollars

AREA PROFILE:

- Average temperature of 77 degrees in winter and 89 degrees in summer
- More than 3,000 hours of annual sunshine
- Designated as the “Yachting Capital of the World”
- Seventh largest City in Florida
- Median Age: 42.2
- Transportation by water taxi, trolley, bus, taxicab, and Tri-Rail commuter service

- Played host to high profile traveling art exhibits that have attracted 1.5 million visitors in the last four years
- Riverwalk
 - A 1.5-mile linear park along downtown’s New River with brick walkways, lush greenery and pedestrian amenities
 - Attracts more than 1.5 million visitors each year
 - Home to water taxis and guided waterway tours

DOWNTOWN ATTRACTIONS:

- Museum of Discovery and Science
 - More than 450,000 people visit the Museum annually
 - 85,000 square feet of interactive science exhibits, classrooms, café, store and grand atrium
 - Five-story, 300 seat AutoNation IMAX® Theater featuring both 2D and 3D films
 - \$30.6 million facility
- Broward Center for the Performing Arts
 - Hosts more than 700,000 patrons and over 700 performances annually
 - Home to the Florida Grand Opera, Miami City Ballet, Symphony of the Americas, Gold Coast Jazz Society
 - A \$55 million project featuring two acoustically perfect theaters
- Museum of Art
 - Permanent home of a \$6 million collection including CoBrA, Pre-Columbian and West African art, as well as 20th Century paintings

SPORTS:

- Florida Marlins (MLB)
- Florida Panthers (NHL)
- Miami Dolphins (NFL)
- Miami Heat (NBA)
- NFL Alumni
- Fort Lauderdale Aquatic Complex
- International Swimming Hall of Fame

TOURISM:

- Greater Fort Lauderdale hosted 10.9 million visitors in 2010 who spent \$8.7 billion
- Hotel occupancy averaged 67.3%
- Tourism generated tax revenues of \$36,5 million (derived from 5% bed tax collected by area hotels)
- Greater Fort Lauderdale attracted 2.4 million international visitors in 2010 including 835,947 from Canada, 558,426 from Latin America, 364,952 from Europe, 226,143 from Scandinavia, 181,947 from the United Kingdom and 236,748 from various other foreign countries

COLLEGES/UNIVERSITIES:

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

VOCATIONAL/TECHNICAL:

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

PUBLIC HOSPITAL AUTHORITY:

- Broward Health

ACUTE CARE HOSPITALS:

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

LABOR AND INDUSTRY:

Greater Fort Lauderdale / Broward County:

• Labor Force (September 2011)	992,049
• Employed (September 2011)	899,316
• Unemployed (September 2011)	92,733
• Unemployment Rate (September 2011)	9.3%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Local Area Unemployment Statistics Program in cooperation with the U.S. Department of Labor, and Bureau of Labor Statistics.

NONAGRICULTURAL EMPLOYMENT BY INDUSTRY (SEPTEMBER 2011):

Greater Fort Lauderdale / Broward County:

<u>Industry</u>	<u>Number of Employees</u>
<i>Goods Producing</i>	<i>52,600</i>
Construction	29,600
Manufacturing	22,900
Other	100
<i>Service Providing</i>	<i>648,800</i>
Trade, Transportation, Utilities	157,100
Information	15,600
Financial Activities	54,100
Professional and Business Services	115,200
Education and Health Services	97,000
Leisure and Hospitality	80,000
Government (Federal, State, Local)	99,200
Other Services	30,600
<i>Total Nonagricultural Employment</i>	<i>701,400</i>

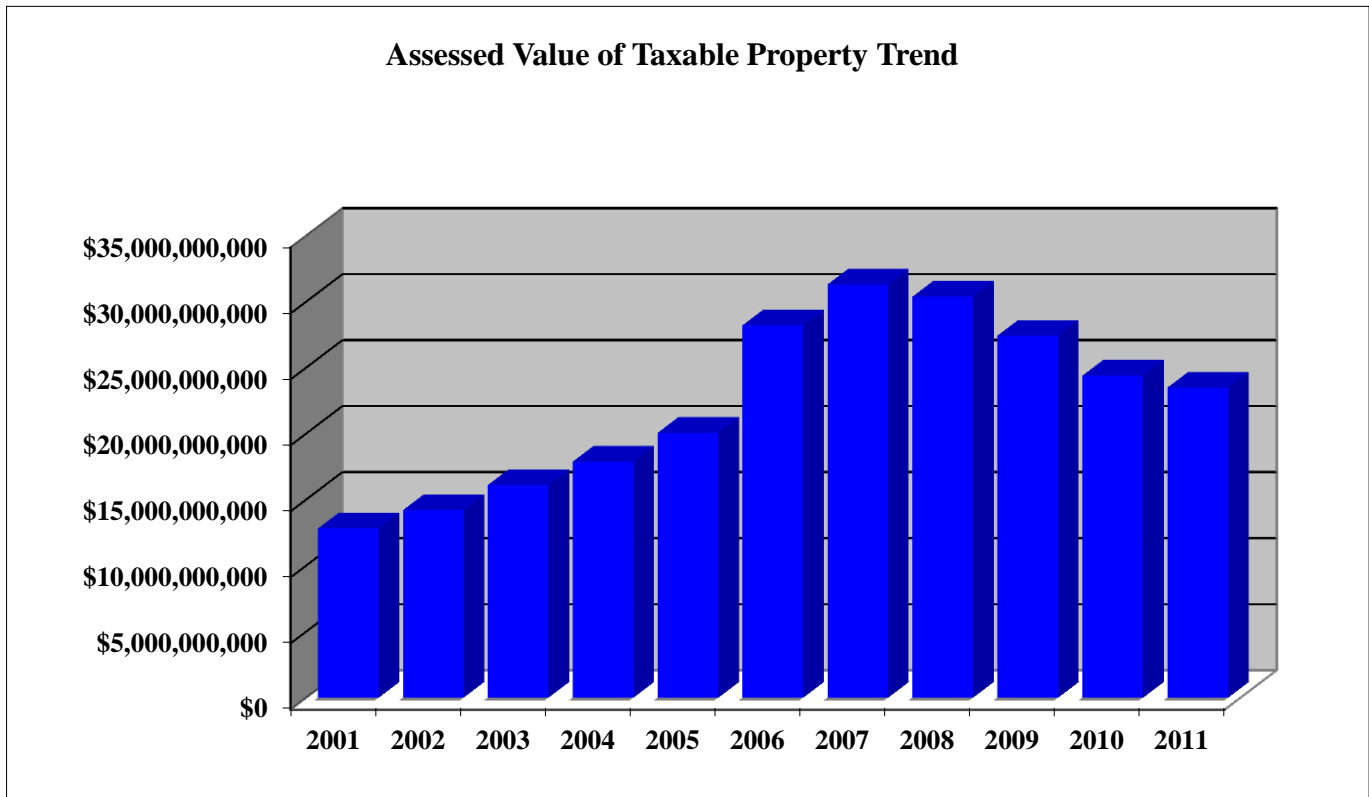
Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Local Area Unemployment Statistics Program in cooperation with the U.S. Department of Labor, and Bureau of Labor Statistics.

ASSESSED VALUE OF TAXABLE PROPERTY LAST TEN YEARS

Fiscal Year Ended	New Construction	Taxable Assessed Value*
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	17,876,680,940
9/30/2005	357,304,900	20,062,609,755
9/30/2006	** 591,978,061	28,212,749,869
9/30/2007	** 757,196,779	31,305,074,356
9/30/2008	** 625,354,578	30,378,384,604
9/30/2009	** 271,277,218	27,422,141,727
9/30/2010	494,110,613	24,393,809,310
9/30/2011	97,520,210	23,490,641,321

* Value based upon prior year final value from the Florida Department of Revenue form DR-420 (Line 7) except for most recent year. Most recent year's final taxable assessed value is provided on DR-422 (Line 2).

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



Property Tax Millage*

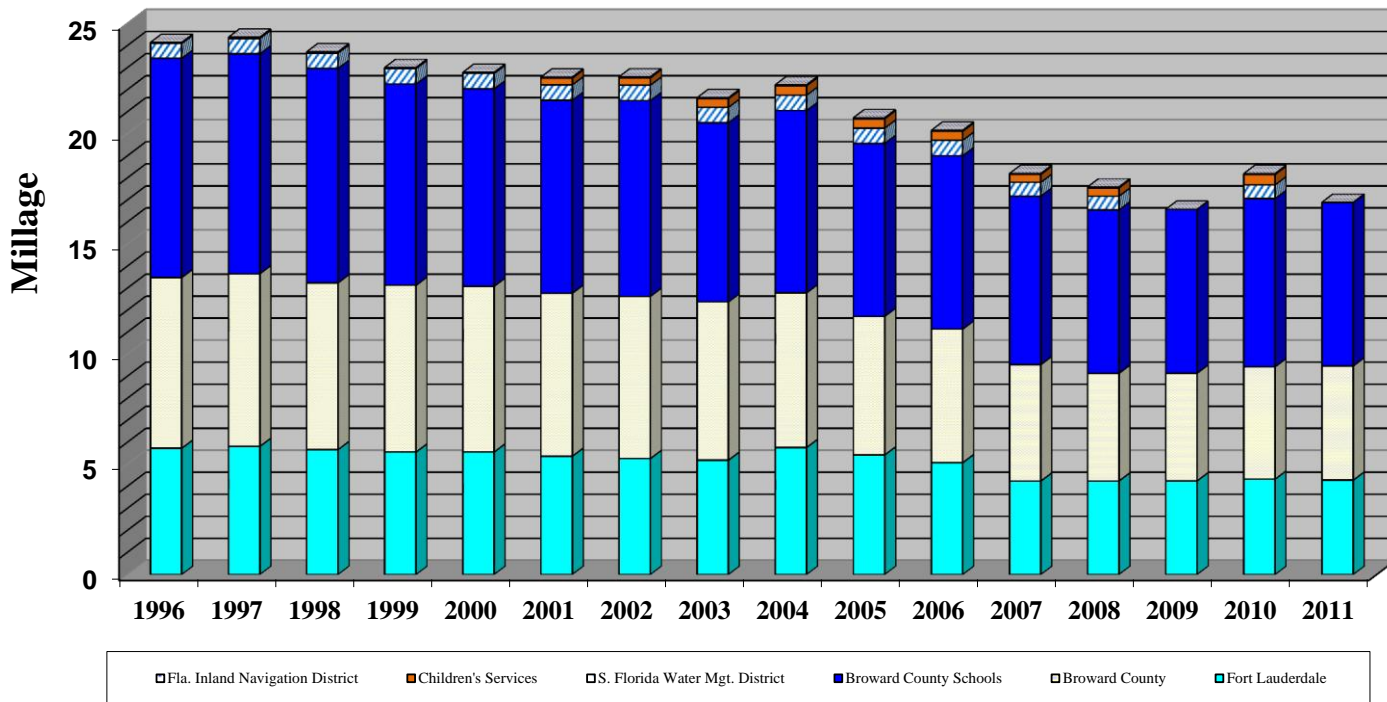
All Overlapping Governments

Tax Roll	Fort Lauderdale			Broward County				Fla. Inland Navigation	Total Citywide	Special Districts**				
	Operating	Debt Service	Total City	Broward County	Broward County Schools	S. Florida Water Mgt. District	Children's Services			Downtown Dev. Auth. Operating	Debt Service	N. Broward Hospital District	Hillsboro Inlet	Sunrise Key Neigh. Dist.
1995	5.3907	0.5162	5.9069	8.1165	10.0366	0.6470	-	0.0400	24.7470	0.6464	1.3823	2.4327	0.1142	1.0000
1996	5.2570	0.4803	5.7373	7.7524	9.9420	0.6720	-	0.0380	24.1417	0.6345	1.3668	2.4200	0.1112	1.0000
1997	5.0633	0.7576	5.8209	7.8380	9.9745	0.6970	-	0.0500	24.3804	0.8007	0.9878	2.4087	0.1071	1.0000
1998	5.0062	0.6671	5.6733	7.5710	9.7256	0.6970	-	0.0470	23.7139	0.8007	0.9878	2.5000	0.1071	1.0000
1999	4.9574	0.6090	5.5664	7.5710	9.1283	0.6970	-	0.0440	23.0067	0.7438	0.9878	2.4895	0.0955	1.5000
2000	5.0415	0.5249	5.5664	7.5250	8.9553	0.6970	-	0.0410	22.7847	0.7072	0.9878	2.4803	0.1036	1.0000
2001	4.8762	0.4968	5.3730	7.4005	8.7541	0.6970	0.3055	0.0385	22.5686	0.6444	0.6000	2.4803	0.0951	1.5000
2002	4.8472	0.4213	5.2685	7.3650	8.8825	0.6970	0.3316	0.0385	22.5831	0.6444	0.6000	2.4803	0.1170	1.5000
2003	4.8288	0.3682	5.1970	7.1880	8.1240	0.6970	0.3920	0.0385	21.6365	0.6279	0.6000	2.5000	0.2490	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	1.0000
2005	5.0924	0.3389	5.4313	6.2942	7.8410	0.6970	0.4231	0.0385	20.7251	0.6750	0.4200	2.1746	0.1845	1.0000
2006	4.8066	0.2760	5.0826	6.0661	7.8687	0.6970	0.4073	0.0385	20.1602	0.6150	0.4900	1.8317	0.1170	1.5000
2007	4.1193	0.1289	4.2482	5.2868	7.6484	0.6240	0.3572	0.0345	18.1991	0.4933	0.4800	1.6255	0.0860	1.0000
2008	4.1193	0.1302	4.2495	4.8889	7.4170	0.6240	0.3754	0.0345	17.5893	0.4802	0.4289	1.7059	0.0860	1.0000
2009	4.1193	0.1343	4.2536	4.8889	7.4310	0.6240	0.4243	0.0345	16.4392	0.4970	0.4313	1.7059	0.0860	0.7500
2010	4.1193	0.2173	4.3366	5.1021	7.6310	0.6240	0.4696	0.0345	18.1978	0.4970	0.4313	1.8750	0.0860	0.5000
2011	4.1193	0.1695	4.2888	5.1860	7.4180	0.4363	0.4789	0.0345	16.8928	0.5171	0.4489	1.8750	0.0860	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



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 SEP, 20 11
Jordan Joseph City Clerk

RESOLUTION NO. 11-257

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF FORT LAUDERDALE, BROWARD COUNTY, FLORIDA, ADOPTING THE FINAL BUDGET OF THE CITY OF FORT LAUDERDALE, FLORIDA FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2011, AND ENDING SEPTEMBER 30, 2012.

WHEREAS, pursuant to applicable provisions of law, the City Commission of the City of Fort Lauderdale on September 7, 2011 approved Resolution No. 11-239 adopting a tentative millage rate and approved Resolution No. 11-240 adopting a tentative budget for the City of Fort Lauderdale for the fiscal period beginning October 1, 2011 and ending September 30, 2012, 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 Budget Hearing" advising the public that a public hearing on the final millage rate and final budget would be held on September 20, 2011 at 6:00 P.M. in the City Commission Room at City Hall, 100 North Andrews Avenue, Fort Lauderdale, Florida has been published; and

WHEREAS, the City of Fort Lauderdale, Florida set forth the appropriations and revenue estimates for the Budget for fiscal year starting October 1, 2011 and ending September 30, 2012 in the amount of \$632,677,392; and

WHEREAS, said public hearing has been held as required by Section 200.065, Florida Statutes, and comments from the public concerning said proposed final budget have been heard and considered; and

WHEREAS, it is the desire of the City Commission of the City of Fort Lauderdale to adopt a final budget for the fiscal year beginning October 1, 2011 and ending September 30, 2012; and

NOW, THEREFORE, BE IT RESOLVED 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 2012", as such budget may be amended at the final budget public hearing, is hereby adopted and approved as

RESOLUTION NO. 11-257

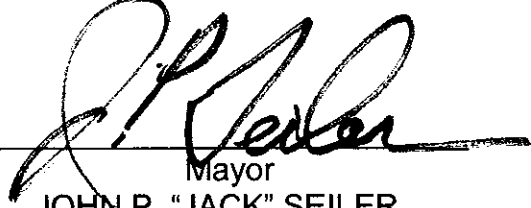
PAGE 2

the final budget of the City of Fort Lauderdale for the fiscal period beginning October 1, 2011 and ending September 30, 2012.


SECTION 2. That during the course of the 2012 fiscal year the City Commission may transfer budgeted amounts from one department, fund or project to another department, fund or project and otherwise amend the budget by Motion in accordance with Section 9.04 of the City Charter. For all other amendments of the budget not falling within the provisions of Section 9.04 of the City Charter, the budget shall be amended by Resolution.

SECTION 3. This resolution will take effect immediately upon its adoption.

ADOPTED this the 20th day of September, 2011.


Mayor
JOHN P. "JACK" SEILER

ATTEST:


City Clerk
JONDA K. JOSEPH

L:\COMM2011\Resos\Sept20\11-257.doc

NOTICE OF BUDGET HEARING

The City of Fort Lauderdale has tentatively adopted a budget for Fiscal Year 2012. A public hearing to make a FINAL DECISION on the budget AND TAXES will be held on:

Tuesday, September 20, 2011 at 6:00 P.M.

At:

**City of Fort Lauderdale – City Hall
100 North Andrews Avenue – 1st Floor
Commission Chambers
Fort Lauderdale, Florida 33301**

BUDGET SUMMARY CITY OF FORT LAUDERDALE FISCAL YEAR 2012

**THE PROPOSED OPERATING BUDGET EXPENDITURES OF
THE CITY OF FORT LAUDERDALE ARE 3.9% MORE THAN
LAST YEAR'S TOTAL OPERATING EXPENDITURES**

	General Fund	Special Revenue Funds	Debt Service Funds	Trust and Agency	Enterprise Funds	Total
CASH BALANCE BROUGHT FORWARD	\$ 55,786,658	2,255,375	1,532,140	19,945,721	84,782,623	164,302,517
ESTIMATED REVENUES:						
Taxes:						
Ad Valorem Taxes-Operating	4.1193	93,402,605				93,402,605
Ad Valorem Taxes-2011B Bonds	0.1125 (Voted Debt)	2,524,297				2,524,297
Ad Valorem Taxes-2005 Bonds	0.0570 (Voted Debt)	1,278,977				1,278,977
Ad Valorem Taxes-Sunrise Key	1.0000		70,760			70,760
Sales and Use Tax		4,882,276				4,882,276
Franchise Fees		17,550,000				17,550,000
Utility Service Taxes		36,250,000				36,250,000
Licenses and Permits		3,239,570	8,979,765			12,219,335
Intergovernmental		16,169,911	19,266,482			35,436,393
Charges for Services		21,946,179	218,958	1,175,300	148,131,840	171,472,277
Fines and Forfeitures		3,055,000			3,039,000	6,094,000
Miscellaneous Other		59,510,179				59,510,179
Other Financing Sources			771,816	1,950,000	9,298,699	12,020,515
TOTAL REVENUES AND OTHER FINANCING SOURCES	<u>259,808,994</u>	<u>29,307,781</u>		<u>3,125,300</u>	<u>160,469,539</u>	<u>452,711,614</u>
Fund Balances/Reserves	4,031,250	4,430,128	10,187,756			18,649,134
TOTAL ESTIMATED REVENUES AND BALANCES	<u>\$ 319,626,902</u>	<u>35,993,284</u>	<u>11,719,896</u>	<u>23,071,021</u>	<u>245,252,162</u>	<u>635,663,265</u>
EXPENDITURES/EXPENSES						
General Government Services	\$ 34,586,520		9,583,159			44,169,679
Public Safety	176,889,811	10,565,574				187,455,385
Physical Environment	8,131,854			895,000	100,413,649	109,440,503
Transportation	3,062,519			1,175,300	20,542,732	24,780,551
Economic Environment	1,406,620	16,409,435				17,816,055
Culture and Recreation	33,063,596					33,063,596
Other Financing Uses	11,384,585	5,609,515			6,583,939	23,578,039
Other Non-Operating Expenditures					33,425,035	33,425,035
TOTAL EXPENDITURES/EXPENSES AND OTHER FINANCING USES	<u>268,525,505</u>	<u>32,584,524</u>	<u>9,583,159</u>	<u>2,070,300</u>	<u>160,965,355</u>	<u>473,728,843</u>
Fund Balances/Reserves	51,101,398	3,408,760	2,136,737	21,000,721	84,286,807	161,934,423
TOTAL APPROPRIATED EXPENDITURES/ EXPENSES AND RESERVES	<u>\$ 319,626,902</u>	<u>35,993,284</u>	<u>11,719,896</u>	<u>23,071,021</u>	<u>245,252,162</u>	<u>635,663,265</u>

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

GLOSSARY

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 (thousands of dollars)

Appropriation - The City Commission's legal authorization for the City to make expenditures and incur obligations

Arts and Science District Garage - The Performing Arts Center and Authority is a 950 space parking garage located in the Arts and Science District of the City, with the City having full and exclusive responsibility for operations and maintenance of the garage

Assessed Value - 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

Balanced Budget - According to Florida Statute, the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves

Bond - Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash flows, including periodic interest payments and a principal repayment.

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. Also, the amount of money available, required, or assigned for a particular purpose

Capital Outlays - 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 Program (see capital projects)

Capital Projects - Any program, project, or purchase with a useful life span of ten years and a cost of at least \$50,000

Carry Forward - Fund balances that are carried forward into the next fiscal year

Cemetery Perpetual Care Fund - Fund established to account for the City's four cemeteries: Woodlawn, Evergreen, Sunset Memorial Gardens, and Lauderdale Memorial Park

Community Redevelopment Agency - Acronym for CRA, a special taxing district. The City has designated two areas: Central Beach and Northwest Progresso Flagler Heights as CRA districts

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

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

Depreciation - The decline in the value of assets as a result of wear and tear, age, or obsolescence.

Development Review Community (DRC) - The DRC is comprised of representatives from the Planning and Zoning, 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 reduced correspondingly

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

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

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

Foreign-Trade Zone - A Foreign-Trade Zone (FTZ) is an area that, for US Customs purposes, is considered to be an international commerce. Any foreign or domestic material can be moved into an FTZ without being subject to US Customs duties. An FTZ is operated as a public venture sponsored by a local municipality or authority

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

Full Time Equivalent - Refers to the number of full time employees, plus all part time and seasonal employees pro-rated to full time increments

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

Governmental Funds - Funds in which most governmental functions of the City are financed. The funds are fiscal and accounting entities 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

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 Services, and City Insurance funds

Millage Rate - One mill equals \$100 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against the value

Modified Accrual Basis - The basis of accounting under which transactions are recognized when they become both measurable (ie, an amount can be determined) and available (ie, able to liquidate liabilities of the current period)

Non-Self-Supported Debt - Bonds for which payment in full faith and credit of the City or 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

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 City Commission action, through appropriation transfers from contingency, or transfers from or to another department or fund

Rolled Back 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

To Hire a Worker Process - Refers to the authorization procedures followed to hire employees

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

WaterWorks 2011 - A ten-year, \$768 million Capital Improvement Program for replacement of water and sewer and 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

ABBREVIATIONS & ACRONYMS

A

ACE - Achievement in Community Excellence

ADA - Americans with Disabilities Act

APWA - American Public Works Association

ARFF -Aircraft Rescue Fire Fighting

ATCT - Air Traffic Control Tower

B

BCIP - Business Capital Improvement Program

BID - Beach Business Improvement District, special taxing district

BOA - Board of Adjustment

BRAB - Beach Redevelopment Advisory Board

BSO - BuySpeed Online

C

CAD - Computer Aided Dispatch

CAFR - Comprehensive Annual Financial Report

CBT - Central Broward Transit

CDBG - Community Development Block Grant

CEB - Code Enforcement Board

CEO - Chief Executive Officer

CERT - Community Emergency Response Team

CDL - Commercial Driver's Licenses

CFS - Calls For Service in the Police Department

CID - Criminal Investigation Division

CIP - Capital Improvement Program

CLERP - Conservation Land Ecological Restoration Program

CLG - Certified Local Government

COMPSTAT - Computer Statistics System

COOP - Continuity of Operations

COPJAM - Community Oriented Policing Juvenile Alternative Motivation

CPG - City Parking Garage parking facility

CRA - Community Redevelopment Agency

CWA - Clean Water Act

D

DDA - Downtown Development Authority, an independent special taxing district

DEP - Department of Environmental Protection

DRC - Development Review Committee

DRI - Development of Regional Impact

DROP - Deferred Retirement Option Program

DRT - Design Review Team

E

EAR - Evaluation and Appraisal Report

EEO - Equal Employment Opportunity

EFT - Electronic Funds Transfer

EKG - Electrocardiogram

EMS - Emergency Medical Services

EMT - Emergency Medical Technicians

EOC - Emergency Operations Center

EPA - Environmental Protection Agency

ESP - Enterprise Spend Platform

EVDO/GPS - Evolution Data Optimized/Global Positioning System

F

FAMIS - Financial Accounting Management Information System

FAU - Florida Atlantic University

FCIC - Florida Crime Information Center

FCN - Florida Contract Negotiator
FDEP - Florida Department of Environmental Protection
FDLE - Florida Department of Law Enforcement
FDOT - Florida Department of Transportation
FEC - Florida East Coast
FEMA - Federal Emergency Management Agency
FIFC - Florida Intergovernmental Financing Commission
FIND - Florida Inland Navigation District
FIU - Florida International University
FLL - Fort Lauderdale/Hollywood International Airport
FLAC - Fort Lauderdale Aquatic Complex
FMLA - Family Medical Leave Act
FOP - Fraternal Order of Police
FPL - Florida Power and Light
FRDAP - Florida Recreation Development Assistance Program
FRMBC - Florida Regional Minority Business Council
FRPA - Florida Recreation and Park Association
FTE - Full Time Equivalent

G

GAAP - Generally Accepted Accounting Principles
GASB - Governmental Accounting Standards Board
GED - General Equivalency Diploma
GFOA - Government Finance Officers Association
GIS - Geographic Information System
GOB - General Obligation Bond
GREAT - Gang Resistance Education and Training

H

HARS - Highway Advisories
HazMat - Hazardous Material
HERA - Housing and economic Recovery Act
HOPWA - Housing Opportunities for Persons with AIDS

HPB - Historic Preservation Board
HSMV - Highway Safety and Motor Vehicle
HUD - Housing and Urban Development
HVAC - Heating, Ventilating, and Air Conditioning

I

IAFF - International Association of Fire Fighters
ICVS - In-Car Video System
IDIS - Integrated Dispersment Information System
ISHOF - International Swimming Hall of Fame
IT - Information Technology
IVR - Interactive Voice Response

K

KAPOW - Kids and the Power of Work

L

LEED - Leadership in Energy and Environmental Design
LWCF - Land Water Conservation Fund

M

MDT - Mobile Data Terminal
MPO - Metropolitan Planning Organization
MOU - Memorandum of Understanding
M/WBE - Minority and Women's Business Enterprises

N

NCIC - National Crime Information Center
NCIP - Neighborhood Capital Improvement Program
NDAA - National Defense Authorization Act
NELAC - National Environmental Laboratory Accreditation Certification
NIGP - National Institute of Governmental Purchasing
NIMS - National Incident Management System
NPDES - National Pollutant Discharge Elimination System
NPI - National Purchasing Institute
NSP - Neighborhood Stabilization Program

NWPFH - Northwest Progresso Flagler Heights

O

OJT - On the Job Training

OPEB - Other Post- Employment Benefits

OSHG - On-Site Hypochlorite Generation

P

PAVe - Personally Assigned Vehicle program in the Police Department

PILOT - Payment in Lieu of Taxes

PM - Preventative Maintenance

PMT - Program Management Team

PROP - Police Referral Outreach Program

PSA - Public Safety Aide

PZ - Planning and Zoning

Q

QTI - Qualified Target Industry

R

RAC - Regional Activity Center

RFP - Request for Proposal

ROI - Return on Investment

RPA - Requisition Purchase Order Payment Authorization

S

SCADA - Supervisory Control and Data Acquisition

SDWA - Safe Drinking Water Act

SFWMD - South Florida Water Management District

SFECCTA - South Florida East Coast Corridor Transit Analysis

SHIP - State Housing Initiative Partnership Program

SID - Special Investigations Division

SIS - Strategic Intermodal System

SM - Special Magistrate

SMART - Specific, Measurable, Attainable, Realistic, and Timely

STRU – Short Term Residential Use

T

TEAM - Transportation Electronic Award Management

TEC – Technical Coordinating Committee

TIF - Tax Increment Financing

THAW - To Hire a Worker Process refers to the authorization procedures followed to hire employees

THOR – Transit Housing Oriented Redevelopment

TRIM - Truth in Millage

U

ULDR - Unified Land Development Regulation

USB - Universal Serial Bus

USTA - United States Tennis Association

W

WTP - Water Treatment Plant

ACKNOWLEDGEMENTS

FY 2012 ADOPTED OPERATING BUDGET

CITY MANAGER

Lee R. Feldman, ICMA-CM

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BUDGET COORDINATORS

Building Services - Cecilia Zarate
Business Enterprises - Ronna Adams
City Attorney - Maureen Richards
City Auditor - Alexandria Woolweaver
City Clerk - Jeff Modarelli
City Commission - Maxine Singh
Economic Development - Karen Reese
Community Redevelopment Agency- NW Progresso - Thomasina Turner-Diggs
Finance - Marian Dollard
Fire-Rescue - Paul Vanden-Berge
Human Resources - Stephanie Artis
Information Systems - Diana Scott
Parking and Fleet Services - Darlene Pfeiffer
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Public Works/Facilities Operations and Maintenance - Judith Angels

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FORT LAUDERDALE CITY COMMISSION

Mayor John P. "Jack" Seiler

Vice Mayor Bobby B. DuBose, District III

Commissioner Bruce G. Roberts, District I

Commissioner Charlotte E. Rodstrom, District II

Commissioner Romney Rogers, District IV

Lee R. Feldman, City Manager

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